

Hartford's Promise: Children Achieving and Succeeding  
Steering Committee  
May 13, 2010

In attendance- Dr.B, Jose Colon-Rivas, Maureen Anderson, Cynthia McKenna, Richard Sussman, Krista Heybruck-Santiago, Ann Ferris, Hector Glynn, Emily Sharkey, Martha Page, Richard Brown, Lee Hunt, Julie Ackerman, Gwendolyn Hall, Chris Doucot, Shirley Thompson, Justin Evanovich, Loren Darrington

1. Hartford's Promise Name

Hartford's Promise Children Achieving and Succeeding name  
Questions/concerns contact Dr. B

2. Recap of Tuesday Meeting with Mayor and Superintendent

Also present at Tuesday meeting-Kelvin Roldan, Sandra Ward, Gwendolyn Hall, Carlos Rivera  
Positive outcome overall

Exchange, discussion between all in attendance → everyone had an active role

Was a coming together of ideas and a strategic conversation about the direction of the schools, in particular, and the city as a whole

No conversation of why Clay Arsenal/Upper Albany as opposed to other neighborhoods.

Recommendation of that neighborhood was accepted

Conversation focused on do we want to even be that big? Maybe think a little bit smaller, just focus on on one school and then scale up

SAND v. Milner → look at SAND; in midst of turn around and futher along...proof of success with strong leadership, whereas Milner is still working toward similar progress

Question – RFP- is this too small?

Language said must be at least one school.

Emily – up to you the size, the purpose is to scale up

Jose – language that indicates quality expansion, starting with one school is proactive in scale that we can control and in the short run we will expand... short term not long run

Gwendolyn – other schools will be ready for expansion, Milner – Preparing it to add into scale up

Richard-must indicate a series of steps that will be taken to move forward with additional neighborhoods

Gwendolyn – what makes sense with the city and how make it competitive

Bottom line is the school(s) must make sense for community. Plan for Promise Neighborhood must fit the community, not a pre-existing model. We can take pieces of other models and adapt them, but we must design a plan that is Hartford specific.

**Board of Directors**

Populate the Board with individuals from surrounding communities that would potentially be part of the scale up

Parents, CBOs, stakeholders, private sectors involved

Community representation is key -- 50 percent on board

Residents in neighborhood, stakeholeders not just parents

Question – Sustainability post-planning grant if don't get the implementation grant  
No guarantee that will get the implementation grant as only 5 are speculated to be awarded  
Including sustainability plan in the planning grant

Need to consider what is going to make the Promise Neighborhood application the most competitive  
might be different than what we do would do if grant were not on the landscape.

But this is what we are pursuing now and the feedback from the process regardless of outcome will be  
valuable as we move forward. So, what can we think about to make this application the most attractive  
possible? And, keep in mind that we can still apply for the implementation grant if we do not get the  
planning grant.

Chris – The Bishops

Consider constructing a group like this that used to exist in Hartford with movers and shakers, funders

Lead agency discussion

What orgs have the capacity and history of doing this?

What is the responsibility of the LEAD organization vs. a partner organization?

Indications this far with our group that we would like to stay extremely collaborative, institute a  
horizontal design, not a vertical model like the Harlem Children's Zone

Hector –

We should move away from HCZ concept, find another model or start from scratch that uses a lead  
organization and collaborative organizations. Downside is that partnerships diffuse rigidity of  
accountability, or the ability of the lead organization to expect everyone to follow the same  
expectations.

Jose --

Teachers, student populations fluctuate year to year. How will we address this?

How does the school see its partners? Need to have a conversation with SAND ASAP.

\*\*\*Jennie will call Sandra and Kelvin to get the process moving on HPS protocol to schedule a  
conversation with Principal Desi Neismith

Lead Org – Must define the responsibilities of lead org and partner orgs for the grant

Hector – What is the scope? Defining the scope.... Addressing kids at SAND, in neighborhood. Finding  
who we miss in the neighborhood because they do not attend SAND. \*\*\*TONIGHT - Will create a visual  
representation of kids in the ClayArsenal area.

Define the scope –zone around the school v. whole neighborhood.

Ann – migration of kids to the SAND school would be interesting to see moving forward vs. the migration  
away to other schools.

Hector – 500-750 kids estimate in the SAND area...

Chris – manageable population size

Hector – Hard to concentrate citywide resources in tight area such as this and so many grants are city wide grants, could be fickle... need to determine indicators that we want to change in 3 years before talking about expansion.

Richard – small steps... define the trajectory

Cynthia – smaller grants that can be intensive

Hector – being a Promise Neighborhood will be attractive to grantors

Thinking of neighborhood.... Will have more younger people than older people in the neighborhood. As much as a 3 to 1 split. How to address the single mothers in this area if we are talking maybe 200 adults total. The city wide resources must have to be rethought to address this.

Changing the way of doing business (Jose) – there will be some complications in that process that we need to consider.

MUST HAVE CLEAR SCOPE AND INDICATORS, WHO WILL DETERMINE THE INDICATORS – give other partners the targets for their specific age groups/programs. All aspects of the pipeline being measured on the same plane.

Focus on the neighborhood (Gwendolyn) – thinking of resources in area and how must we re-evaluate and consider our existing model to work better in light of the Promise Neighborhood parameters.

STEP ONE: Decide the indicators for the school at the center of the model. Talk to the SAND principal and get him involved .

STEP TWO: Meeting with the Principal – Must have partner there – The Village

Chris – consider someone representing the teachers and PTO... and allow principal to bring in “these/his” people

Social Solutions, Effort to Outcomes(ETO) –data organization ... scorecard... offered to consult on data piece not grant writers; keep conversations open with them

STEP THREE: CBO selection

Open dialogue on where we want to go

Interested groups – Blue Hills, Urban League, CRT, The Village

We can define the relationships between the lead organization and the partners

Ann – Adult to child ratio – impressive and helpful. Also consider University partnerships

Martha– What’s the process?

Mayor’s representative=Jose

Superintendent’s representative=Kelvin

Steering Committee representative=Jennie

Community members and/or parents, names from Iris Rich (Women’s League) and Maureen Anderson (AFCAMP)

Principal should be involved in decision

Jose – open dialogue with organizations who are interested as they are all in attendance. How are we moving forward with Promise Neighborhoods in 3-5-7-10 yrs? Can the lead organization sustain this effort? And offer progress against the indicators?

Add to the application for lead organization the need to currently offer one element of the pipeline of cradle to college in Clay Arsenal

Add to application for lead organization their governing structure → flexibility in including partners here, but also how is governance a reflection of neighborhood

Understanding the role with what the lead org will play... Must be determined

Hector – The Village – Aldwin Allen, committed to North End more than the Village itself. Burton Street revitalization. We need people who are going to have the vested in the neighborhood

Planning grant (Richard)

Must think about the plan... Operations, governing board, staffing

Jose – planning now will effect the implementation, LEA should manage/guide the vision to keep the process from getting messy with other organizations involved.

#### **Advisory Board Conversation –**

We have a lead agency, then the advisory board is a reflection of the collaborative we've created (Hector)

Lead organization is helping to define the project (Richard) → creating decision tree

Lead needs: Element in the pipeline, make up of advisory board reflective of community and flexibility to share responsibility in advising with partners, potential match available through human resource commitment of organization, federal grant application experience by agency and percentage of awards/administrating → internal resources

Potential match

\$250K – in-kind or cash. Can be 100% in-kind

Steering Committee felt the lead organization must have at least one employee who focuses on Promise Neighborhood as a demonstration of organization's commitment to this project.

Ann – School readiness match money unclaimed as potential addition to match for Promise Neighborhoods

**Monday 5/17 5pm – Lead organization applications due to [jennifer.brueining@uconn.edu](mailto:jennifer.brueining@uconn.edu)**

See attached application outline.

Attempt to get selection committee together on Tuesday, May 18 in the evening to make decision.

### **Grant Writer Conversation**

Want this person to take us from soup to nuts

Must give references, portfolio, cost

Cynthia and Richard will handle this for Funding Committee → create a response to interested grant writers with the “what we are looking for”, here’s what we need from you, deadline, availability. They will meet Friday, May 14 at 3:30pm Hartford Foundation

Other considerations moving forward:

Alignment of projects is important but other federal funds cannot be used as match

NSP - Sheldon Oak, LISC Clay Arsenal, NINA, Christian Activities Council  
Nelton Court – foot in the door, planning for scale up

Next Steering Committee Meeting Thursday, May 20 1pm at Clark School

To consider:

1. Research other models beyond Harlem Children’s Zone
2. What role does this steering committee play when the lead organization is selected?
3. Create building blocks/goals articulated by steering committee
4. Developing plan to engage parents and community members
5. Indicator and Goal alignment
  - How going to get there
  - Holding people accountable
  - Advisory board role in conjunction with lead agency role