LISC

Pawtucket | Central Falls

Health Equity Zone

ACTION PLAN

Building Healthy Neighorhoods

June 2016

HEZ Collaborative: Partner List

Below is a list of our collaborative partners:

Blackstone Community Health Team
www.blackstonechc.org

Blackstone Valley Advocacy Center
www.bvadvocacycenter.org

Blackstone Valley Community Action Program
www.bvcap.org

Boys and Girls Club of Pawtucket
www.bgcpawt.org

Central Falls Housing Authority
www.cfhousing.org

Central Falls School Department
www.cfschools.net

Childhood Lead Action Project
www.leadsafekids.org

City of Central Falls
www.centralfallsri.us

City of Pawtucket
www.pawtucketri.com

Institute for Community Health Promotions
www.brown.edu/academics/public-health/centers/community-health-promotion/

LISC – RI
www.rilisc.org

Memorial Hospital
www.mhri.org

Nursing Placement, Home Health and Hospice
www.nursingplacement.com

Pawtucket Central Falls Development Corporation
www.pcfdevelopment.org

Pawtucket Foundation
www.pawtucketfoundation.org

Pawtucket Housing Authority
www.pawthousing.org

Pawtucket School Department (COZ)
www.pawtucket1.schooldesk.net

Progreso Latino
www.progresolatino.org

Rhode Island Public Health Institute
www.riphi.org

RI Coalition Against Domestic Violence
www.ricadv.org

Southside Community Land Trust
www.southsideclt.org

The Providence Center
www.providencecenter.org

YMCA of Pawtucket
www.goymca.com

Women and Infant Health Care Alliance
www.womenandinfants.org/alliance

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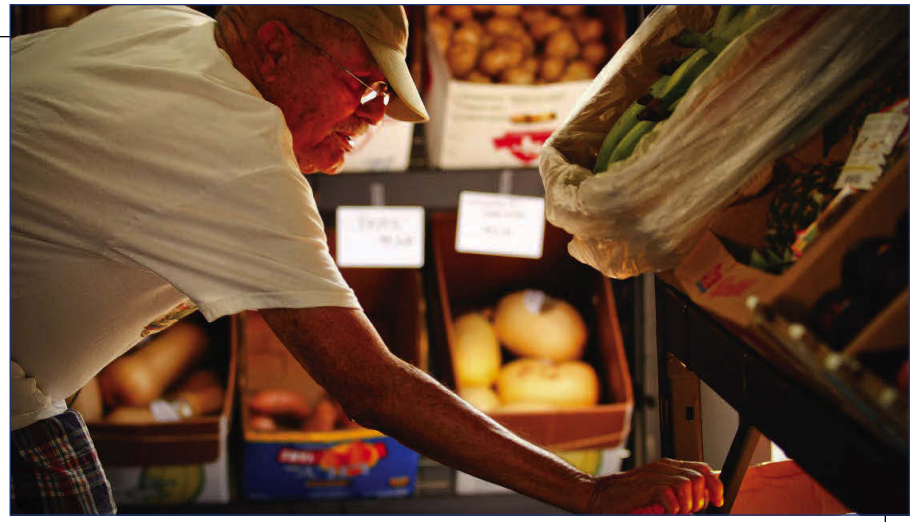
Building Healthy Neighborhoods



The Health Equity Zone (HEZ) project is a four-year place based initiative funded by the Rhode Island Department of Health and The Centers for Disease Control and Prevention. Our health is determined in part by access to social and economic opportunities; the safety of our neighborhoods, housing and our ability to access healthy food and equitable healthcare. The goal of the HEZ is to reduce health disparities for the residents of Pawtucket and Central Falls.

Vision Statement

Pawtucket and Central Falls will be thriving cities where all residents have full and equitable access to safe streets, parks, recreational areas, affordable housing, and healthy food. High-quality education is provided to both children and adults and all residents are connected to high-quality preventative, medical, and behavioral health care services that are culturally and linguistically appropriate.

Background

The Pawtucket Central Falls Health Equity Zone will intentionally and strategically integrate, coordinate, and leverage the talent and resources within the two cities. It will help communities define the best ways to improve health by affecting social and environmental determinants of public health: public health policy, affordable housing, health and nutrition education, access to health care, mental health services, job readiness training, reliable public transportation, quality public services such as parks and libraries, quality life-long education, affordable quality child care, and access to affordable fresh foods.

What makes this special is the focus on collaboration and community involvement. While LISC Rhode Island has been selected as the backbone coordinating agency, we work with a collaborative comprised of varied organizations from Central Falls, Pawtucket and around Rhode Island. The collaborative consists of organizations that are experts in developing health programs, conducting research, and implementing baseline health assessments. It also includes organizations that have demonstrated the ability to facilitate comprehensive community engagement and build on the specific strengths and resiliencies of these communities.

Year One Activities:

Expand and strengthen the existing collaborative into a unified group focusing on healthy communities.

LISC brought together a collaborative of organizations that had historically worked together on various projects and programs but had not come together as a whole to create a unified collaborative. Over the first year the collaborative formed three standing committees: an Action (steering) Committee, an Evaluation Committee, and a Community Engagement Committee. The collaborative met quarterly as a whole, participated in working groups and committees, and adopted the *Building Healthy Neighborhoods Action Plan.*

Conduct a Guided Visioning Exercise

All members of the Pawtucket Central Falls HEZ collaborative came together and adopted a vision statement for the Health Equity Zone.

Conduct a Community Listening Tour

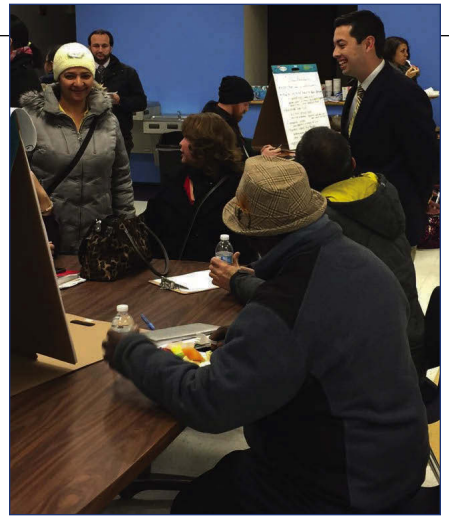
The collaborative hired a dedicated community engagement manager who led a listening tour of the HEZ. The community engagement manager and a team of representatives from the partner organizations interviewed 130 neighborhood leaders. The interviews were conducted in both a one-on-one manner as well as through the use of focus groups.

Complete a Community Needs Assessment

A Community Needs Assessment was completed using the information collected through the listening tour. The data collected from the assessments completed in Pawtucket through the Healthy Places by Design grant from the Department of Health and the Community Health Assessment done by the Department of Health and the RIPHI in Central Falls was used as a foundation for the needs assessment.

Give Back Meeting

The information gathered through the listening tour and through various community engagement activities performed by partners was analyzed and a "give-back" meeting was held on November 18, 2015. The "give-back" meeting allowed the collaborative to report back to the residents on what they heard through the community engagement process. It also provided a means for enlisting residents to work on action teams that guided the development of the implementation plan.



Central Falls Mayor James Diossa attends the convening of the HEZ Working Groups in January

Early Action Projects

Early action or low cost/highly effective small projects were identified by residents and stakeholders at the "give-back" meeting and chosen through a competitive selection process. *(See Page 6)*

Action Plan

The collaborative created an action plan that lays out a broadly supported and realistic strategy for improved health outcomes. The plan identifies specific and achievable activities; specifies the necessary partners and resources; establishes champions for each actionable activity, sets time lines and milestones, and incorporates an accountability structure to keep the process moving forward. The development of the action plan was informed by the Center for Disease Control's recommendations on public health policy. The plan includes a social marketing strategy to ensure that residents in the HEZ are aware of healthy choices and interventions.

Process Evaluation

The collaborative conducted regular process evaluation activities as a means for assuring the collaborative process was achieving the intended results through the intended methods.

Early Action Projects:

Name	Project/Description	Priority	Target Neighborhood/Area
Blackstone Valley Community Action Program	Project RENEW to conduct street outreach to commercial sex workers in Central Falls and Pawtucket.	Public Safety	Broad, Barton, and Dexter Streets
YWCA	Addressing race as a social determinant of health and its impact on girls of color.	Youth/Health	Broad Street and Dexter Street in Central Falls; Roosevelt Avenue; and East Avenue in Pawtucket
Boys and Girls Club of Pawtucket	Membership subsidies for youth to participate in club activities.	Youth/Recreation	Central Falls, Galego Court, and 560 Prospect Street
Childhood Lead Action Program	Empowering tenants through the translation of lead poisoning prevention materials into Portuguese, Cape Verdean and Creole. Conduct workshops and outreach.	Housing	Central Falls and Pawtucket
Blackstone Valley Community Health Center	School Based Health Center, medicine and marketing materials.	Youth/Health	Central Falls School District
Mujeres Positivas	Focused on grassroots Latina women's health. Acquisition of a laptop and incentives to support outreach and events dedicated to this topic.	Health/Women	Central Falls and Pawtucket
Pawtucket School Department (COZ)	Provide Mental Health First Aid (MHFA) Training and Certification for parents, family members, caregivers, teachers, school staff and health and human service workers.	Mental Health	Central Falls and Pawtucket
Central Falls Mayor's Youth Council	Formation of a stipended group of Central Falls high school students to launch an initiative to rehabilitate Higginson Field.	Youth/Recreation	Central Falls
Pawtucket Senior Citizens Council	Implement a Healthy Aging Initiative through teaching senior citizens computer skills.	Health/Seniors	Pawtucket
Central Falls Community Garden	Summer stipends for youth and materials needed.	Food Access	Central Falls
Taft Street Community Garden	Focused on offsetting costs of fence, lumber and loam.	Food Access	Pawtucket
Central Falls Police Department	Safety Field Day to promote relationships with the community.	Public Safety	Central Falls
Samuel Slater Jr. High School	Intergenerational yoga and stress management.	Mental Health/Wellness	Pawtucket

History of Central Falls

The Village of Central Falls, one of the many quiet villages in the Town of Smithfield during the 18th and most of the 19th century, would soon see many changes. As of 1822, the sleepy village had only four buildings, including the first chocolate mill in the United States, with only sixty residents. Central Street had been laid out but the nearly empty street would remain nameless for many years; Broad Street, for its part, was then called the Valley Pike.

Soon, however, the population would begin to grow, fueled by the arrival of mills such as those of the Thurber, Horton & Wood (1824), Stafford Manufacturing Company (1825) and Pawtucket Hair-Cloth Company (1829). Within two generations, notable mills such as that of the United States Flax Manufacturing Company (1863), the Paper-Box Manufactory (1870), the Central Falls Woollen Mill (1870) and the American Curled-Hair Company (1872) began to require thousands of employees to keep them running. Leather, cloth, lumber, picture frames, candy and much, much more were made in the city, which soon had brass works, jewelry, tools, print shops and even a newspaper, the "Weekly Visitor."

Rapid industrial and population growth in the State of Rhode Island resulted in the establishment of new Townships during the latter part of the 19th century. In 1871, the state divided the Town of Smithfield, with its 30+ villages, into three new towns: the largely rural Towns of Smithfield and North Smithfield and the Town of Lincoln, the latter of which now included the ever-industrializing Central Falls Fire-District. This fire-district, or fire-ward as it was sometimes called, required greater public expenditures than did the rest of Lincoln due to industry's need for roads, lights, fire hydrants and other costly infrastructure. Because of this division, Central Falls was taxed differently from the rest of the town and, due to its unique needs, soon developed fire and police departments, and controlled the water supply and street lights.

The continued growth of the Central Falls Fire-District, however, soon strained the resources of the Town of Lincoln, which was otherwise largely an agricultural region. With the Town unprepared for the social stresses of its hyper-industrializing district, its leaders soon held town meetings featuring discussions and proposals to merge Central Falls with the neighboring (and similarly industrialized) City of Pawtucket. The small fire-district's out-sized pride, however, saved the day and prevented the merger from happening.

With the merger defeated, the local populace increasingly supported transforming the entrepreneurial square-mile of Central Falls into a City. After the Town Council held a series of meetings from June through December, 1894, the ensuing political pressure led to the February 21,1895 passage of a legislative Act by the Rhode Island General Assembly creating the City of Central Falls. On February 27,1895, Lincoln citizens went to the ballot box to vote on this Act.

As it turned out, the Central Falls villagers were evenly split, with 749 voting for, and 749 voting against, the Act. Rural voters in Lincoln, however, were wary of committing further resources to their voracious village by the Blackstone and consequently threw their support behind the Act, in doing so transforming the entrepreneurial village into an independent city.

The City's government was organized on March 18,1895, with Charles Moies becoming the City's first mayor, and barely a year later the City Charter was accepted by the state. Freed from the constraints of rural oversight, the City of Central Falls accelerated its economic growth, contributing mightily to the industrial preeminence of the United States over the next half century and beyond.

History of Pawtucket

Pawtucket is a city of 71,148 persons founded in 1671, at the strategic falls of the Blackstone River and the upper tidewaters of Narragansett Bay. It is a city with a special place in the industrial history of the United States. For it was here at the Slater Mill Historic Site that Samuel Slater successfully constructed and operated machines for spinning cotton yarn in 1793. Besides textiles, a variety of machines and iron working shops grew up alongside the textile industry.

The industrial development of Pawtucket continued to expand for the next century making it a highly developed and important manufacturing center. Although the textile industry is no longer dominant, a number of specialty textile operations still remain in Pawtucket, making products such as lace, non-woven and elastic woven materials. Pawtucket now has 300 diversified industries with the three largest being jewelry and silverware, metals and textiles.

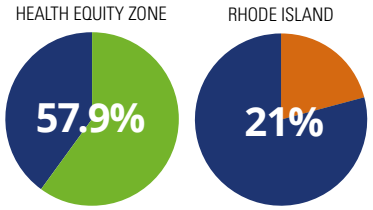
The past decades have seen concerted efforts to diversify the economy of the State, and Pawtucket has participated in that undertaking. In the case of Pawtucket, major political reforms preceded extensive physical changes to the city. A home rule charter went into effect in 1954 providing a strong mayoral and unicameral City Council form of government, a clear organizational format, with professional officials and staff. Since 1956 the city has been a leader in community development programs, modernized and upgraded facilities and services, it has maintained consistent budgeting and fiscal methods, and instituted modern planning, programming, and management techniques.

The City of Pawtucket today includes: major residential areas with 30,000 housing units, an employment center with 300 industries and 1,000 commercial and service establishments, and convenient links to the other major metropolitan areas by Interstate 95. City development policies over the last twenty years have been targeted to: 1) improve the quality of residential neighborhoods and the housing stock, through rehabilitation programs, 2) expand the employment opportunities through stabilizing manufacturing centers and the creation of new industrial opportunities, and 3) assistance to the commercial sector with rehabilitation loans and location incentive loans.

Demographics

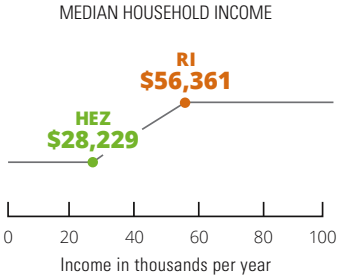
The Pawtucket and Central Falls Health Equity Zone (HEZ), located in Providence County, includes the following contiguous census tracts: 108, 109, 110 and 111 in Central Falls and 151, 152, 154, 160, 161, 166 and 167 in Pawtucket.

In the HEZ, there are a total of 40,906 racially and ethnically diverse residents. A large percentage of HEZ residents are immigrants or refugees: 33.3% foreign born as compared to 13.1% in RI. More than half (57.9%) speak a language other than English at home compared to 21% for RI. In some areas, the numbers are even higher. In census tract 111 in Central Falls, over 47% of the residents are foreign-born and over 83% of residents speak a language other than English at home.

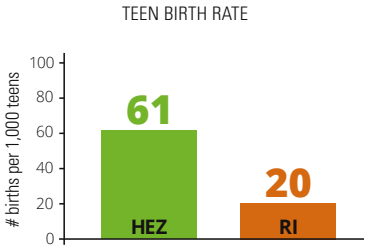


Speak a language other than English at home

HEZ residents face serious financial, educational and access challenges. The median household income is significantly lower in the HEZ ($28,229) than it is in RI ($56,361). Almost twice as many HEZ residents are living in poverty (31.3%) compared to RI residents (13.6%). Unemployment rates are also significantly higher in the HEZ: 12.2% vs. 9.5% in RI. According to the United States Department of Agriculture's Food Atlas, a significantly higher percentage (33.3%) of HEZ residents lack access to affordable, healthful food than do RI residents (5.6%). *(USDA defines low access as living more than 0.5 miles from a grocery store).*



In the HEZ there were on average 61 births per 1,000 teens, much higher than the RI state average of 20 per 1,000. Infant mortality rates are also higher: 7.6% in the HEZ compared to 6.1% in RI. Nearly half (41%) of HEZ 2-to-5 year-old WIC children are overweight or obese before they even enter kindergarten.



Demographics

Population by Race

Race	HEZ	RI
White (alone)	57.7%	85%
African American	23%	7.7%
Asian	1.1%	3.5%
American Indian, Native Pacific Islander	.03%	1%
Other Race	17%	6%
Two or more races	4%	2.6%
Hispanic ethnicity (reported separately)	42.6%	14%

Population by Age

Age	Pawtucket	Central Falls	RI
Under 5	7%	8.9%	5.5%
5-18	23.3%	29.1%	19.4%
19-64	57.1%	53.3%	60.7%
65+	12.6%	8.7%	14.4%

Strategies

Below is a list of our strategies:

Access to Healthcare

- Prevent diabetes in high risk individuals.
- Enhance health services, health promotion, and prevention programs in the HEZ.
- Assess availability and dissemination of information about culturally competent and culturally tailored health services.
- Expand HIV & HCV screening in clinical and behavioral health settings.
- Increase access to Behavioral Health Services in Primary Care settings.

Access to Healthy Foods

- Effectively demonstrate the need for, and acceptability of, creating more opportunities for residents to grow food in Central Falls and Pawtucket.
- Address the immediate need for increased access to affordable, high-quality fruit and vegetables in Pawtucket and Central Falls, by ensuring that all residents, regardless of status or ability to pay, have access to healthful food.
- Promote and increase adoption of nutrition guidelines in publicly accessible locations where food is being sold.

Housing and Homelessness

- Increase support for homeless prevention and homeless services.
- Increase support for homeownership and healthy homes.
- Tenant Empowerment & Healthy Housing.
- Strengthen landlord accountability.

Jobs & Income

- Increase opportunities for employment with a ladder of success.
- Increase opportunities for small and micro businesses.
- Enhance opportunities for employment and micro businesses in food sustainability through the development of a community kitchen.
- Improve transportation linkages to jobs, job training, and other opportunities.

Quality of Life

- Increase access to clean, safe streets, sidewalks, and bike paths for Central Falls and Pawtucket residents.
- Investigate the needs for busing services or other transportation services to Central Falls and Pawtucket.
- Promote beautification of activity hubs in the HEZ.

Youth and Elderly Engagement

- Facilitate positive relationships between the youth and elderly populations in Central Falls and Pawtucket.
- Establish a youth coalition that engages both the Mayor's Youth Council of Central Falls and the Pawtucket Boys and Girls Club.
- Establish an out of school time Task Force

Access to Healthcare

Strategy	Champion/lead partner	Other key organizations	Year 2	Year 3	Year 4
Objective #1: Prevent diabetes in high risk individuals					
1.1 Identify agencies that will seek recognition by the CDC as a Diabetes Provider Recognition Program to deliver a Diabetes Prevention Program.	LISC		•		
1.2 Identified agencies will submit application for recognition to the Center for Disease Control.	Progreso Latino	Memorial, Care New England, YMCA Pawtucket and Blackstone Valley Community Health Center	•		
1.3 HEZ DPRP will attend lifestyle coach training.	Progreso Latino	Memorial, Care New England, YMCA Pawtucket and Blackstone Valley Community Health Center	•		
1.4 Deliver 3 evidence based lifestyle change DPP programs per year in the HEZ in English and Spanish as needed.	Progreso Latino	Memorial, Care New England, YMCA Pawtucket and Blackstone Valley Community Health Center	•	•	•
1.5 Join the network including the Coach Coalition; the State Engagement Meeting to develop and implement a diabetes prevention action plan.	Progreso Latino	Memorial, Care New England, YMCA Pawtucket and Blackstone Valley Community Health Center	•		
1.6 Identify opportunities to scale and sustain the National Diabetes Prevention Program two day event and attend training held by the CDC.	Memorial, Care New England, YMCA Pawtucket and Blackstone Valley Community Health Center	LISC	•		
1.7 Increase insurance coverage for the Diabetes Prevention Program by educating employers regarding the cost effectiveness of the program through use of the American Medical Association's DPP cost savings calculator.	LISC	Progreso Latino, Memorial, Care New England, YMCA Pawtucket and Blackstone Valley Community Health Center	•	•	•
1.8 Promote awareness of prediabetes among people who are at risk for Type 2 diabetes. Including but not limited to community events, health fairs, newsletters, social media, etc.	LISC	Pawtucket Central Falls Health Equity Zone Collaborative	•	•	•
1.9 Increase screening and testing for prediabetes and refer to diabetes Prevention Programs.	Memorial, Care New England and Blackstone Valley Community Health Center	LISC	•	•	•

Strategy	Champion/lead partner	Other key organizations	Year 2	Year 3	Year 4
1.10 Promote and support diabetes self management education programs to increase the number of programs offered in the Health Equity Zone.	LISC, Progreso Latino, Blackstone Valley Community Action Program, Pawtucket Central Falls Development Corporation	Pawtucket Central Falls Health Equity Zone Collaborative	•	•	•
1.11 Recruit and train community members to become Diabetes Self Management Education program leaders.	Progreso Latino	LISC, Blackstone Valley Community Action Program, Pawtucket Central Falls Development Corporation	•	•	•
1.12 Increase referrals to the Diabetes Prevention Program by health care providers for their patients with a diagnosis of prediabetes or at high risk for Type 2 diabetes through Community Health Network (CHN) into the DPP (for the HEZ DPRP).	YWCA Central Falls, Memorial, Care New England, Progreso Latino	LISC	•	•	•
Objective #2:To enhance health services, health promotion and prevention programs for adolescents in public schools.					
2.1. To conduct a needs assessment of the suite of current available services for sexual, behavioral, physical education and reproductive health services in the HEZ public schools, and to identify gaps in provision of health services.	Pawtucket School District, Central Falls School Department	RI Healthy Schools Coalition, Pawtucket Adult Education, Noelle Leadership Academy	•		
2.2 Explore models and expansion of school based health services and health clinics for sexual and reproductive health, primary care, and behavioral health.	Pawtucket School District, Central Falls School Department	Blackstone Valley Community Health Center	•		
2.3 Support development of infrastructure to provide school based health services for adolescents, including sexual and reproductive health, primary care, and behavioral health services.	Pawtucket School District, Central Falls School Department	Blackstone Valley Community Health Center		•	•
2.4 To advocate for policy change for physical education requirements during school hours.	Pawtucket School District, Central Falls School Department	LISC, American Heart Association		•	•
2.5 Explore opportunities to expand HIV, STD and family planning education and screening services for adolescents in public schools (could be provided with or without health clinics).	Pawtucket School District, Central Falls School Department	Family Services of RI		•	•
2.6 Supported health promotion activities in Pawtucket and Central Falls.	Pawtucket School District, Central Falls School Department	Pawtucket Central Falls Health Equity Zone Collaborative	•	•	
2.7 To train more teachers in "Youth Mental Health First Aid," a curriculum that trains lay people in how best to identify and respond to mental health needs of adolescents.	Pawtucket School District, Central Falls School Department		•	•	

Strategy	Champion/lead partner	Other key organizations	Year 2	Year 3	Year 4
Objective #3: Assess availability and dissemination of information about culturally competent and culturally tailored health services.					
3.1 To conduct focus groups/community forums, and informal meetings at local community service agencies to understand perceptions about provision of culturally competent health services in the HEZ, and to assess any gaps.	Pawtucket Central Falls Development Corporation	BVCAP, Progreso Latino, Library ESL, YWCA, Adult Ed, schools nurses	•		
3.2 To explore the culturally competent health services that are available in the HEZ, including at Memorial, Care New England and Blackstone Valley Community Health Center, and to develop a comprehensive list of bilingual health, behavioral health and other support services available in the HEZ in more than one language.	Memorial, Care New England, Brown University	Memorial, Care New England	•		
3.3 To share findings from the cultural competence needs assessments and available services with the Diversity board at Memorial, Care New England in order for the hospital to enhance its culturally appropriate provision of health services to immigrant communities.	Memorial, Care New England, Brown University	Memorial, Care New England	•	•	
3.4 To use findings from aforementioned analyses to support enhancement of more culturally competent health services in the HEZ.	LISC	Memorial, Care New England		•	•
3.5 To disseminate information about the culturally competent health services that are already available in the HEZ.	Pawtucket Central Falls Development Corporation, Progreso Latino	Pawtucket Central Falls Health Equity Zone Collaborative		•	•
Objective #4: Expand HIV and HCV screening in clinical and behavioral health settings.					
4.1 Promote opportunities for HIV and HCV screening in clinical settings.	LISC	Blackstone Valley Community Health Center	•		
4.2 Develop routine HIV and HCV screening programs in clinical settings.	Blackstone Valley Community Health Center	Blackstone Community Action Program, Progreso Latino		•	•
4.3 Bundle HCV screening with mental health service provision.	Providence Center	Blackstone Valley Community Health Center		•	•
Objective #5: Access to Behavioral Health Services in Primary care settings.					
5.1 Assess the extent of integration of behavioral health services in primary care settings.	Providence Center	Blackstone Valley Community Health Center	•		
5.2 Assess extent of behavioral health services available in clinical settings, with a focus on services available for immigrants who may need culturally tailored health services.	Providence Center, LISC	Blackstone Valley Community Health Center, Memorial	•		
5.3 Disseminate information about the integrated behavioral/primary health care services that are already available in the HEZ.	Providence Center, LISC	Pawtucket Central Falls Development Corporation	•	•	
5.4 Promote integration with more behavioral health service providers.	Providence Center, LISC	Pawtucket Central Falls Health Equity Zone Collaborative			

Access to Healthy Foods

Strategy	Champion/lead partner	Other key organizations	Year 2	Year 3	Year 4
Objective #1: To effectively demonstrate the need for and acceptability of creating more opportunities for residents to grow food in Central Falls and Pawtucket.					
1.1 Create a resident-lead Urban Growers Network of Central Falls and Pawtucket stakeholders to serve as a clearing house of communication, resource sharing and training, and a platform for collective impact.	Southside Community Landtrust	Central Falls Housing Authority, Pawtucket Housing Authority, Farm Fresh RI	•	•	
1.2 Gather existing needs assessment data around resident input on where community gardens and urban farms are best situated. Conduct additional needs assessments where current gaps exist. Engage city representatives and local leadership in disseminating findings to the community.	Conservation Law Foundation	Central Falls Housing Authority, Pawtucket Housing Authority	•		
1.3 Identify existing community gardens that are unused or underused and create partnerships with interested groups, such as adult education classes or training programs, community centers, churches, or summer youth programs to optimize use of these spaces.	City of Central Falls Planning Department, City of Pawtucket Planning Department	Southside Community Land Trust	•		
1.4 Identify existing community gardens to be revived or restored with small, immediate infrastructure projects.	Southside Community Landtrust	City of Central Falls Planning Department, City of Pawtucket Planning Department	•		
1.5 Strengthen partnerships between Central Falls and Pawtucket City offices and community based agencies to identify suitable public/private land for immediate development of new community gardens and urban farms. Utilize existing partnerships to source bulk purchasing of supplies.	Farm Fresh RI, Southside Community Land Trust	LISC	•	•	•
1.6 Utilize the Urban Growers Network to disseminate training, education, and access to growing food for subsistence, and for profit, in Central Falls and Pawtucket. Work with existing programs (such as Southside Community Land Trust and Farm Fresh RI) to train residents how to grow food or produce food products as a business in an urban setting.	Southside Community Land Trust	Progreso Latino, Farm Fresh RI, Central Falls Parks & Recreation Department, Pawtucket Parks & Recreation Department	•	•	•

Strategy	Champion/lead partner	Other key organizations	Year 2	Year 3	Year 4
Objective #2: To address the immediate need for increased access to affordable, high-quality fruit and vegetables in Central Falls and Pawtucket, by ensuring that all residents, regardless of status or ability to pay, have access to healthful food.					
2.1 Expand existing mobile produce markets and farmers markets (such as Food on the Move and Farm Fresh RI) that provide subsidies and incentives designed to increase access to fresh, healthy and affordable food. Ensure that residents from immigrant and historically underrepresented communities are involved in processes to identify WHERE and WHEN markets should be held, and WHAT food is desirable in those communities.	Food on the Move	Farm Fresh RI	•		
2.2 Develop and implement a Nutrition/Hunger Screening assessment in partnership with a local health provider (such as Blackstone Valley Community Health Center) to more accurately estimate the population experiencing hunger in the HEZ catchment area. The results of this assessment could inform future "Fruit & Veggie Rx" programs.	Blackstone Valley Community Action Program, Progreso Latino	Blackstone Valley Community Health Center	•		
2.3 Utilize existing programs that conduct outreach to increase SNAP and WIC participation (such as the URI SNAP Outreach Project) to maximize benefit enrollment among Central Falls and Pawtucket residents. Work with community based agencies to identify the key barriers to enrolling eligible residents into federal benefit programs.	Blackstone Valley Community Action Program, Progreso Latino, Pawtucket Central Falls Development Corporation	URI SNAP Outreach Program, Department Human Services	•	•	•
2.4 Secure funding to create an "all comers" voucher program designed to serve low-income families who may not be eligible for federal benefit incentive programs that will at once reduce stigma and encourage residents to shop at places that sell fresh, often local produce and value-added food products.	LISC	Rhode Island Public Health Institute, Southside Community Land Trust, Blackstone Valley Community Action Program, Progreso Latino	•	•	•
2.5 Work with local businesses and retailers to create a Central Falls and Pawtucket "Food MAP" that easily identifies venues in the HEZ that sell affordable, fresh fruit and vegetables and highlights services and programs available, seasonal variations, tips and recipes, coupons and other promotions to incentivize purchasing of fruits and vegetables.	LISC and RI Department of Health	Southside Community Land Trust	•		
2.6 Create partnerships with gleaning programs, large farms, and restaurants to recover excess or imperfect fresh fruit and vegetables to direct to Central Falls and Pawtucket schools, markets and food pantries.	We Share Hope	LISC, Southside Community Land Trust	•	•	•
Objective #3: Promote and increase adoption of nutrition guidelines in publicly accessible locations where food is sold.					
3.1 Target and recruit sites to assist in implementing the RIDOH nutrition guidelines.	American Heart Association	Pawtucket Central Falls Development Corporation and Pawtucket Central Falls HEZ Collaborative	•	•	
3.2 Provide training to partners and recruited sites.	American Heart Association	Pawtucket Central Falls Development Corporation and Pawtucket Central Falls HEZ Collaborative	•	•	
3.3 Track sites that have adopted the guidelines.	American Heart Association	Pawtucket Central Falls Development Corporation and Pawtucket Central Falls HEZ Collaborative	•	•	

Housing and Homelessness

Strategy	Champion/lead partner	Other key organizations	Year 2	Year 3	Year 4
Objective #1: Increase support for homeless prevention and homeless services.					
1.1 Distribution of street signs and homeless bill of rights in languages as needed.	Rhode Island Coalition for the Homeless	YWCA, Blackstone Valley Community Action Program	•		
1.2 Create a network of "SAFE" places for runaway/homeless teens.	Blackstone Valley Community Action Program	Youth Pride	•	•	•
Objective #2: Increase support for homeownership and healthy homes.					
2.1 Conduct lead mitigation programs for homeowners.	Childhood Lead Action Project & Blackstone Valley Community Action Program		•	•	•
2.2 Provide financial fitness coaching to residents.	Blackstone Valley Community Action Program, Pawtucket Central Falls Development Corporation	Housing Network of Rhode Island	•	•	•
2.3 Provide foreclosure prevention outreach and counseling to residents.	Blackstone Valley Community Action Program, Progreso Latino, Pawtucket Central Falls Development Corporation	Pawtucket Central Falls Development Corporation, Housing Network of Rhode Island	•	•	•
2.4 Design home repair grant and lending programs for low moderate income homeowners.	LISC	Pawtucket Central Falls Development Corporation, Blackstone Valley Community Action Program, Central Falls Planning Department, Pawtucket Planning Department	•		

Strategy	Champion/lead partner	Other key organizations	Year 2	Year 3	Year 4
2.5 Provide homeownership and counseling to residents.	Blackstone Valley Community Action Program & Pawtucket Central Falls Development Corporation	Housing Network of Rhode Island	•	•	•
Objective #3: Tenant Empowerment & Healthy Housing					
3.1 Update and distribute Landlord/Tenant Handbook in English, Spanish, Portuguese and Cape Verde Creole.	Childhood Lead Action Program	Blackstone Valley Community Action Program, Housing Resource Commission		•	
3.2 Design and conduct tenant rights and housing safety workshops in languages as needed including lead safety & mitigation.	Blackstone Valley Community Action Program	Childhood Lead Action Program	•		
3.3 Create a lead health mitigation act injunctive relief form and provide technical assistance in use.	Childhood Lead Action Program				•
3.4 Advocate to increase resources for affordable housing.	Pawtucket Central Falls Development Corporation	Housing Network of Rhode Island and Blackstone Valley Community Action Program	•	•	•
3.5 Advocate for "aging in place" policies and identify funding opportunities.	Senior Agenda Coalition of Rhode Island	AARP	•	•	•
Objective #4: Strengthen landlord accountability.					
4.1 Advocate for increased penalties for PML violations.	Childhood Lead Action Program	Local Municipalities			•
4.2 Research best practices and tools for landlord accountability for municipalities.	Childhood Lead Action Program	Local Municipalities			•

Jobs & Income

Strategy	Champion/lead partner	Other key organizations	Year 2	Year 3	Year 4
Objective #1: To increase opportunities for employment with a ladder of success.					
1.1 Create a system to connect job seekers with employment opportunities.	LISC, Progreso Latino	Department of Labor and Training, Governor's Work Force Board	•	•	•
1.2 Publicize and promote job training opportunities that are tailored to growth industries in Central Falls and Pawtucket.	LISC, Progreso Latino, Blackstone Valley Community Action Program	Department of Labor and Training, Governor's Work Force Board	•	•	•
1.3 Expand English language classes for highly skilled/educated non-English speakers.	Progreso Latino, LISC	Rhode Island Regional Adult Learners, Central Falls School Department, Pawtucket School Department, Pawtucket Public Library	•	•	•
1.4 Design a program for providing stipends for training programs to incentivize developing new skills.	LISC, Progreso Latino, Blackstone Valley Community Action Program		•	•	•
1.5 Publicize job training and hiring tax incentives to local business owners.	LISC, Progreso Latino, Blackstone Valley Community Action Program	Department of Labor and Training, Governor's Work Force Board, City of Central Falls, City of Pawtucket	•	•	•
Objective #2: To increase opportunities for small and micro businesses.					
2.1 Organize work Co-Ops.	FUERZA Laboral	LISC	•	•	•
2.2 Identify 2-3 industries that have opportunities for small and micro business growth and meet the skill set of Central Falls and Pawtucket residents.	FUERZA Laboral	Johnson & Wales University, Social Enterprise Greenhouse	•	•	•
2.3 Build pathways for success including training and certification/licenses needed, small businesses and micro loans.	Progreso Latino, Blackstone Valley Community Action Program	University of Rhode Island, Rhode Island College and Community College of Rhode Island	•	•	•

Strategy	Champion/lead partner	Other key organizations	Year 2	Year 3	Year 4
Objective #3: Build a community kitchen.					
3.1 Identify location and secure funding for renovations or construction of a community/commercial kitchen.	LISC	Progreso Latino, Blackstone Valley Community Action Program	•		
3.2 Design a membership model for use of a commercial kitchen by individuals and micro businesses.	FUERZA Laboral	Progreso Latino, Blackstone Valley Community Action Program, LISC	•		
3.3 Coordinate kitchen safety training like Serve Safe© and other kitchen related trainings in English, Spanish and other languages as needed.	Progreso, Blackstone Valley Community Action Program	LISC	•	•	•
3.4 Work with local organizations to provide on site childcare for the community/commercial kitchen.	Blackstone Valley Community Action Program	LISC			•
3.5 Create programs for kitchen members to provide training on healthy food preparation.	LISC	American Heart Association, Progreso Latino, Blackstone Valley Community Action	•	•	•
Objective #4: Improve transportation linkages to jobs, job training and other opportunities					
4.1 Publicize RIPTA commuter programs including but not limited to: Bike-To-Work, Flex-Service, Eco Pass and van sharing to employers and employees.	City of Central Falls, City of Pawtucket, LISC	RIPTA	•		
4.2 Investigate best practices for private transportation systems, i.e. Jittneys or Uber.	LISC	City of Central Falls, City of Pawtucket	•		
4.3 Promote alternative to auto ownership programs like "zip-car."	LISC	City of Central Falls, City of Pawtucket	•		
4.4 Research a bike share program.	LISC	City of Central Falls, City of Pawtucket	•	•	•
4.5 Install Bike racks in multiple places along the R-line.	RIPTA	LISC	•	•	•

Quality of Life

Strategy	Champion/lead partner	Other key organizations	Year 2	Year 3	Year 4
Objective #1: Increase access to clean, safe streets, sidewalks and bike paths for Central Falls and Pawtucket residents.					
1.1 Build relationships with local mayors and city planners to find out what their development plans are and advocate for the need and benefits of having complete streets.	LISC, Pawtucket Central Falls Development Corporation	Grow Smart	•		
1.2 Identify sidewalks that need repair (one criteria to consider - proximity to elderly housing and bus stops).	Central Falls and Pawtucket Departments of Public Works	LISC, Pawtucket Central Falls Development Corporation	•		
1.3 Monitor policies that will increase fines for landlords that fail to shovel sidewalks.	Pawtucket Central Falls Development Corporation	Progreso Latino, Blackstone Valley Community Action Program	•		
1.4 Recruit adults for walking clubs where members will track their activities using aps and activity counting devices (i.e., Fitbit).	Memorial Hospital, Blackstone Valley Community Health Center	YMCA, Progreso Latino		•	
1.5 Design walking paths through out the HEZ with different art exhibits (ex. solar sculptures) or historical facts along the path to entice walking. Walking paths will be available to residents on-line and/ or apps that would provide residents with the opportunity to select which path they want to walk based on distance and time.	Empowerment Factory, Progreso Latino, LISC	Pawtucket Foundation	•	•	
1.6 Explore funding opportunities and install more trash cans, lights (especially in dark neighborhoods like Main Street), and accessible bathrooms around the HEZ.	Central Falls Department of Public Works, Pawtucket Department of Public Works	LISC, Pawtucket Foundation		•	•
Objective #2: To increase busing services or other transportation services to Central Falls and Pawtucket.					
2.1 Build relationships with RIPTA to support the bus shelter renovation project being done in downtown Pawtucket.	Pawtucket Central Falls Development Corporation	RIPTA	•	•	•
2.2 Explore alternates to standard bus routes.	Pawtucket Central Falls Development Corporation	RIPTA			•
Objective #3 Promote beautification of activity hubs in the Health Equity Zone.					
3.1 Organize residents and business owners to form beautification committees to create plans and execute strategies in areas of high activity throughout the HEZ.	Empowerment Factory, Pawtucket Central Falls Development Corporation	Central Falls Department of Public Works, Pawtucket Department of Public Works		•	
3.2 Implement a creative placemaking strategy for the HEZ.	LISC		•		

Youth and Elderly Engagement

Strategy	Champion/lead partner	Other key organizations	Year 2	Year 3	Year 4
Fostering relationships between youth & elderly populations					
Objective #1: Facilitate positive relationships between the youth and elderly populations in Central Falls and Pawtucket.					
1.1 Initiate a youth-led snow removal program for Pawtucket and Central Falls to provide service to the elderly population. Explore year-round programs, i.e. lawn maintenance, gardening to foster long-term relationships between youth and elderly with an emphasis on physical activities.	Central Falls and Pawtucket Departments of Parks & Recreation	Southside Community Land Trust	•		
1.2 Collaborate on best practices for managing and assessing success of a snow removal program that can serve as a model for other youth/ elderly activities.	Central Falls and Pawtucket Departments of Parks & Recreation, Central Falls and Pawtucket School Departments	City of Pawtucket, Pawtucket Housing Authority, Central Falls Housing Authority, Southside Community Land Trust	•		
1.3 Create partnerships with organizations that support healthy activities that focus on youth and the elderly.	Progreso Latino, YWCA	Pawtucket Housing Authority, Central Falls Housing Authority, Churches	•		
1.4 With guidance from the Central Falls Parks and Recreation Department and housing authorities, identify at-risk Central Falls students and elderly residents who would benefit from health-focused programs.	Central Falls and Pawtucket Departments of Parks & Recreation	Pawtucket School Department, Central Falls School Department	•		
Boys & Girls Club of Pawtucket Membership Stipends					
Objective #2: Establish a youth coalition that engages both the Mayor's Youth Council of Central Falls and the Pawtucket Boys and Girls Club.					
2.1 Engage the Keystone Members of the Boys & Girls Club of Pawtucket & the Mayor's Youth Council of Central Falls to promote teen empowerment between the two cities that foster healthy lifestyle changes. Identify funding sources to provide stipends to teens to become Youth Ambassadors to encourage healthy relationships between Pawtucket and Central Falls neighborhoods.	Pawtucket Boys and Girls Club, Central Falls and Pawtucket Departments of Parks & Recreation	Institute for the Study and Practice of Nonviolence, American Heart Association	•		
2.2 Establish opportunities and create incentives for Central Falls and Pawtucket youth to engage in healthy activities such as memberships with the Pawtucket Boys & Girls Club.	LISC, Pawtucket Boys and Girls Club	American Heart Association	•		

Strategy	Champion/lead partner	Other key organizations	Year 2	Year 3	Year 4
2.3 Identify at-risk families in Central Falls and Pawtucket who will benefit from activities and programs associated with a Boys and Girls Club membership.	Central Falls Housing Authority & Pawtucket Housing Authority	Pawtucket School Department, Central Falls School Department	•		
2.4 Design an essay or project as an incentive for youth to apply for a family or individual membership.	Rhode Island Coalition Against Domestic Violence, Pawtucket Boys and Girls Club	Central Falls and Pawtucket Departments of Parks & Recreation	•		
2.5 Establish key leaders that will develop strategies, roles and responsibilities of the coalition that focus on community safety. The coalition will act as a liaison between Central Falls and Pawtucket youth. Partner with Youth in Action to explore its communications campaign to develop a Central Falls model for Community Safety.	Institute for the Study and Practice of Nonviolence	Central Falls Prevention Coalition, Youth in Action	•		
Transportation					
Objective #3: Research resources and obtain private funding that are focused on alternative means of transportation that directly benefit the elderly and youth populations in Central Falls & Pawtucket.					
3.1 Designate a key champion(s) to submit applications for funding, i.e. Champlain Foundation, Ocean State Charities Trust, Auto Dealerships.	Central Falls and Pawtucket Departments of Parks & Recreation, LISC	Pawtucket Boys and Girls Club	•	•	•
3.2 Research feasibility of obtaining used vans or buses.	LISC	Pawtucket Boys and Girls Club	•	•	•
3.3 Determine how to leverage HEZ dollars to receive matching funds.	LISC	Progreso Latino	•	•	•
Youth Programming Task Force					
Objective #4: Establish a Task Force to research program overlaps that focus on youth, ages 14-18.					
4.1 Conduct meetings with Pawtucket & Central Falls charter and public school administrators to determine similarities between current youth programs.	Pawtucket School Department, Central Falls School Department	Segue Institute for Learning, Learning Community Charter School	•	•	
4.2 Update Pawtucket Central Falls After School Coalition resource guide.	Pawtucket Central Falls Development Corporation	LISC	•	•	
4.3 Define a cohesive strategy with champions and lead partners to develop programs that will successfully address the needs of youth, ages 14-18.	Pawtucket Central Falls HEZ Youth/Elderly Working Group	LISC	•	•	•

For More Information

Rhode Island LISC
146 Clifford Street
Providence, RI 02903

401.331.0131
www.rilisc.org

Staff and Consultants

Rhode Island LISC
Jeanne Cola, Executive Director
Carrie Zaslow, Program Officer
Deanna Bruno, Program Assistant
Pauline Bellavance, Program Assistant

B. Boyle Design, Inc.
Brian J. Boyle

Jessica Thigpen, Consultant

Evaluation Consultant
Rhode Island Public Health Institute
Amy Nunn, Executive Director

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