APPENDIX A
COMMUNITY ACTION PLAN

1. **Northeast District Department of Health**

2. **The City of New Haven**

HealthQuest Northeast Connecticut
COMMUNITY ACTION PLAN

Vision

To establish environments and opportunities that afford access to healthy eating and increased physical activity so that all residents of northeast Connecticut may experience the joys of healthy living.

Mission

Through private and public partnerships and community collaborations, the HEALTHQUEST Northeast Connecticut Leadership Team (HQLT) will implement policy, systems and environmental changes that will provide opportunities to achieve healthy lifestyles and empower all residents to adopt personal wellness behaviors.

Implementation Dates

March, 2010 to February, 2012. Specific dates included in work plans.

HEALTHQUEST NE CT Community Action Plan (CAP)

March 2010 – February 2012

Sector: **Community**

Behavior/Disease: **Building Infrastructure**

Goal: **By May, 2010, the HealthQuest NE CT Community Health Action Response Team (CHART) will build infrastructure through the development of a community coalition that will work towards sustainability of all policy/environmental changes developed through the CPPW Initiative.**

Strategy	Actions (Specific)	Begin/End Dates (Time Frame)	Lead	Partners	Status/Comments (Achievable/Realistic)	Measures
Policy Change: 1. Infrastructure established by formation of HealthQuest Northeast Connecticut Community Health Action Response Team (CHART) (Organizational)	1. Reaffirm commitment of existing coalition leadership team Brainstorm community members/leaders to recruit for subcommittees 2. Recruit individuals from the brainstormed list as members of HealthQuest NE CT	Year 1 (by April, 2010) Year 1 (by May, 2010)	HealthQuest Leadership Team (HQLT) HQLT	Respective agencies/affiliations of recruited coalition members	COMPLETED IN PROGRESS	Coalition Member list Letters of Support Meeting Minutes Recruitment list
Systems Change: 1. HealthQuest holds regular meetings. (Organizational)	1. Hold regular meetings to build infrastructure and sustainability.	Year 1 - ongoing	HQLT	Respective agencies/affiliations of recruited coalition members	COMPLETED	Meeting Minutes Attendance Records Met/Not Met

HEALTHQUEST NE CT Community Action Plan (CAP)

March 2010 – February 2012

Sector: **Community**

Behavior/Disease: **Building Infrastructure**

Goal: **By February, 2012, the HealthQuest NE CT Coalition will ensure the completed implementation of the CPPW Community Action Plan.**

Strategy	Actions (Specific)	Begin/End Dates (Time Frame)	Lead	Partners	Status/Comments (Achievable/Realistic)	Measures
Policy Change: 1. HealthQuest NE CT will collaborate on local interventions with local agencies that involve physical activity and nutrition programming for residents of northeast CT.	1. Inventory all community programming that involve PA and NUTR components; establish what programs are already in place	Year 1 March - Sept, 2010	HQLT Project Manager	Respective agencies/affiliations of recruited coalition members Pediatrician Outreach Team School Health Outreach Team		List of PA and NUTR programs that are in place Met/Not Met List of PA and NUTR programs that are needed Met/Not Met
	2. Decide upon what programs that are not in place that need to be in place	Year 1 (March – Sept, 2010)		Respective agencies/affiliations ("champions") of PA and NUTR programs		Action Plan Report Met/Not Met
	3. Distinguish between what we "want to do" and what we "can do"	Year 1 (March – Sept, 2010)				List of agency champions
	4. Find the community "champion" of each program and build collaboration/partnerships accordingly.	Years 1, 2 (ongoing)				

Environmental Change: A1. HealthQuest NE CT will establish minimum staffing requirements required for implementation of CPPW strategies.	A1. Establish and maintain sufficient paid project or contract staff to ensure project success	Year 1 (30 days post award – March, 2010) Project Manager, Year 1 (90 days post-award – May, 2010) YRBSS coordination Year 1 – ongoing Other full-time/part-time staff as required	HQLT	Respective agencies/affiliations of new hires		Employment applications, contracts; resumes, 1099s
B1. HealthQuest NE CT will establish a comprehensive social marketing plan in northeastern CT emphasizing physical activity and nutrition	B1. Collaborate with CDC to develop broad-based hard hitting marketing campaigns designed to promote increased physical activity and healthy food/drink choices (to include promotion of ***Bike It, Hike It, Like It; WriteSteps; You Know You Want Me Fruit & Veggie Campaign; and Plow to Plate initiatives)***	*Year 1 & 2 - ongoing* (April – July, 2010)	HQ Program Director; Communications/ MAD Communications	Local Media: WINY Radio, Norwich Bulletin, Villager Newspapers, Putnam Town Crier, Reminder Newspapers, billboards, local television, website, social media		Development of Communications and Marketing Plan; Communication records with CDC, state DPH and local media (email, memo of agreements, etc.) Met/Not Met
	B2. Collaborate with CT DPH for social marketing/media resources already in place statewide that can be replicated at local level B3. Implement social marketing/media plans locally	Year 1 (May – December, 2010) Year 2, - ongoing Year 1 (Sept – Dec 2010) Years 2 - ongoing	HQ Program Director; Communications/ MAD Communications	Local Media: WINY Radio, Norwich Bulletin, Villager Newspapers, Putnam Town Crier, Reminder Newspapers, billboards, local television, website, social media		Affidavits of performance; tear sheets, web postings,

Systems Change: A1. HealthQuest NE CT holds regular meetings.	A1. Hold regular meetings to continue building infrastructure, collaboration on PA and NUTR strategies, and social marketing.	Years 1 & 2 Twice a month	HQLT	Respective agencies/affiliations of recruited coalition members	IN PROGRESS	Meeting Minutes Attendance Records Met/Not Met
	A2. Hold sub-committee meetings composed of members of the HealthQuest Coalition for purposes of accomplishing specific tasks on CAP (Sub-Committees: Schools, Worksites, Community)	Years 1 & 2 Twice a month on the months that the HealthQuest Coalition does NOT meet)	HQ Community Coalition Committee	HQLT		Meeting Minutes Attendance Records
B1. HealthQuest NE CT CHART (Leadership Team) will participate in all required CPPW trainings, workshops, and meetings	B1. Three members of HQ Leadership team will attend a 2-day CPPW Kick off meeting in Atlanta, GA	Year 1 – April, 2010	HQ Program Director	HQ Project Manager; HQLT Member		Travel documents; certificate of attendance
	B2. 8-10 Members of HQ CHART to attend a 3-day CPPW Action Institute in Alexandria, VA (?)	Year 1 – May 2010	HQLT			Travel documents; certificate of attendance
	B3. 2 HQ CHART members to attend a 2 day CPPW Peer-to-Peer conference (location TBD)	Year 1 - TBD	HQLT Members			Travel documents; certificate of attendance
	B4. 1 YRBSS Coordinator to attend a 3 day CPPW Leader training in Atlanta, GA (?)	Year 1 - TBD	HQ YRBSS Coordinator			Travel documents; certificate of attendance

C1. HealthQuest NE CT will report on ARRA requirements to recovery.gov according to federal quarter benchmarks outlined in the CPPW FOA	C1. HealthQuest will implement reporting systems to meet the online reporting criteria and timelines	Year 1 – April – June, 2010 July – Sept, 2010 Oct – Dec, 2010 Jan – March, 2011 Year 2 – April – June, 2011 July – Sept, 2011 Oct – Dec, 2011 Jan – Mar, 2012	HQ Financial Manager	HQLT; agency partners		On-line data submission confirmation
D1. HealthQuest NE CT will collect data utilizing the CDC-supplied CHANGE Tool.	D1. HealthQuest will utilize a variety of measures to collect CHANGE data including focus groups, key informant interviews, walkability tours and windshield assessment tours to define perceived assets/barriers pertaining to nutrition/physical activity environmental/policy changes.	Year 1 (April – May, 2010)	HQLT	HQ Subcommittees and agency partners		Met/Not Met Written documentation of assets/barriers Pictures taken

HEALTHQUEST NE CT Community Action Plan (CAP)

March 2010 – February 2012

Sector: **Community**

Behavior/Disease: **Physical Activity**

MAPPS: Media, Access, and Point of Decision

Goal: **By March, 2011, the HealthQuest NE CT will support the establishment and continued adherence to policies that serve to increase community-wide physical activity within our 12-town area.**

Strategy	Actions (Specific)	Begin/End Dates (Time Frame)	Lead	Partners	Status/Comments (Achievable/Realistic)	Measures
Policy Change:. A1. HealthQuest will support existing programs of local agencies that seek to increase physical activity through policy change and program development.	A1. Support progress and implementation of the regional YMCA's program strategies	Year 1 (ongoing)	HQLT Project Manager Grants Assist	YMCA Board and local coordinator	In Progress	Met/Not Met Copies of YMCA virtual programs
	A2. Support existing community fundraisers that focus on physical activity such as ACS Relay for Life, Deary Memorial Road, Jog with Judy, etc.	Year 1 and ongoing	HQLT	Agency fundraising committee	In Progress	Recruitment of event organizers to join HQ Community Coalition
B1. Town leaders will support the identification and eventual development of existing land that may be converted to safe and accessible physical activity trails.	B1. Town officials will receive training on fundamentals of active and healthy community design	By end of Year 1	Mark Fenton, consultant	HQ Town Leaders Schools Industrial parks Zoning boards Town Planners		Attendance roster for Mark Fenton kick off symposium Town meeting minutes Letters of agreement

D1. HQ will establish a comprehensive social marketing plan in northeastern CT emphasizing physical activity and the benefits associated with increased physical activity	D1. Development and launch of Bike It, Hike It, Like It media campaign that engages community at large by inviting them to submit their favorite areas for walking, biking and hiking for a chance to win a new bike. Campaign also includes development of a walking trail guide.	Year 1 - September, 2010	HQ Program Director	MAD Communications Local media Website The Last Green Valley Tourism District		Affidavits of radio commercial air time, print tear sheets, website screenshots Contest submissions Records of bikes given away Walking Guide
Environmental Change: 1. HQ will advocate for physical activity opportunities (i.e. bike lanes, walking trails, stair wells) with appropriate signage throughout the 12 town area	1. Identify at least 3 Bike It, Hike It, Like It physical activity trails in 3 different towns and place appropriate signage and clusters of fitness equipment along the routes.	End of Year 1	HQ Project Manager Mark Fenton	Town officials Public works dept. Recreation depts.. Zoning boards		Proof of appropriate signage and walking routes Written documentation of assistance provided Packing slips, invoices for related equipment expenditures Media coverage
	2. Identify at least 9 physical activity trails in the remaining towns and place appropriate signage and fitness cluster equipment along the routes. Routes may also be established in industrial and technology parks to encourage worksite wellness initiatives.	Year 2 (March 2011, - February, 2012)	HQ Project Director Grants Assist Mark Fenton	Town officials Public works dept. Recreation depts.. Zoning boards		Same as above

	3. Support the establishment of a master plan for trails and greenways for northeastern CT to include the assessment of the Airline Trail and East Coast Greenway for potential development	By end of Year 2	HQLT Mark Fenton	Town officials Public works dept. Recreation depts.. Zoning boards Grant Assistant		Assessment evaluation Photovoice tour Creation of plan

HEALTHQUEST NE CT Community Action Plan (CAP)

March 2010 – February 2012

Sector: **Schools**

Behavior/Disease: **Physical Activity**

MAPPS: **Media, Access**

Goal: **By February 2012, the HealthQuest NE CT Leadership Team will support the establishment and continued adherence to policies that serve to increase physical activity within 12 town district schools.**

Strategy	Actions (Specific)	Begin/End Dates (Time Frame)	Lead	Partners	Status/Comments (Achievable/Realistic)	Measures
Policy Change:. 1. HQ will advocate for increased physical activity within 12-town area schools	1. Evaluate the adherence to national policies by K-8 teachers for minutes of physical activity being achieved per day.	Year 1 (Sept, 2010 – February 2011))	HQ Project Manager	Area Schools School Health Outreach Team		Policy evaluation results
	2. Support establishment of policies and partnerships between the YMCA and area schools for middle school intramural programming.	Year 2 (TBA)	HQ Project Manager Proposed YMCA	YMCA Board of Directors		Copies of intramural policy
2. HQ will encourage faculty and staff of area schools to become more physically active	1. Explore comprehensive, system-wide staff wellness policy for employees	Year 1 (Sept 2010 -February, 2011)	HQ Project Manager Robert Sweetgall	School staff and faculty School Admin Teacher's Union Worksite Wellness Coord		Copies of policies created

Environmental Change: 1. School administrators and boards of education will adopt policies that support increased physical education in schools	1. HQ will host a 2nd annual educator's forum to develop increased physical activity strategies that can be readily implemented in all schools	May, 2010	HQLT Robert Sweetgall	School administrators Physical Education instructors Boards of Education PTO/PTAs	In progress	Attendance roster for 2nd annual event
	2. HQ will expand the WriteSteps Walking and Writing Initiative to at least one school in each of the 12 towns served by NDDH	By end of Year 2	HQLT Robert Sweetgall	School administrators Physical Education instructors Boards of Education PTO/PTAs	In progress	Letters of agreement Media coverage of kick off events Student journals Photovoice

HEALTHQUEST NE CT Community Action Plan (CAP)

March 2010 – February 2012

Sector: **Worksites**

Behavior/Disease: **Physical Activity**

MAPPS: **Access, Social Support & Services**

Goal: **By February, 2012 HealthQuest NE CT will support the establishment and continued adherence to policies that serve to increase physical activity within at least 12 businesses/industries in northeastern CT (1 in each of 12 towns served by NDDH).**

Strategy	Actions (Specific)	Begin/End Dates (Time Frame)	Lead	Partners	Status/Comments (Achievable/Realistic)	Measures
Policy Change:. A1. HealthQuest will support the establishment of policies that allow employees to become more physically active in the work setting. (Organizational)	A1. Support establishment of new physical activity policies at 6 new worksites each year.	Years1 (March 2010--Feb, 2011) 1 each - 1st & 2nd Quarters, 2 each in 3rd & 4th Quarters Repeat for Year 2 (March 2011 – Feb, 2012)	HQLT/ NCCC Worksite Wellness Coord.	Worksites		Copies of existing, new, or improved physical activity policies.
	A2. Advocate for free or reduced gym memberships to employees.	Years 1, 2,	HQLT/ NCCC Worksite Wellness Coord.	Gyms		List of available gym membership package rates and worksites that subsidize that cost for employees
	A3. Advocate and support the establishment of new stairwell project at Day Kimball Hospital	Year 1 (March, 2010-Feb, 2011)	HQLT/ NCCC Worksite Wellness Coord.	Day Kimball Healthcare		Proof of new stairwell project (signage) Met/Not Met

B1. The Northeastern CT Chamber of Commerce (NCCC) will continue to support the establishment of a new Worksite Wellness standing committee	B1. Create a Worksite Wellness Committee as a subcommittee of NCCC	Year 1 - ongoing (March, 2010 – Feb. 2011)	NCCC Executive Director	Day Kimball CEO Plainfield Schools Superintendent NDDH Board Chairman	COMPLETED	Establishment of committee; meeting minutes
	B2. Provide a plan of work and leadership for worksite wellness for business community	Year 1 (March, 2010 – Feb. 2011)	NCCC Executive Director	Day Kimball CEO Plainfield Schools Superintendent NDDH Board Chairman	IN PROGRESS	
Environmental Change: 1. HealthQuest NE CT will support local business/industry efforts to improve employee health & wellness (Organizational)	1. Heavily promote local worksite participation in existing annual PA events (Walktober, Deary Road Race, Relay for Life)	Year 1 (March, 2010 – Feb. 2011) Year 2 (March 2011 -Feb, 2012)	HQLT/ NCCC Worksite Wellness Coord.	Worksites Road Race and event committees	IN PROGRESS	List of teams representing worksite participants
	2. Sponsor annual HealthQuest event with business-focused programming	Years 1 & 2	HQLT/ NCCC Worksite Wellness Coord.	Local Businesses and event sponsors		Minimum of 60 business reps attend program annually/ List of Attendees
	3. Provide area employers with tools and resources (including online toolkit) necessary to develop a sustainable, cost-effective worksite wellness program	Years 1 & 2	HQLT/ NCCC Worksite Wellness Coord.	Worksites		12 businesses per year download tool and begin to develop worksite wellness programs

HEALTHQUEST NE CT Community Action Plan (CAP)

March 2010 – February 2012

Sector: **Community**

Behavior/Disease: **Nutrition**

MAPPS: **Media, Access, and Price**

Goal: **By June, 2011, HealthQuest NE CT will create community-wide opportunities for healthy eating by implementing a multi-disciplinary approach to good nutrition.**

Strategy	Actions (Specific)	Begin/End Dates (Time Frame)	Lead	Partners	Status/Comments (Achievable/Realistic)	Measures
Policy Change:. A1. HealthQuest will advocate for healthy eating strategies in the various community municipality settings of NE CT. B1. HealthQuest partner Day Kimball Healthcare will support a policy statement at the Board level advocating a coordinated approach to better nutrition	A1. Support existing Farmer's Market networks in Putnam, Plainfield and Killingly	Years 1, 2 (ongoing)	HQ Project Manager	Local farmers		Met/Not Met
	A2. Promote farmers markets through Chamber of Commerce	Years 1, 2 (ongoing)	NCCC Worksite Wellness Coord.	Local Media:		Copies of Chamber mailings, minutes, events Copies of Media coverage
	Convene Board of Directors to craft statement	Year One – April, 2010	DKH	Board of Directors		Letter of Intent by hospital board; policy statement or resolution

Environmental Change: A1. Introduce Plow to Plate® and Sustainable Food Systems initiative to stakeholders and community at large to include a wide range of modules	A1. Convene HQ, DKH, and area school administrators for educational forum on project modules	Year One – May, 2010	HQ/DKH	Marydale DeBor John Turenne DKH Nutritionist		Date established Meeting minutes
B1. Support initiative with appropriate staff and resources	B1. Fill grant-funded positions of DKH-based Nutritionist, Lactation Consultant, Data Quality Specialist and Pediatric Outreach Team	Year One – by June, 2010	HQLT/DKH	Marydale DeBor John Turenne New hires		Employment contracts
C1. HQ and DKH pediatricians will support the development of a "Farm Bucks" redemption initiative to change relative prices of healthy vs. unhealthy food choices.	Creation of Farm Bucks and sponsorship of printing of coupons	By end of Year one	HQ Project Mgr /DKH Peds	Marydale DeBor John Turenne Farmer's Markets		Board resolution for support of program Program funded Coupons printed
D1. Advocate partnership for fiduciary responsibilities of Farms Bucks program with local community foundation	Submit proposal to NCCC to partner with Farm Bucks program	By end of Year One	Chamber of Commerce	HQ/DKH Marydale DeBor and John Turenne		Plan document prepared for review

E1. Physicians support implementation of Farms Bucks initiative.	Pediatricians and family practices begin to issue Farm Bucks	Year Two – Sept. 2011	Pediatricians DKH	Marydale DeBor John Turenne HQ Farmers Markets		Coupons tracked Redemption data
F1. Towns will support a community gardens initiative	HQ will work with towns to identify appropriate areas of use for community gardens.	By end of Year Two	NDDH Sanitarians Town Leaders	HQLT Farmers		Time sheets, soil tests Photovoice records
G1. HQ will support the promotion of the Plow to Plate initiative through a creative marketing campaign aimed at promoting healthy food and drink choices	Development of creative "You Know You Want Me" fresh talking fruit and vegetable media campaign	Year One – Sept, 2010	MAD Communications HQ Program Director	Media Partners		Radio airtime affidavits; print tear sheet, website development
Systems Change: 1. Area health physicians will support the Healthy Eating Active Living Prescription for Health Initiative	Development and use of 2-part Rx Prescription Pads	Years 1, 2, (ongoing)	HQ DKH Admin	Pediatric Outreach Team Data Quality Specialist Area physicians		Data collection of carbon copy and recorded within electronic medical record

HEALTHQUEST NE CT Community Action Plan (CAP)

March 2010 – February 2012

Sector: **Health Care**

Behavior/Disease: **Nutrition**

MAPPS: **Social Support & Services – Support breastfeeding through policy change and maternity care practices.**

Background: **According to the CDC, breastfeeding has been linked to decreased risk of pediatric overweight. Exclusive breastfeeding is recommended for the first 4-6 months of life, and breastfeeding together with the age-appropriate introduction of complementary foods is encouraged for the first year of life. Day Kimball Hospital, the area's leading health care provider and one of the largest employers, reports an average of 600 births per year and estimates that 30-40% of new mothers are breastfeeding upon hospital discharge. While breastfeeding education is available to expectant and new mothers and supported through channels such as the hospital's Women, Infants, and Children (WIC) program, the facility lacks a formal, institutionalized breastfeeding support program. The hospital also recently announced plans for a $10 million dollar facility expansion to include a new Women's Health Center in the town of Plainfield.**

Short Term Goal: **By September, 2010, Day Kimball Healthcare (DKH) will implement a Breastfeeding Action Program designed to increase breastfeeding education services to 100% of pregnancy admissions, and increase the amount of new mothers breastfeeding upon hospital discharge to 80%.**

Long Term Goal: **By September 2011, Day Kimball Healthcare (DKH) Board of Directors will support a policy statement advocating a coordinated approach to better nutrition/healthy eating that includes the adoption of an organization-wide Breastfeeding Action Policy.**

Strategy	Actions (Specific)	Begin/End Dates (Time Frame)	Lead	Partners	Status/Comments (Achievable/Realistic)	Measures
Policy Change: 1. Day Kimball Healthcare will support an organizational policy that will lead to the establishment of a	DKH Board of Directors will work toward the adoption of the Baby-Friendly Hospital Initiative (BFHI), a global program sponsored by the World Health	Year Two (September, 2011)	Day Kimball Healthcare Board of Directors	HealthQuest DKH Admin. Physican and Nurse Champions Lactation Consultant	Yes/Yes	DKH Board meeting minutes; written policy statement Completion of BFHI self appraisal tool

Breastfeeding Action Program	Organization (WHO) and the United Nations Children's Fund (UNICEF) to encourage and recognize hospitals and birthing centers that offer an optimal level of care for lactation. Based on the Ten Steps to SuccessfulBreastfeeding, the BFHI assists hospitals in giving breastfeeding mothers the information, confidence, and skills needed to successfully initiate and continue breastfeeding their babies and gives special recognition to hospitals that have done so.					Letter of Intent Receipt of BFHI Certificate of Intent Payment of annual fee
Environmental Change: 1. Day Kimball Healthcare will implement a Breastfeeding Action Program (BAP)	1. Day Kimball Healthcare will develop data collection tools to survey attitudes towards breastfeeding, and track differences in pre-natal women intending to breastfeed (upon admission), those mothers successfully breastfeeding upon discharge and 3 and 6 month follow-up with post-partum women to track evidence of sustained breastfeeding practices.	Year One (September, 2010)	DKH Data Quality Specialist	HealthQuest DKH physician and nurse champions Lactation Consultant	Yes/Yes	Survey forms Completed Surveys Establishment of baseline patient breastfeeding data (Primary care, pediatric electronic medical record data)
	2. Day Kimball Healthcare (DKH) will select a physician and nurse champion to	Year One March – May, 2010	DKH Senior Management	HealthQuest LT	Yes/Yes	Employment contracts/MOUs

	conduct staff training on the BAP, which promotes early breastfeeding initiation to patients during routine pre-natal visits.					
	2. DKH will hire a lactation consultant to provide breastfeeding training and support to pre-natal and post-partum women	Year One (March – May, 2010)	DKH Human Resources	HealthQuest LT	Yes/Yes	Employment Contract
	3. HealthQuest will provide programmatic support by assisting in the development of educational materials that promote the benefits of breastfeeding to all expectant and new mothers	Year One (September, 2010)	HealthQuest LT	DKH physician champion Lactation Consultant Design firm	Yes/Yes	Copy of materials
Systems Change: 1. Day Kimball Healthcare will collaborate with existing programs to take an active role in breastfeeding education and outreach	1. DKH will establish a Breastfeeding Action Plan Initiation Team which will meet quarterly to track program success and will include at minimum, the physician and nurse champions, lactation consultant, HQ Project Manager (PM), a member of the hospital management team, board member, and a patient advocate.	Year One - ongoing (March – May, 2010)	DKH Admin	HQ Project Manager; Physician and nurse champions DKH Board member, Patient advocate	Yes/Yes	Meeting agenda and minutes

	2. DKH will integrate a breastfeeding support initiative with other existing programs (WIC) and offer a variety of educational outreach resources including promotion of support groups, on-line information.	Year One and ongoing (October, 2010)	DKH	WIC Partners; LaLeche League?; Family Resource Centers; HealthQuest; Physician and nurse champions; Lactation Consultant;	Yes/Yes	Compilation of program materials Inventory of programs; Support group meeting times Website posting

New Haven Community Action Plan

Key Activities	Activity Milestones & Short Term Objectives	Timeline	Responsibility
CPPW Infrastructure			
Anticipated Policy and System Change Outcomes • Team will provide oversight, motivation and staff support for keeping interventions on schedule. • Team will provide sustained infrastructure necessary to support citywide planning around nutrition/physical activity issues. • Team will help shape development of future policy outcomes within New Haven and beyond. • Coordinated School Health programs, directed by NHPS, will allow the 21,000 New Haven Public School children access to healthier food and improved access to physical activity. • CPPW combined with other health-related efforts, such as the Health Equity Alliance, will greatly increase the involvement of civic leadership within local public health concerns. • Infrastructure will support the broader legislative and policy change efforts of community and city-based coalitions.			
SMART Objective 1: On an ongoing basis, City CPPW Leadership Team will coordinate, lead and support prevention policy, driven by proposed interventions and research on feasibility of additional policies.			
Hold regularly scheduled meetings of CPPW Leadership Team in order to further policy discussions and interventions around nutrition and physical activity at highest level.	Leadership Team will meet monthly at first, then at least once every 6-8 weeks. Selected agenda items for specific meetings are discussed within plan sections below.	Mar. 2010 to Feb. 2012	New Haven Community Services Administrator (CSA) and Health Department (NHHD); Prevention Project Dir.
Interface with New Haven Health Equity Alliance and other Community Coalitions and neighborhood groups citywide to support grassroots, culturally-sensitive, locally-driven efforts to address health inequities	CPPW leadership will attend meetings of the Health Equity Alliance (community coalition) Planning Team	Ongoing; HEA Coalition has been meeting monthly since 2007	CSA/NHHD; Prevention Project Dir.; New Haven Health Equity Alliance (HEA) Project Dir.; HEA Comm. Health Media Coord.
SMART Objective 2: City of New Haven and NHPS will hire and/or assign 100% of core staff to CPPW Project Team by Sep. 2010, including core support and staff necessary for NHPS Coordinated School Health programs.			
Hire Prevention Project Director	Contracts finalized	May 2010 or earlier	CSA
Hire Prevention Policy Analyst	Contracts finalized	Jun. 2010	CSA; Prev. Project Dir.

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Assign NHPS-CARE Coordinator, Sue Peters, to project	Contracts finalized	Mar. 2010	NHPS
Hire District Wellness Coordinator	Contracts finalized	May 2010	NHPS
Hire PAW Coordinator	Contracts finalized	Jul. 2010	NHPS and District Wellness Coord.
Hire HEA Community Health Media Coordinator	Contracts finalized	Jul. 2010	HEA Project Dir.; Prevention Project Dir.
Introduce School Public Health Nurses to project	Kickoff meeting held with staff and NHPS	Sep. 2010	District Wellness Coord.
SMART Objective 3: City CPPW Team will contract with DataHaven to expand Community Knowledge Center with a CPPW knowledge sub-site, topic-specific community indicators page and blog focus by June 2010.			
Negotiate DataHaven contract	Contract with DataHaven finalized	Apr. 2010	Prevention Project Dir. / DataHaven
Complete Community Knowledge Center to (a) document programs and partner involvement and (b) track data and results	CPPW sub-site created and populated with initial information and background on all interventions. DataHaven will work with Prevention Project Dir.	Jun. 2010	DataHaven
Upload indicators related to nutrition and activity at the neighborhood level	Community indicators uploaded as developed	Ongoing to Feb. 2012	DataHaven
Publish frequent blog posts, knowledge center updates and online articles regarding ongoing mix of interventions.	Regular articles and posts issued and publicized through feeds from DataHaven	Ongoing to Feb. 2012	DataHaven
SMART Objective 4: City CPPW Team will achieve all six Citywide Wellness Policy Objectives for Nutrition and Physical Activity by March 2012.			
Conduct high level-monitoring of baseline data related to measurement of Objectives (e.g., involvement of School Wellness Teams, number of biking/walking trips)	Leadership team meets and evaluates available data	Ongoing	CSA
Repeat mapping/environmental scan of nutritional and physical activity resources in neighborhoods.	Baseline was conducted Jul-Aug 2009	Jul. to Aug. 2011	Yale CARE Project
Repeat neighborhood survey data of 1400 randomly selected adults to monitor changes in behavior and health.	Baseline was conducted Oct-Nov 2009	Oct. to Nov. 2011	Yale CARE Project

New Haven Community Action Plan

SMART Objective 5: City CPPW Team will institutionalize interventions within citywide policy framework and announce at least six new two-year Citywide Wellness Policy Objectives for Nutrition and Physical Activity by February 2012.			
Ensure completion of all interventions	Regular monitoring, meetings of Leadership Team. Intervene and/or readjust strategy where necessary.	Ongoing every 6-8 weeks	CSA/NHHD
Hold event to announce new CWP Objectives	Pursue media coverage over progress on initial 4 Objectives and announce new ones	Feb. 2012	CSA/NHHD
SMART Objective 6: City CPPW Team will evaluate feasibility of new policy interventions, including all CDC MAPPS recommendations by Feb. 2011.			
Policy Committee of Leadership Team will hold kickoff meeting	Begin to assemble info and sources of information for all current policies related to nutrition and physical activity (within MAPPS framework)	Nov. 2010	Prev. Project Dir.
Hold second meeting after all data/descriptions have been assembled	Review policies, collect additional information if necessary	Jan. 2011	Prev. Project Dir.
Present data to Leadership Team and determine next steps	Issue report and prioritize recommendations for policy changes	Feb. 2011	Prev. Project Dir.
Sustainability Plan			
Pursue funding to support permanent staff positions dedicated to prevention activity and implementation of CWP Objectives	Work with partners to secure federal and philanthropic funding	Ongoing	CSA/NHHD/Prev. Project Dir.
Develop an overall sustainability plan for all interventions	Hold “leadership summit” with Leadership Team to discuss possible approaches, grant or leadership opportunities and evaluate data on initial impact of the first 12 months of interventions	Apr. 2011	CSA/NHHD/Prev. Project Dir.
Sustain core Leadership Team independent of resource issues			CSA/NHHD

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Key Activities	Activity Milestones & Short Term Objectives	Timeline	Responsibility
0-1 to 0-2: Interventions Common to all 3 Citywide Wellness Policy Objectives			
Intervention 0-1: Community-Wide Media and Social Marketing Campaign and Wellness Portal			
Anticipated Policy and System Change Outcomes • Campaign will create broader community-wide awareness of importance of prevention activity around nutrition and physical activity. • Campaign will create citywide support and leadership for resource development/fundraising related to specific policy interventions. • Community interest will be measured based on number of media stories, number of visitors, and participants in incentive programs. • Campaign will increase community-wide awareness of Farmer Markets as fresh food access point. Campaign will increase access to Farmer Markets by residents experiencing limited access to food through public transit.			
SMART Objective 1: City CPPW Team will create Media Team and launch Media Campaign to pursue 3 million impressions by Feb. 2011 and 10 million by Feb. 2012.			
Begin creating Wellness website with Media Team consisting of key City staff and contractor(s) (see budget)	Retain contractor for Media Team	Jun. 2010	CSA/Prev. Project Dir. and Policy Analyst
Conduct initial work on media campaign	Completion of initial scoping, branding and messages by creative team and presentation to Leadership Team	Aug. 2010	Prev. Project Dir. and Policy Analyst; Media Team
Approve Media Campaign full proposal	Presentation to Leadership Team for final approval	Dec. 2010	Prev. Project Dir. and Policy Analyst; Media Team
Launch website that integrates media campaign and incentives	Launch website and publicize through media channels	Jan. 2011	Prev. Project Dir. and Policy Analyst; Media Team
Launch media campaign	Integrate across website and local news media, as well as within community grassroots efforts across partners	Jan. 2011	Prev. Project Dir. and Policy Analyst; Media Team; HEA Comm. Health Media Coord.
Work through Health Equity Alliance to bring campaign messages directly to neighborhoods	Integrate messages into diverse community conversations and HEA outreach and organizing efforts with Community Health Advisors	Dec. 2010 to Dec. 2011	

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SMART Objective 2: City CPPW Team will establish wellness portal which achieves level of 3,500 unique users per month by Feb. 2011.			
Begin creating Wellness website with Media Team consisting of key City staff and contractor(s) (see budget)	Consultation with R. Weiss on design of portal; Contractor hired	May 2010	CSA/Prev. Project Dir. and Policy Analyst
Beta-test Wellness Portal	Volunteers test site; Feedback provided to contractor	Nov. 2010	Prev. Project Dir. and Policy Analyst
Launch Wellness Portal	Launch portal through public campaign; Begin signing up members and offering incentives	Dec. 2010	Prev. Project Dir. and Policy Analyst
SMART Objective 3: City CPPW Team will establish at least 10 physical activity and nutrition-related incentives and promote them within a citywide media campaign and interactive wellness portal by Jan. 2011 launch of media campaign.			
Determine 10 physical activity and nutrition-related incentives	Work with local businesses and institutions to identify incentives and recruit participating businesses; Convey incentives to Leadership Team for approval.	Dec. 2010	CSA / Prev. Project Director
Commence offering incentives	Create process to offer and track incentives	Jan. 2011	Contractor / P. Proj. Dir.
SMART Objective 4: District Wellness Committee will include nutrition and physical activity guidance within all New Haven Public School District Communications beginning Jan. 2011 and continuing through Feb. 2012.			
Incorporate messaging within District-wide newsletters that reach 5,000 persons. Use in newsletters, web site, and other communications for 12-14 months.	Messaging to be provided by NHPS in consultation with Prevention Project Director and District Wellness Coordinator; approved by Leadership Team in Dec. 2010	Dec. 2010 approval; run from Jan. 2011 to Feb. 2012	Prev. Project Director / District Wellness Coord.
SMART Objective 5: City CPPW Team and Media Team will secure a minimum of 5 print and electronic news stories by Feb. 2012 about the NuVal Nutrition Guidance labeling system and subsidies to raise awareness of and support for labeling system.			
Determine messaging strategy	Present to Leadership Team for approval	Dec. 2010	Media Team and Y-G PRC
Launch coverage of guidance systems	Integrate within health media campaign	Jan. 2011 to Feb. 2012	Media Team and Y-G PRC
SMART Objective 6: CPPW Media Team and CitySeed will launch "Community Media for Farmer Market Access" Program to publicize Farmer Markets to low-income residents, beginning in Jun. 2010 and continuing through Oct. 2011.			
Review existing data on low-income use of markets and determine possible messaging strategies	Present to Leadership Team on existing data and use patterns and ideas for messaging strategies	Apr. 2010	CitySeed

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Install targeted posters at transit points—posters will include information about use of EBT/SNAP and WIC at markets and include bus lines to access markets	CitySeed will engage graphic designer by April 2010; create posters; install posters from May through October each year	Apr. 2010; May to Oct 2010; May to Oct 2011	CitySeed
Attend community events	Attend 12 community events/year, May to Oct.	2010 and 2011	CitySeed
SMART Objective 7: New Haven Public Schools will implement School Health Campaigns related to nutrition and physical activity in order to promote specific health behaviors within all 27 K-8 schools, impacting 90% of students and staff by Feb. 2012.			
Train new facilitators in 9 schools and establish School Wellness Teams (SWT)	SWTs completes assessment schools in CSHP components using School Health Index	Oct. 2010	PAW Coordinator
Provide materials, training and technical support to schools to implement effective school health campaigns	SWT plan and implement at 1-2 school health campaigns that address health priorities in their school	May 2011	NHPS/CARE Program Director
All PAW School Wellness Teams will be trained to implement effective school-wide health campaigns	SWTs will develop school health campaign plans with school staff input and engagement	Dec. 2010	NHPS/CARE Program director; PAW School Wellness Teams
BOE will award PAW schools funds to support the school 1-2 health campaigns/year	ALL PAW facilitators/SWTs will submit "PAW Pool" applications with SHC plan	Dec. 2010	PAW Coordinator
SHCs will be evaluated for reach, participation levels and effectiveness	SWT will distribute staff surveys and selected student surveys	May 2010	NHPS/CARE Program Director
Sustainability Plan			
Ensure that Core Leadership Team will have capacity to continue media campaign on a limited basis	Investigate local, state or federal resources to provide staff support for nutrition- and activity-focused media and incentive programs.		CSA/NHHD; Prev. Policy Dir.
Retain key project staff on Media Team and/or attract additional community	Investigate local, state or federal resources to enable continuation of media campaign.		CSA/NHHD; Prev. Policy Dir.
NHPS will institutionalize school-based interventions through SWTs			District Wellness Coord.

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Key Activities	Activity Milestones & Short Term Objectives	Timeline	Responsibility
Intervention 0-2: Elm City Resident Card			
Anticipated Policy and System Change Outcomes • Will help incentivize residents in at-risk and isolated communities to engage in healthy behaviors. • Incentives will encourage wider enrollment in Resident Card program (currently 10,000 residents), which will help to reduce barriers to accessing community resources and provide data that interventions are successful. • Through incentives, will support engagement of the local business and social services communities in health-promotion marketing.			
SMART Objective 1: City CPPW Team will enlist 40 retailers to offer incentives, rewards, and promotions of healthy nutrition and physical activity options/programs tied to and tracked by the card by Nov. 2010.			
Establish partnership with Regional Chamber of Commerce	Initial meeting to discuss objectives of program	Jul. 2010	CSA; Prev. Project Dir. and Policy Analyst
Send letters to all neighborhood retailers; hold meetings to request involvement	Hold follow-up meetings	Aug. 2010	Prev. Project Dir. and Policy Analyst
Identify targeted incentives for health-related products, programs and services to benefit business and consumer.	Implement incentives	Nov. 2010	Prev. Project Dir. and Policy Analyst
Conduct interviews with participating retailers regarding uptake, fidelity and sustainability of this approach.	Document reach, quantity, quality of the incentives; changes over time; and satisfaction levels	Jul. 2011	Prev. Project Dir. and Policy Analyst
SMART Objective 2: City CPPW Team will work with CT Department of Social Services to add WIC, Food Stamps and SNAP payments onto the Resident Card, using its debit function, with initial meetings to discuss the possibility held in Oct. 2010.			
Utilize the cash storage/debit function of the card to add state benefits onto the Elm City ID Card to increase its utility and integration with proposed programs	Initial meetings with CT DSS and EBT Card contractor to discuss integration	Oct. 2010	Prev. Project Dir. and Policy Analyst
SMART Objective 3: City CPPW Team will integrate Citywide social marketing campaign to promote use of the Elm City Resident Card for healthy purchases/incentives coinciding with launch of citywide media campaign in Jan. 2011.			
Add logo to all Elm City Resident Cards upon issuance (for new enrollees) and renewal or use (for existing users). Reinforce with logo gels on storefront windows of participating businesses.	Begin issuing logos, coinciding with launch of citywide media campaign.	Jan. 2011	Prev. Project Dir. and Policy Analyst; Media Team

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Create Print and PSA messages, including billboards, radio, TV, local papers, neighborhood retailers, local promotion and advertising in retail locations, public buildings (e.g., libraries, post offices), and neighborhood partners (e.g., schools, clinics, churches).	Begin advertising incentives tied to card, coinciding with launch of citywide media campaign.	Jan. 2011	Prev. Project Dir. and Policy Analyst; Media Team
SMART Objective 4: City CPPW Team will track utilization, expenditures, points on card, etc., in order to track behavioral and clinical outcome measures associated with card use, beginning Jan. 2011, anticipating use by 2,000 card holders in first year.			
Evaluate results from Parcxsmart Technology (currently used in New Haven on all city cards) which permits unique identification of the user, money storage/transfer and tracks use of the card	Add new features to card in order to support all incentive programs developed above	Jan. 2011	Prev. Project Dir. and Policy Analyst
Increase availability of healthy food options (produce, whole grains, low fat milk); Increase number of gym/fitness facilities and inventory of programs and classes within the incentive.	Monitor utilization at 3, 6, 9 and 12 months; Work with food and fitness establishments on tracking measures and increasing utilization; Increase availability of healthy food options available through use of card by 25%; Increase number of facilities and programs providing incentive by 25%	Ongoing	Prev. Project Dir. and Policy Analyst
Sustainability Plan			
Work with existing retail partners and the Chamber of Commerce to secure on-going involvement and expand reach	Stable/increased number of promotions over time; # of retailers and consumers involved over time		CSA/Prev. Project Dir. and Policy Analyst
Leadership Team will continue to promote use of card among citizens and major employers	Increase number of card users from 12,000 to 24,000.	Feb. 2012	Leadership Team

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Key Activities	Activity Milestones & Short Term Objectives	Timeline	Responsibility
1-1 to 1-2: Interventions Supporting Citywide Wellness Policy Directive 1			
Intervention 1-1: Promote High Nutritional Value Foods with Nutrition Guidance			
Anticipated Policy and System Change Outcomes • Concept of nutrition guidance will become institutionalized within the New Haven community. • Intervention will help build momentum, locally and beyond, for an incentive program for SNAP participants (food stamps) to purchase healthier food using a nutrition guidance system as a basis. • The New Haven Cooks program will increase consumption of fresh fruits and vegetables within community through delicious cooking options and shopping options, and increase awareness amongst school children regarding food and its origins.			
SMART Objective 1: City CPPW Team, Grocery Stores and NHPS will score 100% of products sold at participating grocery stores and school cafeteria by Jan. 2011 using NuVal system.			
Hire PRC dietitian/coordinator	Advertise for position; allocate existing PRC and NuVal staff to support project	May 2010	Y-G PRC
Obtain list of products from grocery stores, and school district	Product listings required to generate scores are obtained	May 2010	Y-G PRC: NuVal staff, school cafeteria staff
Generate score for all products	Provide NuVal dietitian staff list of products; generate scores for all products	Jun. to Dec. 2010	Y-G PRC: NuVal staff, CSA and Leadership Team working with designated grocery stores
Roll out NuVal scores in grocery stores; school cafeterias	NuVal provides scores to project team for labeling; all products labeled	Oct. 2010 to Jan. 2011	Y-G PRC: NuVal staff; grocery store staff; school cafeteria staff
Promote Nutrition Guidance program in the community	Work with media team to tie into overall media activities (see Intervention 0-1).	Beginning Jan. 2011	Y-G PRC: NuVal staff working with media team
SMART Objective 2: City CPPW Team and Yale-Griffin Prevention Research Center will develop an incentive system for SNAP recipients and secure at least 300 participants within program by Feb. 2011.			
Develop incentive system to promote healthy food choices	Develop quartile incentive system using NuVal scoring system	May 2010 to Feb. 2011	Y-G PRC/NuVal
Work with DSS SNAP administration to	Meet with DSS administrators and EBT contractor	May 2010 to	Y-G PRC/NuVal

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connect incentives to the EBT Card system	to develop plan; Implement plan to administer incentives via EBT card; Join with ECR Card initiative if feasible	Aug. 2010	
Recruit and sign up major local supermarkets to participate in program	Prepare and negotiate agreement with markets Execute agreement and install NuVal labels	Jul. 2010	Y-G PRC/NuVal
Select 300 SNAP recipients to participate in program	Obtain listing of SNAP recipients and randomly select individuals to invite to participate in program; secure 300 participants	Dec. 2010 to Feb. 2011	Y-G PRC/City of NH/NHHD
Operate pilot SNAP incentive program		Feb. 2011 to Dec 2011	Y-G PRC
SMART Objective 3: Yale-Griffin Prevention Research Center will evaluate the impact of Nutrition Guidance System on diet quality and purchasing habits, with analysis completed by Feb. 2012.			
Select participants to participate in program evaluation	Select 150 community residents, SNAP recipients, 150 students	Jan. to March 2011	Y-G PRC/City of NH/NHHD
Conduct pre surveys	Identify location for surveys and collect data	Feb. to May 2011	Y-G PRC staff
Conduct post surveys	Identify location for surveys and collect data	Dec. 2011 to Jan. 2012	Y-G PRC staff
Analyze data	Send data to project evaluators	Feb. 2012	Evaluation Team
SMART Objective 4: CitySeed will promote healthy food choices and incentivize food purchases at CitySeed Farmers' Markets through a community cookbook program and associated engagement campaign reaching 2,000 students and residents by Oct. 2010.			
Distribute 5,000 *New Haven Cooks* community cookbooks	Roll-out media campaign; distribute books at schools and community centers.	Feb. 2010	CitySeed
Reach 2,000 students and residents in 6 public schools and multiple community sites through fresh food tastings	Identify schools and community sites; work with farmers for produce; conduct tastings and cooking lessons.	Dec. 2010	CitySeed
Redeem 2,000 $5 coupons at CitySeed Farmers' Markets	Identify recipients; distribute coupons; monitor redemption rate.	Oct. 2010	CitySeed
Sustainability Plan			
Explore institutionalizing incentive program with SNAP	Schedule meetings to discuss outcomes of evaluation with SNAP program director	Mar. 2012	Project Team
Explore ongoing use of NuVal scoring system with stores and school district	Schedule meetings to discuss outcomes of evaluation with grocery stores and schools	Mar. 2012	Project Team

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Key Activities	Activity Milestones & Short Term Objectives	Timeline	Responsibility
Intervention 1-2: School Food Initiative			
Anticipated Policy and System Change Outcomes • Intervention will create daily and lifetime change among 21,000 students and staff connected to local farms and nutritional guidance. • New Haven, with CDC guidance, will be identified as a state and national leader in progressive policies to improve school food. • New Haven has already banned "junk food" from all vending machines; this intervention will help build long term systems necessary to continue to improve nutritional quality within the schools. • District will adopt ABC for Fitness and Nutrition Detectives as formal programming in the curriculum. • Improved marketing, menu contents and menu labeling will set an example for citywide food points of purchase in New Haven, and closely related to intervention 1-1.			
SMART Objective 1: NHPS Food Services will transform cafeteria menus and food labeling by February 2011 involving food served to 21,000.			
Develop options for menu reformulation, labeling, and marketing of healthier foods	Research menu labeling strategies Develop options for consideration n NHPS Food Services	May to Aug. 2010	School Food Services Director; Registered Dietitian
Continue and accelerate process of reformulating school menus to incorporate more local and healthier ingredients	Create new menu options	May 2010 to Feb. 2012	School Food Services Director; Registered Dietitian
	Secure resources for equipment in central kitchen required to process fresh local food	Feb. 2011	School Food Services Director
Incorporate NuVal nutrition guidance and scoring in all school cafeteria	Work with NuVal to score all NHPS menu items using NuVal system	Nov. 2010	
	Create marketing plan and materials to display and promote NuVal scores	Jan. 2011	
	Assess impact of NuVal implementation in schools	Dec. 2011	Registered Dietitian; PRC team
SMART Objective 2: NHPS Food Services will increase the amount of fresh food purchased locally and grown in schools by 25% by Feb. 2012.			
Define and execute flexible purchasing and procurement policies to source from Connecticut farms and meet menu quantity requirements	Review experience of first year of NHPS management of food services Develop revised policies based on experience		Food Services Director; Farm-to-School Coordinator

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Expand purchase of local produce	Identify and reach out to additional regional farms capable of scale needed for schools	Aug. 2010	Farm-to-School Coord.
	Negotiate expanded purchasing arrangements	Nov. 2010	
Expand availability of school-grown food	Work with Sound School to expand production of specific ingredients for school lunches	Sep. 2010	Farm-to-School Coord.
	Identify other opportunities for school grown food		
Develop plan to secure and operate School Farm	Develop business and sustainability plan for School Farm on model of Baltimore Schools	Nov. 2010	Farm-to-School Coord.
	Identify and pursue negotiations with identified properties	Jan. 2011	Farm-to-School Coord.
Track and report volume of local and school grown food used in school food and impact on food consumption and waste	Refine tracking system and means to disseminate information on local purchase of school food	Dec. 2010	Food Services Director; Farm-to-School Coordinator
SMART Objective 3: NHPS Food Services will arrange field trips to local farms, combined with a defined curriculum, for 6,000 students by Feb. 2012.			
Negotiate agreements with local demonstration farms for school field trips	Draft agreements; meet with farms to refine and execute	Oct. 2010	Farm-to-School Coord.
Update and enhance farm field trip curriculum based on best practices	Consult with Baltimore and other districts; review literature	Nov. 2010	Farm-to-School Coord.; Science Supervisor
Conduct field trips to farms for 3,000 grade 4-6 students each year, reinforced with curriculum in the field and in class	Arrange for transportation for farm field trips	Sep. 2010	Farm-to-School Coord.
	Secure additional resources to support expansion of farm field trips	Mar. 2011	Farm-to-School Coord.
	Conduct field trips	Sep. 2010 to Feb. 2012	Farm-to-School Coord.
SMART Objective 4: CitySeed, Children's Museum and NHPS will implement Growing Healthy Eaters and Readers program bringing 750 children to Farm Markets for tours followed by in-class activities by Feb 2012			
Establish protocol and schedule for recruiting PreK-Grade 1 classes to participate in Growing Healthy Eaters and Readers program	Solicit interest and select classes; Prepare Curriculum boxes for all anticipated classes	Apr. 2010	CitySeed
Launch first year of Program	Conduct tours and teacher trainings	May 2010	CitySeed

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Farm Dinner for Teachers	Hold dinner for Year 1 teachers	Jul. 2010	CitySeed
Launch second year of Program	Conduct tours and teacher trainings	May 2011	CitySeed
Farm Dinner for Teachers	Hold dinner for Year 2 teachers	Jul. 2011	CitySeed
SMART Objective 5: NHPS will implement Nutrition Detectives in 9 schools, impacting 1,350 5th grade students and increasing knowledge of nutrition by 50% (see PRC background)			
Identify selected schools and train necessary staff	Schedule and conduct teacher training sessions for Nutrition Detectives (DVD).	Mar. to Jun. 2010	Y-G PRC and teachers/school staff; District Wellness Coordinator
Implement programs in selected schools/grades with 1,350 students, and conduct program evaluation	Identify dates for Nutrition Detectives sessions; purchase material; collect data for evaluation	Sep. to May/June 2010/2011	School staff; Y-G PRC; District Wellness Coordinator
Sustainability Plan			
Continue to draw regional and national attention to NHPS School Food Program	Publicize accomplishments in trade publications and events	Ongoing	Farm-to-School Coord.; District spokesperson
	Cultivate relationships with CT dept of Agriculture and USDA	Ongoing	Food Service Director
	Secure awards and recognition for NHPS School Food initiative	Ongoing	Farm-to-School Coord.; District spokesperson
Secure expanded discretionary federal and state funding to support innovation in school food	Build in relationships to secure discretionary funds to build model	Ongoing	Chief Operating Officer

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Key Activities	Activity Milestones & Short Term Objectives	Timeline	Responsibility
2-1 to 2-3: Interventions Supporting Citywide Wellness Policy Directive 2			
Intervention 2-1: Safe Routes to School (SRTS) and Street Smarts Campaign			
Anticipated Policy and System Change Outcomes • Successful completion will establish a citywide policy priority of implementing SRTS programs and related physical space access improvements in every school. • Program for establish precedent for direct collaboration between Department of Transportation (City Economic Development and Public Works) and NHPS on improved access to schools. • Additional parents, staff and students will be engaged within the urban design process, helping to build advocacy momentum for similar neighborhood-wide and city-wide improvements outside the immediate area of target schools. • New Haven will set an example for the rest of Connecticut, which currently does not have a strong SRTS infrastructure.			
SMART Objective 1: City Department of Transportation will dramatically increase the level of physical activity within 5 schools by developing extensive physical space systems needed to increase walking and bicycling activity surrounding schools, with "Complete Streets" engineering of 2 school areas completed by Nov. 2010 and the remaining 3 by Nov. 2011.			
Review crash data and develop initial plan for improvements and 5 schools to be selected	Approve plan with Leadership Team	May 2010	Prev. Project Dir. / Transportation Dept.
Design progressive bike- and pedestrian-access improvements at 5 schools as determined by Leadership Team	Create construction ready plans for each of the five schools selected	Jul. 2010	Transportation Dept. / Traffic Engineer
Invest $200,000 in matching funds for construction of physical improvements	Construction on physical plant and adequacy of surrounding neighborhood for walking and biking improvements, based on mode split and "opportunity zones:	2 schools completed by Nov. 2010; remaining 3 by Nov. 2011	Transportation Dept.
Document change in physical activity	Tracking slips		District Wellness Coord. / Transportation Dept.

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SMART Objective 2: City Department of Transportation and NHPS will dramatically increase the level of physical activity by encouraging safe walk and bike practices on city streets and through related in-school activities at all 27 PreK-8 schools by Dec. 2011, with focus on the 5 schools participating in physical space improvements.			
Hold Safe Routes to School events at all 27 schools. At least 18 reached between in 2010-2011 school year, with all 27 PreK-8 schools involved by Dec. 2011.	Development teaching curriculum and arrange classroom-based instruction utilizing train-the-trainer techniques for public school faculty within each of 27 schools	Sep. 2010 to Jun. 2011 (18 schools); Dec. 2011 (all 27 schools)	Transportation Dept. / SRTS Coordinator
Arrange Walking School Bus programs in 15 schools, including all 5 engaged with infrastructure improvements	Arrange Walking School Bus programs so children have social support for walking to school	See above	Transportation Dept. / SRTS Coordinator; District Wellness Coord.
Utilize Social Media to disseminate information and reinforce messaging.	Engage students through the use of social media, such as FaceBook and Twitter to reinforce messaging and promote school activities. Daily messaging will begin upon hire of SRTS Coordinator and remain consistent throughout the grant period.	Daily	Transportation Dept. / SRTS Coordinator
Develop site specific Street Smarts educational events at each of the five target schools.	Site specific, season appropriate events will begin at the start of the school year.	Beginning Sep. 2010; Ongoing monthly	Transportation Dept. / SRTS Coordinator
Sustainability Plan			
Leverage state and federal resources anticipated to be available for SRTS or similar school-centered interventions	For example, Central Connecticut Bicycle Alliance recently submitted a grant for a statewide SRTS coordinator, with the help of members of the New Haven Complete Streets Steering Committee. This work will be an ongoing priority.	Ongoing	Transportation Dept.; SRTS Coord.
New Haven Complete Streets Policy (ordinance passed October 2008)	Policy will help ensure future construction is pedestrian- and bicycle-friendly	Ongoing	Transportation Dept.
NHPS will institutionalize school-based programs, such as Walking School Bus			District Wellness Coord.

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Key Activities	Activity Milestones & Short Term Objectives	Timeline	Responsibility
Intervention 2-2: Safe Routes to Neighborhood Destinations			
Anticipated Policy and System Change Outcomes • 20 miles of new Complete Streets will have a transformational impact on over 20,000 adults living, working or shopping within surrounding neighborhoods, with 10 miles completed by July 2010 and 10 additional miles completed by July 2011. • Intervention will solidify the policy connection between citywide health goals and citywide Transportation projects. • Improved walk-ability and safer access to key neighborhood destinations will help further dense, mixed-use development in those areas. • The new signage program to improve access for bus riders, cyclists and pedestrians will be replicated at a citywide level. • For the first time, routes complete with signage, lighting, on-road signage and racks – and socially marketed through street closures – will create a citywide and statewide standard for urban bicycling and walking routes, impacting state policy on all levels. • Tripling of citywide bicycle network, and consequent increase in bicycling, provides additional momentum for Complete Streets improvements both citywide and at the state level.			
SMART Objective 1: As part of designing and building 20 miles of new Complete Streets, the City Department of Transportation and Complete Streets Steering Committee (Engineering, City Plan, Transportation), will provide 625 multi-modal activity promotion signs, customized for destinations and targeted towards bus riders, cyclists and pedestrians.			
Identify targeted routes	Hold review meeting and continue to engage neighborhood and community partners	Mar.2010	Transportation Dept. / City Plan Dept./ CSA
Complete design, engineering and planning of improvements for initial 10 miles of routes	Design appearance and placement of signage; tie in with other improvements (see below)	Apr. 2010	Transportation Dept./ Traffic Engineer
Complete improvements on initial 10 miles of routes	Add signage to designated locations	Sep. 2010	Transportation Dept.
Complete design, engineering and planning for final 10 miles of routes	Design appearance and placement of signage; tie in with other improvements (see below)	Apr. 2011	As above
Complete final 10 miles of routes	Add signage to designated locations	Sep. 2011	As above
Conduct before and after counts of bicycling and walking use along selected routes, in April (prior to implementation) and October (after implementation) to evaluate impact	Conduct counts using standardized counting procedure already used by city	Apr. & Oct. 2010; again in Apr. & Oct. 2011	Transportation Dept.

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SMART Objective 2: City CPPW Team will expand the work of the Complete Streets Steering Committee (Engineering, City Plan, Transportation) to include city urban design and zoning considerations essential for promoting walkable urban neighborhoods along the 20 miles of identified routes.			
Develop Complete Streets design templates and/or zoning policy in order to further citywide policy to promote bicycling and walking and coincide with other route improvements.	5-10 studies conducted by City and Consultants on improvements to policy designed to increase access to walking and bicycling. Examples: zoning to reduce curb cuts along primary pedestrian streets; new design templates for improvement of bicycle access at complicated intersections. Communicate results of planning/zoning studies via citywide media campaign.	At least three additional studies completed by Feb. 2011 and at least two more by Feb. 2012	Transportation Dept./ City Plan Dept. / Complete Streets Steering Committee
SMART Objective 2: City Department of Transportation, working with Public Works Department and Police Department, will implement additional pedestrian-scale lighting, specifically for signage and sidewalk visibility along 20 miles of identified routes, at key intersections with personal safety or traffic safety concerns, with 10 miles completed by Jul. 2010 and 10 additional miles completed by Jul. 2011.			
Identify lighting locations with key concerns.	All lighting locations identified and approved at a meeting of the Leadership Team. City Transportation Department will work with State Transportation department (for crash statistics), Public Works/Engineering department and Police Department (for crime statistics).	Apr. 2010: first 10 miles approved; Apr. 2011: second 10 miles approved.	Transportation Dept./ City Engineer
Install improvements on initial 10 miles of lighting, to coincide with route signage for pedestrians and/or safety issues.	All installations completed	Jul. 2010	City Engineer
Install improvements on final 10 miles	All installations completed	Jul. 2011	As above
Monitor before and after crime data along selected routes	Use public crime database by location and compare before and after figures along both routes	Dec. 2011	Prev. Policy Analyst; DataHaven
SMART Objective 3: City Department of Transportation will install on-road signage (20 miles of shared lane markings) and 80 bicycle racks (approximately 50 with city and/or leverage funding) at retail clusters along 20 miles of identified routes, with 10 miles completed by Jul. 2010 and 10 additional miles completed by Jul. 2011.			
Design placement of on-road signage and racks.	Coincides with planned route system.	Jun. 2010	Transportation Dept. / Traffic Engineer

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Install signage and rack improvements on initial 10 miles	All installations completed.	Jul. 2010	Transportation Dept. / City Engineer
Install improvements on final 10 miles	All installations completed.	Jul. 2011	As above
SMART Objective 4: City will create five street closures, modeled after NYC Summer Streets, which convert major neighborhood routes into facilities for weekend morning exercise, festivals, and access routes to Farmer Markets; engaging participants and community groups in both Summer 2010 and Summer 2011.			
Charge a new Steering Committee to identifying streets to be closed	Identify streets for closing; contact community groups about co-promoting and participating in the planning of various festivals or closures	Oct. 2010	CSA; Transportation Dept; HEA Comm. Health Media Coord.
Eliminate vehicular traffic from at least 5 streets at various promoted activity times (e.g., Sunday mornings) during the summer season (June through September) and promote walking and cycling through media and co-promotions	Utilize city police and other resources to assist in closing of streets; coordinate with citywide health media; Neighborhood and community groups will help promote.	Summer 2010 and Summer 2011	CSA and Transportation Dept.; HEA Comm. Health Media Coord.; Leadership Team; Media Team
Sustainability Plan			
Seek corporate or institutional sponsorships for major street closings	Develop and submit grant application to at least 10 potential funders	Oct. 2010	CSA and Transportation Dept.; Leadership Team
New Haven Complete Streets Policy (ordinance passed October 2008)	Policy will help ensure future construction is pedestrian- and bicycle-friendly	Ongoing	Transportation Dept.
City will continue to apply annual budget, leverage existing funding and apply for grants for expansion of Safe Routes to Neighborhood program		Ongoing	Transportation Dept.; Leadership Team

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Key Activities	Activity Milestones & Short Term Objectives	Timeline	Responsibility
Intervention 2-3: New Haven Moving: Community Physical Activity Strategy			
Anticipated Policy and System Change Outcomes • Wider implementation of Open Schools, parks access and community recreation programs will provide a crucial opportunity for residents and school children to access the recommended daily amount of physical activity and build support for long-term policy changes geared towards permanently improving community access to recreation. • Social support components of the intervention, including integration with the Elm City Resident Card, Media Campaign and support for activity groups, will produce long-term community advocacy in support of improved access to physical activity. • District will adopt ABC for Fitness as formal programming in the curriculum.			
SMART Objective 1: City CPPW Team will increase and broaden participation in Open Schools and Parks Department resources, reaching 1,000 additional residents by Feb. 2012.			
Work with NHPS to design process for community access to school recreational facilities that increases total hours of access	Conduct study of current arrangements; Design new system	Sep. 2010	Prev. Project Dir. / NHPS COO
Provide access to schools under new system to coincide with roll out of New Haven Moving program	Implement revised system for managing community use of space; Sign up New Haven Moving programs for specific schools in targeted neighborhoods	Oct. 2010	Prev. Project Dir./ NHPS COO
Create tracking and incentive systems for community spaces for Elm City Resident Card holders		Jan. 2011	Prev. Project Dir.
SMART Objective 2: New Haven Moving program will create 25 community physical activity affinity groups within disadvantaged neighborhoods, increasing physical activity among at least 1,000 residents by Feb. 2012.			
Issue program applications	Broadcast through community media channels	Jul. 2010	Prev. Project Dir.
Review and select programs		Aug. 2010	Prev. Project Dir.
Begin to enroll participants		Oct. 2010	Prev. Project Dir.
Launch at least 30% of programs		Feb. 2011	Prev. Project Dir.
Complete all 25 programs		Feb. 2012	Prev. Project Dir.

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SMART Objective 3: NHPS Physical Education Department to install Exer-gaming equipment in 6 schools to expand middle school student aerobic conditioning to reach an additional 2,000 students by Feb. 2012.			
Purchase and install equipment	Equipment order delivered and installed (Phase I)	Jun. 2010	District Wellness Coord. / NHPS PE Dept
Integrate new equipment within physical education curriculum within 6 schools	Launch and monitor revised PE curriculum based on Exer-gaming equipment	Sep. 2010	School staff; PAW Coordinator
Purchase and install equipment	Equipment order delivered and installed (Phase II)	Jun. 2011	District Wellness Coord. / NHPS PE Dept
SMART Objective 4: NHPS will implement ABC for Fitness in new 9 PAW schools by Sep. 2010, impacting 2,250 students and 120 teachers and increasing in-school physical activity by an average of 70 minutes each week.			
Identify selected schools and train 120 school staff	Schedule and conduct teacher training sessions for ABC for Fitness	by Jun. 2010	Y-G PRC and teachers/school staff; PAW Coordinator
Implement programs in selected schools/grades with 2,250 students, and conduct program evaluation	Identify dates for ABC for Fitness in selected classrooms, purchase materials; collect data for evaluation	Sep. 2010 to May 2011; Ongoing beginning Sep. 2011	School staff; Y-G PRC; PAW Coordinator
Sustainability Plan			
This initiative – including expanded access to community recreational facilities – is designed to be sustained primarily through existing funding streams, with targeted fundraising for special projects and to expand successful efforts.			