HEALTHY TRENTON
A BLUEPRINT FOR ACTION
“We are a city that has survived the ebbs and flows of our nation’s economy. We are a city whose face reflects a brilliant mosaic of ethnicities and cultures. We are a city with an emerging community of artists and other creative people who see the possibilities for building their ideas in a small metropolitan hub known for its color and character. We are a city where people in great need are deeply cared for—services that we do exceptionally well and should continue offering because helping one another is at the heart of the Trenton experience.”

Mayor Eric Jackson | State of the City Address 2015
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Call to Action

Building trust, breaking down silos, and creating a culture of health: our themes for this work result from our recent history,¹ the core strategies of Boundary Spanning Leadership, and our recognition that changing norms requires a new kind of collective action.

THE NEW JERSEY HEALTH INITIATIVE

Investing in a Culture of Health in Trenton

While there have been many efforts over the past ten years to cultivate a culture of health in the city of Trenton, it was the opportunity to participate in the NJHI: Building A Culture of Health in New Jersey—Communities Moving to Action Grant that moved this work to the next level. The aim of this effort is to support communities across New Jersey to make sustainable systems changes and policy-oriented, long-term solutions for healthier living. New Jersey Health Initiatives (NJHI), a Division of the Robert Wood Johnson Foundation, supports ten existing multi-sector, community-focused coalitions across New Jersey in this four-year campaign. The grant provides technical assistance, training, and coaching for community engagement and planning.

CAPITAL CITY IMPACT TEAM

The Capital City Impact Team (CCI Team),² as the core organizer for this project, includes leaders from specific coalitions as part of the Trenton Healthy Food and Fitness Network. From the very beginning, it was clear that building a culture of health in Trenton would require a highly customized approach that was responsive to the history and uniqueness of the city.

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¹ See “Trenton: Overview and Recent History,” p. 7
² See Appendix II: List of Participants
**Boundary-Spanning Leadership Training**

Five members of the CCI Team and the Community Coach participated in two Boundary-Spanning Leadership Trainings conducted by the Center for Creative Leadership in August and October of 2015. These trainings focused on building the team’s capacity for “interdependent leadership” so that the team could build the community’s capacity for providing direction, alignment, and commitment to Trenton’s emerging culture of health.

**Breaking Down Silos | Focusing on Collaborative Efforts**

Much of the team’s early work was in building trust between members and across sectors. Part of this process was early recognition that Trenton needed to better integrate its existing efforts. There also developed a keen understanding that existing coalitions and collaboratives working on the core risk factors in Trenton were often driven or limited by funder requirements, rather than responding directly to community need. The initial focus was breaking down arbitrary silos and creating more intentional integration across existing collaborative efforts. Thus, the remainder of this plan focuses on such integration—building upon the great work that is already being done in Trenton.

**A History of Accomplishments | 2006 – 2015**

The CCI Team started building trust by affirming the successes-to-date of existing collaborative efforts. Gathering this data made it clear that people who live and work in Trenton are ready and eager for collective, sustainable action—enough planning, enough committees, enough starting and stopping efforts based on funding.

Another key learning of this work was the need for a future culture of proactive fund development for integrated plans rather than reactive grant submissions that prioritize funders’ needs over community needs (or short-term funded projects that disappear after one year).

See Appendix III for a more detailed summary of the accomplishments made through our existing collaborative efforts in each one of four pillars of health: Healthy Lifestyles; Clinical-Community Linkages; Public Safety; and Physical Environment & Economic Development. These pillars were selected based on the County Health Rankings model as well as feedback from Trenton stakeholders and residents.
The pillars above guide our efforts within the coalition, forming the framework for our collaborative efforts. As we evolve, our partnerships will expand beyond those listed in this infographic. This framework was created using feedback from several sources, including comments from a variety of stakeholders attending three coalescing events whose purpose was to introduce and deepen the thinking about creating a Healthy Trenton coalition made up of other existing coalitions. Healthy Trenton would act as a virtual umbrella framework, designed to facilitate the following:

- Integration of efforts on mutually reinforcing strategies
- Collaborative grant development to fund mutually-reinforcing strategies and sustainable infrastructure for a common agenda
- Joint future planning
- Reduced need for multiple advisory councils/committees to meet funders—not program strategy needs
- A common brand for collective work and advocacy efforts
- Shared data standards
- Shared resources and improved cost efficiencies in providing backbone services to each individual coalition

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3 These events were held in October 2015, January 2016, and March 2016.
We combined the second community stakeholder retreat with follow-up targeted focus groups in high-risk neighborhoods to ask stakeholders and residents:  

- What has your organization/community done/completed to date in each pillar area?
- What is your organization/community (or another you know of) currently doing to support a culture of health?
- What do you see as the critical gaps in services under each pillar?

The information provided us with a solid foundation for moving forward more efficiently, having affirmed existing efforts and enhanced community commitment to continue building trust and breaking down silos. While there is still work that needs to be done to earn trust and provide clear examples of integrated action, the community’s willingness to engage with and support our work is alive. It is with a great sense of relief and excitement that we find ourselves with not only the potential for collective action, but with our community rallied. Our foundation in place, we can finally begin!

With a framework in mind and community support in hand, we are better positioned to accept additional funding opportunities and make good use of the low-interest loans provided by the Transforming Communities Initiative (TCI), awarded to the Trenton Health Team in February 2016 for our health-related capital improvements.  

**TRENTON | OVERVIEW & RECENT HISTORY**

The capital of New Jersey and the seat for Mercer County, Trenton is a governmental hub, a small but significant urban center with an important position along the Northeast transportation corridor. Its historic importance is recognized through its designation as a “Turning Point” in the American Revolutionary War.

Although Trenton has faced enormous challenges in the past—there is a fresh energy and new city administration willing and eager to create a meaningful coalition that will build a culture of health in Trenton.

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4 See Appendix I: Data Summaries & References

7 | Healthy Trenton | An Integrated Blueprint for Action
Recovering from the challenges of the last ten years will not be quick or easy, but will require two critical elements:

**Rebuilding trust between individuals, organizations, institutions, and communities**

- We struggle with issues of equity, including economic and educational disparities. Outside perceptions about our city continue to be hurtful and damaging to our rebuilding efforts. Neighborhood cohesion has slipped, and ethical violations by former city administrators seriously undermined our trustworthiness. The healing of this city starts with rebuilding trust.

**Breaking down silos and making collaboration both normative and inviting**

- A past culture of divide-and-conquer and unhealthy competition among service providers has created broken relationships among healthcare, education, public safety, community development, and social service systems. The problems we face are far too large and too complex to allow this to continue. In order to make progress, we must work together.

**Vision for the Future: Trenton 250 Master Plan**

On October 9th, 2014, the Trenton Planning Board unanimously adopted the Vision Element of the Trenton250 Master Plan. In short, the Vision Element identified the following Vision Statement and Guiding Principles that will direct the city through 2042:

**TRENTON FIRST: A PREMIER ECONOMIC AND CULTURAL CENTER BUILT ON ARTS, INDUSTRY, AND EDUCATION**

- Foster Social Opportunity and a Vibrant Economy through Education
- Establish a Preeminent Arts and Culture Destination
- Build a Safe City
- Advance Good Governance
- Promote Civic Unity and Pride
- Cultivate a Healthy City

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Healthy Trenton
An Integrated Blueprint for Action

- Reinforce High-Quality Neighborhoods and a 24/7 Downtown Trenton
- Capitalize on Location and Urban Form to Support a Multi-Modal Transportation Network

Trenton has a population of 84,034, with 52% of residents African-American and 34% Hispanic.7

- Over 26% of the community lives in poverty, and the average household income is $36,662; in stark contrast to New Jersey’s poverty rate of 11% and average household income of $71,629.

- Findings from the 2013 CHNA indicated that 31% of Trenton residents have hypertension, 16% have diabetes, and 39% are obese.

The 2015 update to the Community Health Needs Assessment (CHNA) clearly demonstrated that Trenton continues to face significant hurdles while building a culture of health. The challenges are complex and interwoven, including issues pertaining to access to the healthcare system, lack of public safety, disparate opportunities for healthy lifestyles, poverty, and the physical environment. Trenton’s emerging commitment to a culture of health can be seen in the video, “RWJF Culture of Health Prize Video Submission—Trenton, NJ,” submitted as part of RWJF Culture of Health Prize application.8 To achieve success, a collaborative, long-term approach that considers these complexities is necessary.

- The update confirmed and quantified five critical health issues:
  - Alcohol or Substance Abuse
  - Access to Healthcare
  - Chronic Disease
  - Community Violence
  - Obesity

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7 This population size is based on census data and does not include what we believe to be a large undocumented population.
8 https://www.youtube.com/watch?v=7rEqQ0xQ4
Executive Summary

Between 2006 and 2015, the collaborative efforts of health professionals and community activists in our city resulted in quantifiable progress towards our goal of creating a culture of health in Trenton. Thanks to the New Jersey Health Initiative, our work has moved to a new level that has allowed us to precisely determine the actions that we have taken that have been most successful and the gaps we must fill if we are to continue to reduce health disparities.

Utilizing the County Health Rankings model, feedback from three large stakeholder meetings in October 2015, January 2016, and March 2016, and the results of several follow-up sessions targeting high-risk communities, we developed this evidence-based framework to improve the physical and emotional health of our residents and to increase access to healthy lifestyle choices. Our coalition of coalitions has provided Trenton-specific baseline data in addition to the county-level Community Health Needs Assessment (CHNA), which we have used to create our Inventory of Actions and Gaps⁹ and will continue to use as our foundation from which to measure change.

The people who live and work in Trenton are eager and willing to commit to this plan, a reflection of key recommendations from our stakeholders and residents: educators, community activists, non-profit organizations, city administrators, local service providers, health advocacy organizations, and many more.¹⁰ We have many challenges to overcome, but this Blueprint for Action clearly defines the critical elements for success needed to create a meaningful collaboration and build a long-lasting culture of health in Trenton.

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⁹ See Appendix IV: Inventory of Actions and Gaps
¹⁰ See Appendix II: List of Participants
Blueprint for Action

FRAMEWORK | BASELINE DATA

County Health Rankings Model

The County Health Rankings are based on a model of Population Health that emphasizes many factors that, if improved, can help make communities healthier places to live, learn, work, pray, and play. Our work in creating this Blueprint for Action and in designing the infrastructure for Healthy Trenton incorporated this population-based health model. The County Health Rankings Model’s key indicators that were used are as follows:

- High-risk areas for Trenton residents
- Existing collaborative actions

Our long-term plan is to add more pillars over time to address other critical risk areas relating to health.

Below, we have adapted the graphic version of the County Health Ranking model’s key pillars for health to show how our pillars for improved health fit.
Use of Trenton-Specific CHNA data

The lack of actionable data specific to Trenton hampered the planning process. County-level data is not always representative of all populations, especially in such a diverse county, which includes both areas of great wealth and areas of great poverty. Other municipalities’ resources and assets disguise Trenton’s unique challenges, because socioeconomic status, employment opportunities, and resources vary significantly throughout the county.

In 2015, the Trenton Health Team, using research provided by the Greater Mercer Public Health Partnership, created an update\textsuperscript{11} to the county-level CHNA, which offered an opportunity to uncouple Trenton zip codes from the rest of the county and see an accurate representation of Trenton-specific data. Overall, when comparing Trenton to the county as a whole, long-term needs ranked lower in priority (e.g., concern regarding chronic disease and health effects related to aging), which may be indicative of an environment where residents do not think about the future often. The fact that residents are more concerned about immediate needs such as safety and food access indicates a sense of instability and insecurity regarding everyday life. Indeed, over 55% of Trenton residents think it is difficult to live a healthy lifestyle in their community, and more than 58% feel that their community is not a good place to raise a family. These are issues that we must address, to ensure equity and an opportunity for all people to be healthy and prosperous.

Our Blueprint for Action focuses on pragmatic, short-term actions that increase the likelihood of Trenton families having access to healthy lifestyle choices. Building a culture of health must start with tangible results our community can see. We will continue to build momentum and trust while providing clear facts about the magnitude of these problems. We will also continue to engage neighborhoods, schools, churches, and families in developing short- and long-term strategies in creating access to healthy food and safe places to play.

\textbf{FRAMEWORK | PLAN INTEGRATION}

\textbf{IDENTIFYING MUTUALLY-REINFORCING STRATEGIES ACROSS PILLARS}

An early commitment to support the existing planning processes created meaningful synergy between previously unaligned efforts. The CCI Team actively participated in the following planning processes and/or intentionally engaged individuals from other collaborative efforts. The Blueprint for Action represents a major step in the integration of these plans.

\textsuperscript{11} http://www.trentonhealthteam.org/wp-content/uploads/THT-CHNA-2016-Update.pdf

12 | Healthy Trenton | An Integrated Blueprint for Action
Clinical-Community Linkages | Community Health Needs Assessment Update & Addendum to the 2013 Report

This planning has typically been limited to county-level deliberations. The CCI Team actively supported the Trenton Health Team in supplementing data with a focus on Trenton. Joint data collection efforts and the ability to share local data has become a welcomed new reality. The results of this assessment were then integrated into the Transforming Communities Initiative (TIC), Trinity Health grant, as top-priority needs. Approval of this significant collaborative grant is a major milestone in collaborative data collection, integrated planning, and mutually-reinforcing strategies. Going forward, the Trinity Health grant can become the role model for collaborative programming and grant design. The Trenton Health Team will act as the fiscal agent and will offer necessary resources and support the work across all pillars of Healthy Trenton.

Healthy Lifestyles | Trenton Healthy Food & Fitness Network (THFFN) Strategic Plan

The Trenton Healthy Food and Fitness Network (THFFN), formerly known as the Trenton Healthy Food Network, included the CCI Team leaders and other community stakeholders (core key informants) for its planning process. A great deal of time was set aside to ensure alignment with other stakeholder activities and priorities. It was agreed that the THFFN is an exemplary representation of the Healthy Trenton model for collective impact.

Public Safety | Trenton Violence Reduction Strategy & Trenton Prevention Policy Board 2015

The Trenton Prevention Policy Board was one of two early adopters in building cross-sector collaboration around public safety. This plan to reduce violence in our community has been combined with the grassroots energy of the faith community in the Capital City Community Coalition. The Trenton 250 recognizes the safety of neighborhoods and public spaces supports better health outcomes. The next step is in fully engaging and integrating these safety efforts as part of the Healthy Trenton collaborative effort.

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12 The Trenton Healthy Food Network is a collective impact initiative of over 35 stakeholders, where the NJ Partnership for Healthy Kids-Trenton (a department of the YMCA of Trenton) acts as backbone.

13 | Healthy Trenton | An Integrated Blueprint for Action
Physical Environment & Economic Development

TRENTON MASTER PLAN, INCLUDING THE TRENTON 250 - ISSUES & OPPORTUNITIES REPORT & THE PLAN FOR HEALTH

This is the first time that the city’s Master Plan will have incorporated health considerations into land-use planning and the CCI Team was at the table in all of these discussions. Aligning existing efforts and helping to support the focus on health in all policies was a major turning point for building a culture of health into city administration efforts.

TRENTON NEIGHBORHOOD RESTORATION CAMPAIGN (TNRC) STRATEGIC PRIORITIES

This collaborative group’s effort over the last several years in planning and data collection provides an important opportunity for alignment with Master Plan priorities as well as community activism. It has produced the following datasets that are informing the master planning process:

Restoring Trenton | www.restoringtrenton.org

- In 2014, the Trenton Neighborhood Restoration Campaign (TNRC) was able to complete the first truly comprehensive, parcel-level survey of all the vacant properties in Trenton—mapped, published, and updated on the interactive website, Restoring Trenton. The TNRC also organized residents and local groups to draw attention to the problems caused by vacant and abandoned properties, making this a high-profile issue in the 2014 mayoral campaign.

Laying the Foundation for Strong Neighborhoods in Trenton | October 2015

- In 2015, the TNRC was proud to support N.J. Community Capital’s project to collect detailed data on neighborhood and property conditions in Trenton. The goal of the project was to create “a rich body of data which people can use to learn about their communities and target their activities and interventions... [And] to build a web-based data center for Trenton’s neighborhoods, not only for official use, but for anyone concerned about their block or neighborhood.”

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## OVERALL STRATEGIES

### PRIORITIES & BOLD ACTION STEPS FOR BUILDING A CULTURE OF HEALTH IN TRENTON

With our framework in place, we have a clear view of our strategic priorities, the Bold Action Steps we must take to fully realize those priorities and our indicators of success for the next three to five years.

<table>
<thead>
<tr>
<th>Community-Clinical Linkages</th>
<th>Healthy Lifestyles</th>
<th>Public Safety</th>
<th>Physical Environment &amp; Econ. Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collaborative Strategic Priorities in the Next 3 – 5 Years</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expand access to primary care.</td>
<td>Increase opportunities for family fitness.</td>
<td>Fully implement Trenton Violence Reduction Strategy.</td>
<td>Target problem property owners with effective regulation.</td>
</tr>
<tr>
<td>Engage local residents.</td>
<td>Increase coordination of local food pantries.</td>
<td>Advocate for evidence-based community strategies to support law enforcement actions.</td>
<td>Assemble and share information regarding all development projects in City.</td>
</tr>
<tr>
<td>Operate the Trenton Health Information Exchange.</td>
<td>Coordinate activities under the umbrella of Healthy Trenton.</td>
<td></td>
<td>Trenton 250 Health in All Policies (HIAP) Plan.</td>
</tr>
<tr>
<td>Coordinate services across Accountable Care Organizations (ACOs) serving Trenton, including the Trenton Health Team ACO.</td>
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</tr>
</tbody>
</table>

### Bold Action Steps (Aligned with Trinity Health Grant Strategies)

| Provide navigational support for accessing healthcare, especially behavioral health. | Unify, enhance, and increase child care, school-based, food pantry, and employee wellness policies (especially food and fitness standards). | Implement CPTED and monitor adherence to Complete Streets Policy. | Enhance urban agriculture infrastructure. |
| Promote access to healthy living resources for reduction & management of chronic disease. | Promote access to healthy living resources for adoption of healthy lifestyle. | Promote access to healthy living resources to prevent recidivism. | Increase adherence to Complete Streets Policy. |
| Implement policy change to raise minimum age for purchase and sale of tobacco products and electronic devices from 19 to 21 years of age. | Enhance, support and monitor school board policy to enhance physical activity and healthy food access in schools. | Implement Law Enforcement through Environmental Design (LEED). | Implement Health in All Policies (HIAP) Approach. |
| Increase post-partum support for breastfeeding. | | Implement evidence-based strategies to support law enforcement actions in domestic violence prevention, youth crime, and youth employment. | Integrate existing corner store initiative into ongoing economic development plans. |

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14 We are awaiting the final City Plan for Health.

15 | Healthy Trenton | An Integrated Blueprint for Action
## Indicators of Success

<table>
<thead>
<tr>
<th>Community-Clinical Linkages</th>
<th>Healthy Lifestyles</th>
<th>Public Safety</th>
<th>Physical Environment &amp; Econ. Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce adult smoking rates.</td>
<td>Increase physical activity in children and adults.</td>
<td>Reduce crime rate.</td>
<td>Increase access to recreational resources and physical activity.</td>
</tr>
<tr>
<td>Increase access to care.</td>
<td>Increase consumption of healthy foods.</td>
<td>Reduce youth unemployment.</td>
<td>Increase access to healthy food economy.</td>
</tr>
<tr>
<td>Reduce preventable hospital stays.</td>
<td>Increase access to healthy foods.</td>
<td>Increase willingness to use and access to recreational resources.</td>
<td>Decrease exposure to home-based toxins.</td>
</tr>
<tr>
<td>Increase health screenings.</td>
<td>Decrease obesity rate.</td>
<td></td>
<td>Reduce number of high-risk vacant properties.</td>
</tr>
<tr>
<td>Increase breastfeeding rates.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Organizing Collaborative

- Trenton Health Team Community Advisory Board
- Trenton Healthy Food & Fitness Network
- Trenton Prevention Policy Board
- Capital City Community Coalition
- Trenton Neighborhood Restoration Campaign
- Trenton 250

### Backbone Organizations

- Trenton Health Team
- Trenton YMCA
- The College of NJ
- Friendship Baptist Church
- Isles
- City of Trenton

### Description of Partners

- Hospitals
- Federally Qualified Health Center
- City Dept. of Health
- Faith community
- Educational institutions
- Health advocacy organizations
- Local service providers
- Residents
- Food pantries
- Faith community
- Health screening programs
- Schools
- Farmers/food vendors
- Youth-serving organizations
- Neighborhood organizations
- Residents
- First responders
- Social service and mental health providers
- Schools
- Juvenile justice system
- Faith community
- Residents
- Local community development agencies
- City government
- State/regional land-use organizations
- Environmental organizations
- Residents

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15 Our list of partners will expand as our coalition evolves.
CAPACITY-BUILDING FOR A STRONG & SUSTAINABLE CULTURE OF HEALTH

The work within the existing coalitions is only part of the solution in Trenton. Equally important is the need to integrate these efforts in a manner that improves efficiency and desired outcomes, and enhances the sustainability of all the efforts. The stakeholders involved in the planning process identified four capacity enhancements needed for long-term success.

Build an Integrated Data Culture and Infrastructure

Trenton stakeholders have long been frustrated by the lack of specific, accessible, actionable data for the city of Trenton. It is clear that the development of this data infrastructure and capacity far exceeds the resources of any one partner or coalition and will need to be done in a manner that benefits all stakeholders. Our goals include the following:

- Data sharing through the creation of a single clearinghouse for Trenton data, populated by many local sources, based on common definitions and data standards, and updated regularly to maintain accuracy
- Observe HIPAA privacy requirements while meeting the need for good local data to allow for trend analysis and service-level decision-making
- Research and implement cost-effective process and outcome evaluation strategies so that they become a natural part of all the collaborative and organizational work
- Include evaluation dollars in future grant applications that can be coordinated through backbone organizations

Reduce Duplications

A transition to community-driven problem solving rather than an overreliance on funder-driven problem solving is needed. Trenton is ready to stop planning and scale up implementation of core strategies across all the pillars of Healthy Trenton. It is critical to make the best use of current and future resources. The four collaborative pillars will share like-teams/workgroups/committees whenever possible. This has the added potential benefit of enhancing our ability to integrate mutually-reinforcing strategies and develop cross-collaborative funding opportunities.

Reduce Competition and Unsustainable Models

Currently, the efforts of the coalitions are severely restricted by a lack of resources. This impacts both the implementation of priority strategies and the backbone function required to coordinate the work of many partners. Continuing to build trust in the community and in neighborhoods will require long-term commitment to this work. Our goals include the following:
Increase successful joint grant applications for mutual sustainability and support—larger, shared grants that help implement and sustain integrated efforts

Increase sharing of resources across coalitions—staff, expertise, and funding

Build the Healthy Trenton Collective Infrastructure

The next steps in building our coalition of coalitions:

- Clarify, engage, and enhance collaborative and backbone strength in both the public safety and physical environment/economic development pillars
- Create a formal memorandum of understanding across pillars
- Identify a trusted backbone for managing data
- Develop rules of engagement for steering committee (joint backbone representatives)
- Build full engagement of city administration in Healthy Trenton branding, fundraising, and facilitation of unified cross-sector strategies

CONCLUSION | AN OPTIMISTIC FUTURE

On May 3, 2016, we shared a draft of this Blueprint with stakeholders and leaders in each of the four pillars, who were asked to react to the themes, action plans, and capacity-building priorities contained within. There was general consensus that the plan reflected their input from previous discussions and meetings.

The group was then invited to co-author this final closing section, to describe what readers need to know about the future that follows this turning point in the culture of health for Trenton. Here is what they want to make sure you know:

- This is truly a shared vision for a culture of health in Trenton and we expect to hold ourselves and others accountable for moving forward. We have reached the tipping point.

- The Blueprint is a foundation to build on, not an end point. True synergy requires adaptability and flexibility, so we will continue to assess our progress and make changes as needed. This will continue to be hard work, but we are both dreamers and pragmatists—we are ready to act and ready to react. We have the right people around the table, and we have the commitment of both institutional and community leadership to get it done. We are committed to being the ambassadors and activists for this work.
Health is much more than our individual physical state. For the first time, parents and grandparents will outlive their children and grandchildren. Therefore, this is generational work and we want to see all of our children live to their full potential. It requires a sustained investment for those that live, work, pray, and play in Trenton. We feel the vibrancy, hope, and energy this work has already brought. Now is the right moment to make all of this an expectation, not a privilege. We deserve it.

All of this work must be done with equity in mind. The impact of poverty, economic stagnation, discrimination, and under-resourced educational support has left many of our residents terribly vulnerable. Their lives and their health matter, and they will have a powerful say in how this work is done. We will push back against blame and lift up the voices of those who have been left out.

Trenton is on the move. We stand united to better our community and ourselves. We are better than our reputation. We are stronger than our obstacles. WE ARE TRENTON!
## Mercer County Health Rankings


<table>
<thead>
<tr>
<th>Health Outcomes</th>
<th>Mercer Co.</th>
<th>New Jersey</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Length of Life</td>
<td></td>
<td></td>
<td>13</td>
</tr>
<tr>
<td>Premature Death</td>
<td>6100</td>
<td>5500</td>
<td>13</td>
</tr>
<tr>
<td>Quality of Life</td>
<td></td>
<td></td>
<td>14</td>
</tr>
<tr>
<td>Poor or fair health</td>
<td>15%</td>
<td>16%</td>
<td></td>
</tr>
<tr>
<td>Poor physical health days</td>
<td>3.2</td>
<td>3.2</td>
<td></td>
</tr>
<tr>
<td>Poor mental health days</td>
<td>3.5</td>
<td>3.4</td>
<td></td>
</tr>
<tr>
<td>Low birth weight</td>
<td>9%</td>
<td>8%</td>
<td></td>
</tr>
<tr>
<td>Health Behaviors</td>
<td></td>
<td></td>
<td>12</td>
</tr>
<tr>
<td>Adult smoking</td>
<td>16%</td>
<td>15%</td>
<td></td>
</tr>
<tr>
<td>Adult obesity</td>
<td>24%</td>
<td>25%</td>
<td></td>
</tr>
<tr>
<td>Food environment index</td>
<td>8.2</td>
<td>8.2</td>
<td></td>
</tr>
<tr>
<td>Physical inactivity</td>
<td>22%</td>
<td>24%</td>
<td></td>
</tr>
<tr>
<td>Access to exercise opportunities</td>
<td>97%</td>
<td>95%</td>
<td></td>
</tr>
<tr>
<td>Excessive drinking</td>
<td>18%</td>
<td>17%</td>
<td></td>
</tr>
<tr>
<td>Alcohol-impaired driving deaths</td>
<td>24%</td>
<td>26%</td>
<td></td>
</tr>
<tr>
<td>Sexually transmitted infections</td>
<td>465.9</td>
<td>319.6</td>
<td></td>
</tr>
<tr>
<td>Teen births</td>
<td>22</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>Clinical Care</td>
<td></td>
<td></td>
<td>7</td>
</tr>
<tr>
<td>Social &amp; Economic Factors</td>
<td></td>
<td></td>
<td>11</td>
</tr>
<tr>
<td>High school graduation</td>
<td>83%</td>
<td>88%</td>
<td></td>
</tr>
<tr>
<td>Some college</td>
<td>63%</td>
<td>66%</td>
<td></td>
</tr>
<tr>
<td>Unemployment</td>
<td>5.7%</td>
<td>6.6%</td>
<td></td>
</tr>
<tr>
<td>Children in poverty</td>
<td>16%</td>
<td>16%</td>
<td></td>
</tr>
<tr>
<td>Income inequality</td>
<td>5.3</td>
<td>5.1</td>
<td></td>
</tr>
<tr>
<td>Children in single-parent households</td>
<td>31%</td>
<td>30%</td>
<td></td>
</tr>
<tr>
<td>Social associations</td>
<td>11.7</td>
<td>8.3</td>
<td></td>
</tr>
<tr>
<td>Violent crime</td>
<td>445</td>
<td>302</td>
<td></td>
</tr>
<tr>
<td>Injury deaths</td>
<td>44</td>
<td>42</td>
<td></td>
</tr>
<tr>
<td>Physical Environment</td>
<td></td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Air pollution</td>
<td>11.3</td>
<td>11.3</td>
<td></td>
</tr>
<tr>
<td>Drinking water violations</td>
<td>None</td>
<td>6%</td>
<td></td>
</tr>
<tr>
<td>Severe housing problems</td>
<td>19%</td>
<td>23%</td>
<td></td>
</tr>
<tr>
<td>Driving alone to work</td>
<td>71%</td>
<td>72%</td>
<td></td>
</tr>
<tr>
<td>Long commute-driving alone</td>
<td>30%</td>
<td>42%</td>
<td></td>
</tr>
</tbody>
</table>
REFERENCES

**TRENTON 250 | CITY OF TRENTON PROFILE**


**ISSUES & OPPORTUNITIES REPORT**


**COMMUNITY HEALTH NEEDS ASSESSMENT UPDATE AND ADDENDUM TO THE 2013 REPORT**


**LAYING THE FOUNDATION FOR STRONG NEIGHBORHOODS IN TRENTON – OCTOBER 2015**

http://media.wix.com/ugd/0707ce_c337b9b3472d433c8e8d0723780a881c.pdf

**TRENTON PREVENTION & POLICY BOARD ANNUAL REPORT 2015**

Appendix II | List of Participants

**CAPITAL CITY IMPACT TEAM MEMBERS**

Marie Chase  
*Shiloh CDC*

Martha Davidson  
*Trenton Health Team*

Marissa Davis  
*NJ Partnership for Healthy Kids-Trenton*

Samuel Frisby  
*Trenton YMCA*

Lucy Guzman  
*Community Activist*

Lucy Vandenberg  
*Trenton Green Team/School Board Member*

Calvin Thomas  
*Community Coach*

**CONTRIBUTING STAKEHOLDERS**

American Planning Association NJ Chapter  
Aramark  
Capital Health  
Carver Center  
Central Jersey Family Health Consortium  
Children’s Futures  
Children’s Home Society of NJ  
City of Trenton Dept. of Health & Human Services  
City of Trenton Planning Dept.  
Crisis Ministry  
East Trenton Collaborative  
Family Resource Network  
Greater Mercer Public Health Partnership  
Henry J. Austin Health Center  
Holy Redeemer Homecare and Hospice  
HomeFront  
Horizon NJ Health  
Hunterdon and Mercer Counties Regional Chronic Disease Coalition  
Isles, Inc.  
International Academy of Trenton  
Latino Merchant’s Association  
Let’s Help Let’s Move  
Living Hope Church  
Living Hope Empowerment Center  
Maternal and Child Health Consortia  
Medina Health  
Mercer Street Friends  
Millhill Child and Family Development  
N.O.W. Program  
NJ Health Care Quality Institute  
NJ Partnership for Healthy Kids-Trenton  
NJ SNAP-Ed  
NJ YMCA State Alliance  
Rutgers Cooperative Extension of Mercer County  
Rutgers SNAP-Ed/EFNEP  
Rutgers University  
Shiloh CDC  
St. Francis Medical Center  
The Latin American Legal Defense and Education Fund, Inc.  
Trenton Council of Civic Associations  
Thomas Edison State University  
Trenton Green Team  
Trenton Health Team  
Trenton YMCA  
Trinity Episcopal Cathedral  
Urban Mental Health Alliance  
UIH Family Partners  
Womanspace
## Appendix III | Summary of Accomplishments

<table>
<thead>
<tr>
<th>Accomplishment</th>
<th>Description</th>
<th>Pillar</th>
</tr>
</thead>
<tbody>
<tr>
<td>Optimistic Outcomes</td>
<td>The NJ Partnership for Healthy Kids, a statewide program of the Robert Wood Johnson Foundation, with technical assistance and guidance provided by the YMCA State Alliance, directed locally by the Trenton YMCA, spearheaded a healthy corner store initiative and a new farmers market that incorporates health screenings on a weekly basis. New playgrounds, fitness rooms, expanded school breakfast program, and salad bars are in schools. Faith-based organizations are offering classes in nutrition and healthy lifestyle choices and installing exercise equipment, gardens, and walking trails. Thirty-seven school gardens have been built. These are just a sampling of the many ways we are working to make the healthier choice the easy choice for Trenton residents.</td>
<td>Healthy Lifestyles</td>
</tr>
<tr>
<td>Coordinated Care</td>
<td>Since first coming together in 2006, the Trenton Health Team has convened all the city’s major healthcare providers (both hospitals, its only Federally Qualified Health Center, and the City’s Department of Health and Human Services) and local nonprofit partners in order to address collaboratively some of the community’s toughest healthcare challenges. Using an integrated, data-driven approach to identify issues and strategies, successes include increased access to and coordination of care for both medical and behavioral conditions. THT was certified as a Medicaid ACO in 2015 and named as backbone/fiscal agent for collaborative Trinity Health grant. Trenton, through the Trenton Health Team (THT), was selected as one of the six inaugural Transforming Communities Initiative (TCI) funded communities. Trinity Health has committed $500,000 per year to Trenton, through a combination of cash and technical assistance to THT and its partners</td>
<td>Clinical-Community Linkages</td>
</tr>
<tr>
<td>Ready, Set, Work!</td>
<td>The Trenton Violence Reduction Strategy and the city’s new community policing efforts are paying dividends, with violent crime having dropped 30% between 2013 and 2014. Innovative strategies are being deployed to address chronic homelessness, including the establishment of a Coordinated Entry and Assessment System (CEAS) Center in partnership with the city, Mercer Alliance to End Homelessness, and the Rescue Mission of Trenton. Cross-sector collaborations undergird all these efforts. A summer internship program for 100 Trenton youth is being launched in 2016 in partnership with the MIDJersey Chamber of Commerce and Trenton Area Stakeholders.</td>
<td>Public Safety</td>
</tr>
<tr>
<td>Proactive Policies and Practices</td>
<td>In 2012, Trenton ranked 8 out of 100 in the nation for its Complete Streets Policy, which has been embraced by the city for improvements to infrastructure. A District Wellness Policy was adopted by the Board of Education in 2014 and City Council passed a smoke-free parks resolution in 2015. Isles, Inc. continues to do city-wide gardening, retrofitting of buildings, lead abatement, and healthy homes training. The Master Plan (Trenton250) is incorporating a “health in all policies” approach. The Trenton Neighborhood Restoration Campaign (TNRC) completes an audit of vacant buildings in the city and initiates the Restoring Trenton website (<a href="http://www.restoringtrenton.org">www.restoringtrenton.org</a>) and follow-up activities.</td>
<td>Physical Environment &amp; Economic Development</td>
</tr>
</tbody>
</table>
## Appendix IV | Inventory of Actions & Gaps

### Community-Clinical Linkages

<table>
<thead>
<tr>
<th>What You’ve Done</th>
<th>What You’re Doing</th>
<th>Gaps</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conducted unified health needs assessments (CHNA); developed Community Health Improvement Plan (CHIP); made health screenings and referral services more available</td>
<td>Chronic Disease Self-Management (Stanford University evidence-based model)</td>
<td>Insufficient outreach to and addictions and mental health services for Spanish-speaking residents</td>
</tr>
<tr>
<td>Screened 700+ uninsured/underinsured over the past 7 months for various cancers, then linked patients to specialists when appropriate; provided patient navigation</td>
<td>Free clinics: uninsured/underinsured Cancer Education &amp; Early Detection (CEED); screening for prostate, breast, colorectal, and cervical cancer; providing linkage to medical providers for abnormal cases</td>
<td>Local hospital support; emergency services; ER/hospitalization</td>
</tr>
<tr>
<td>Conducted breastfeeding survey</td>
<td>Referrals to medical home</td>
<td>Insurance (healthcare) education; dental services for underinsured; better access to specialty care</td>
</tr>
<tr>
<td>Improved breastfeeding rates; decreased infant mortality in target population</td>
<td>Trenton 250 HIAP</td>
<td>Transportation deficit to maternity &amp; pediatric facilities</td>
</tr>
<tr>
<td>Provided free bilingual (Spanish) counseling &amp; stress reduction for women of child-beariung age</td>
<td>Working to implement the THT-Accountable Care Organization (Medicaid); Faith in Prevention “Transitions” element (linking faith-based organizations to clinical healthcare providers)</td>
<td>Substance use; need for detox &amp; rehab in the city</td>
</tr>
<tr>
<td>Created a coalition of all major healthcare system providers; established shared data system; created model and team for coordinating care for vulnerable/high-utilizing patients; connected with behavioral, social service, &amp; faith-based organizations</td>
<td>Trauma-Informed Care Training: Assisting organizational staff to recognize existing trauma and teaching staff how to interact/engage with clients who have trauma histories; provide nonprofits/agencies an opportunity for all staff to get training in Mental Health First-Aid/Youth Mental Health First-Aid</td>
<td>Mental health programs and connections for people facing depression, psychosis, etc.</td>
</tr>
<tr>
<td>Provided community health workers; created a central intake for women of child-beariung years; provided referrals to medical home</td>
<td>Breastfeeding education and support; Preconception Peer Education Program; outreach workers (trusted links); postpartum depression education (professional/community education &amp; support groups); Prenatal Addictions Project (smoking cessation program); Early Intervention Service (coordination, 0-3 years of age link to services)</td>
<td>Insufficient navigation &amp; referral services to help people find what they need when they need it and/or before it is a crisis</td>
</tr>
<tr>
<td>Home visiting services</td>
<td>Directory of Health Services on Website</td>
<td></td>
</tr>
<tr>
<td>Assisted families finding primary care providers; provided free translation services for medical treatment</td>
<td>Promotion of early prenatal care; promotion of breastfeeding; supporting nurturing parenting styles</td>
<td></td>
</tr>
<tr>
<td>Educated the public about the risks of unsafe sexual practices; tested and provided counseling for HIV/AIDS</td>
<td></td>
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</tbody>
</table>
## Healthy Lifestyles

<table>
<thead>
<tr>
<th>What You’ve Done</th>
<th>What You’re Doing</th>
<th>Gaps</th>
</tr>
</thead>
<tbody>
<tr>
<td>Designed and got District approval for Comprehensive District Wellness Policy</td>
<td>Nutrition education for low-income youth and adults</td>
<td>Insufficient numbers of free, structured physical activities</td>
</tr>
<tr>
<td>Provided weekly health lessons; children learned what to eat to stay healthy</td>
<td>Health Literacy grant; vegetable garden; tennis lessons in Millhill preschool</td>
<td>Not enough affordable fresh fruits &amp; vegetables in the city</td>
</tr>
<tr>
<td>Provided unbiased, non-political research-based education; years of experience with direct &amp; indirect education across the lifespan in all community settings; success as a partner of ShapingNJ in PSE work in healthcare &amp; childcare; school gardens</td>
<td>Faith in Prevention—provides healthy lifestyle classes to faith-based organizations; community health collaborative approach to increase food and physical activity to prevent &amp; delay diabetes type II diagnoses; offering chronic disease self-management programming in low-income housing &amp; other community settings</td>
<td>Representatives around the table explicitly addressing needs of people with intellectual and developmental disabilities—a very vulnerable and high-risk population for chronic disease and lack of access to services (e.g., The Family Resource Network’s Get Fit Coalition, ARC, Special Services School District)</td>
</tr>
<tr>
<td>SNAPEd4me.org website “how-to” section provided a list of food pantries/soup kitchens, farmers markets, and where to get active by town/county</td>
<td>Children’s Summer Soccer League (220 children, 16 teams, ages 4-12); Women’s Mind Body and Soul (MBS) healthy nutrition, Zumba, education; Chronic Conditions Courses (English/Spanish); Health Fairs</td>
<td>Community schools; farmers markets; health services; backpack program (weekend)</td>
</tr>
<tr>
<td>Implemented fresh fruit and vegetable program at 8 elementary sites and vegetable sampling sessions; established School District Wellness Council, Wellness Policy Update (2014); provided healthy cooking demos; installed salad bars at 4 schools; implemented Breakfast in the Classroom policy (current participation is 47%, a 20% increase over 3 years) and FarmLogix (Farm to School)</td>
<td>Adult education programs to build life-skills among first-generation immigrant parents (ESL, health literacy, computer skills, etc.); Future Youth mentoring program—college prep program for first/second-generation immigrant high school students</td>
<td>Getting more parental involvement in their children’s healthy diet</td>
</tr>
<tr>
<td>Created salad bars, wellness room; built playgrounds, gardens; conducted walkability audits; implemented Complete Streets policy; launched a Healthy Corner Store Initiative (4 to date)</td>
<td>Senior exercise program</td>
<td>Aramark: education of USDA regulations pertaining to school meals and smart snacks (school administration, parents, community); increase breakfast participation; more salad bar grants</td>
</tr>
<tr>
<td></td>
<td>Grow NJ Kids—certifying preschool &amp; childcare agencies</td>
<td>Network of physical activity opportunities, bike riding, urban farms and food systems</td>
</tr>
<tr>
<td></td>
<td>American Heart Association and YMCA State Alliance Corner Store Legislation; Recess Bill YMCA State Alliance AFERD</td>
<td>Safe, well-equipped parks and open space</td>
</tr>
<tr>
<td></td>
<td>Education, outreach, research, partnerships; early childcare &amp; school nutrition; School Wellness policy; Older Adult Meals program; cooking classes; farmers market education &amp; demos; chronic disease prevention</td>
<td>Insufficient Spanish-language educational materials</td>
</tr>
<tr>
<td></td>
<td>District Wellness; Coordinated Food Pantries; Family Fitness (Open Streets in partnership with Dept. of Rec.); Greenwood Ave Farmers Market; District-led Food Summit; Urban Mayors’ Urban Ag. Conference; Summer Feeding Program (YMCA &amp; Greenwood Ave. Farmers Market)</td>
<td></td>
</tr>
</tbody>
</table>
## Healthy Lifestyles

<table>
<thead>
<tr>
<th>What You’ve Done</th>
<th>What You’re Doing</th>
<th>Gaps</th>
</tr>
</thead>
<tbody>
<tr>
<td>Farm to Table—incorporating school garden produce in cafeteria meals</td>
<td></td>
<td>Cooking and nutrition classes in community</td>
</tr>
<tr>
<td>Summer Feeding Program (18 sites, 35-50 students)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Guatemalan Civic Assoc. adopted a park where they will run a sports program</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mobile recreation van is now in use in target communities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trenton 250 HIAP</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trenton Area Stakeholders convene bi-monthly meetings with a diverse group of</td>
<td>Trenton Area Stakeholders convene bi-monthly meetings with a diverse group of</td>
<td></td>
</tr>
<tr>
<td>stakeholders (social service, government, business, community leaders/activists,</td>
<td>stakeholders (social service, government, business, community leaders/activists,</td>
<td></td>
</tr>
<tr>
<td>etc.) to promote and stimulate a collaborative approach to solving complex</td>
<td>etc.) to promote and stimulate a collaborative approach to solving complex</td>
<td></td>
</tr>
<tr>
<td>problems in Trenton and surrounding communities</td>
<td>problems in Trenton and surrounding communities</td>
<td></td>
</tr>
<tr>
<td>A Healthy You curriculum; CATCH curriculum</td>
<td></td>
<td></td>
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</tbody>
</table>
### Public Safety

<table>
<thead>
<tr>
<th>What You’ve Done</th>
<th>What You’re Doing</th>
<th>Gaps</th>
</tr>
</thead>
<tbody>
<tr>
<td>Created community ID program to lower barriers to accessing healthcare/public safety, etc. for marginalized populations.</td>
<td>Assessing for domestic violence</td>
<td>A viable, creditable, and effective school system that produces the next generation of productive, self-reliant citizens.</td>
</tr>
<tr>
<td>Bikers Against Child Abuse cleaned up dump site and made sure grass was cut near abandoned building for safety</td>
<td>Phone tree to report crime; civic associations; safety tips for residents; behavioral environment policy; stress-management programs; youth programs; provide info on resources available</td>
<td>Shelter for homeless</td>
</tr>
<tr>
<td></td>
<td>“Latino Civic Forum” initiative to educate and engage Latino community in public safety and civic life</td>
<td>Safe places to wait for transportation</td>
</tr>
<tr>
<td></td>
<td>CPTED (Crime Prevention Through Environmental Design) includes neighborhood safety audits; Clean &amp; Green Vacant Lot Park Improvement</td>
<td>Local backbone organization to lead public safety pillar</td>
</tr>
<tr>
<td></td>
<td>Trenton Violence Reduction Strategy</td>
<td>Public Safety Education; female-focused outreach on safe dating, domestic human trafficking</td>
</tr>
<tr>
<td></td>
<td>Coordinated plan of installing video cameras in business and public buildings to improve surveillance</td>
<td>Safe places for children to play; Teen Center</td>
</tr>
<tr>
<td></td>
<td>The library now hires Trenton police, which is an all-day police presence, and has made the library safe for children and patrons</td>
<td>Collaborative efforts addressing senior citizen concerns from a public safety perspective (refer to THT CHNA 2016)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Police presence in community, parks, and recreation sites. Need safe passage in neighborhoods for accessing physical activity.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Enforcement of ordinances to keep parks, public spaces clean for use by public</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Improved relationships between police and communities: build trust</td>
</tr>
<tr>
<td>What You’ve Done</td>
<td>What You’re Doing</td>
<td>Gaps</td>
</tr>
<tr>
<td>--------------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Created environmental health profile of Trenton and home assessments for lead,</td>
<td>Community gardening on underutilized properties; community &amp; neighborhood planning; Isles Youth</td>
<td>Comprehensive lead poisoning prevention strategy</td>
</tr>
<tr>
<td>asthma triggers, mold &amp; moisture, injury-causing conditions (2000 to date);</td>
<td>Institute (GED/diploma, job training); HH assessment including dust sampling for lead; REHEET</td>
<td>Housing &amp; Economic Dev. Division of Planning—an advocacy group that will support and</td>
</tr>
<tr>
<td>completed Healthy Homes (HH) improvements (170 to date); implemented policy</td>
<td>home improvement that include lead poisoning prevention, energy efficiency, recurring asthma</td>
<td>assist the Master Plan process within the City of Trenton Depts.</td>
</tr>
<tr>
<td>change; trained community health workers in principles of HH and how to apply</td>
<td>triggers, and injury-causing conditions; community session on HH; training of community health</td>
<td>Wellness Loop (plans developed, awaiting funds)</td>
</tr>
<tr>
<td>during home visits; conducted community &amp; neighborhood planning</td>
<td>workers and other professionals in HH &amp; onsite training; Authorized by Mayor to convene a Trenton</td>
<td>Education that leads to employment</td>
</tr>
<tr>
<td>Implemented Climate Action Plan (air quality), Natural Resources Inventory</td>
<td>Healthy Homes Advisory Group</td>
<td>Homeless shelters that provide services to people who test positive for drugs or admit to</td>
</tr>
<tr>
<td>(City of Trenton), and Complete Streets Policy</td>
<td>Ages 5+ to adulthood pathway to STEM Careers (technology training, job placement, &amp; internships);</td>
<td>substance use</td>
</tr>
<tr>
<td>Created Youth Institute (GED/diploma, job training); installed community</td>
<td>placement for traditional jobs</td>
<td>Landlords must provide lead-safe certificates to rent a home in Trenton</td>
</tr>
<tr>
<td>gardens in underutilized properties</td>
<td>Taste Trenton 2016: 20-25 restaurants in a food crawl over 3 days showing local “healthy” alternatives</td>
<td>Lack of private/public housing that does not promote development of asthma; targeted</td>
</tr>
<tr>
<td>Built playground environment (Monument School) Wells Fargo 5-Year Implementation Grant awarded to revitalize THDC Neighborhood; sustained engagement of THDC residents through monthly stakeholder meetings since 2007; small grants program implemented for grassroots projects in area</td>
<td>to fast food in Trenton</td>
<td>policy or remedial response to unhealthy homes</td>
</tr>
<tr>
<td>Implemented mandatory paid sick leave policy for local businesses</td>
<td>Vacant Property Survey—Vacant Property Registration &amp; Redevelopment</td>
<td>Green infrastructure (trees, etc.); better traffic flow; restaurants at public parks; food hub to support a food economy; storm water management implementation (CSO); transit-oriented development; improve pedestrian safety</td>
</tr>
<tr>
<td></td>
<td>Green Team/sustainability website for Trenton; Environmental Commission (planning stage)</td>
<td>Community citizenship awareness on taking care of our immediate environment (e.g., cleaning &amp; beautifying)</td>
</tr>
<tr>
<td></td>
<td>CLEANeighborhoods Initiative for better compliance in trash &amp; litter enforcement; anti-illegal</td>
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<tr>
<td></td>
<td>dumping campaign (NJ EPA)</td>
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<td></td>
<td>Providing job/life-skills training &amp; summer employment placement for 100+ high school-aged youth</td>
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<td></td>
<td>in Trenton; creating a pipeline system of job readiness/training, social service support, and job</td>
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</tr>
<tr>
<td></td>
<td>placement for the chronically unemployed and underemployed adults in Trenton</td>
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<td></td>
<td>Litter March, Fishing Derby, Park development, Assunpink Greenway, Brownfields clean up</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Development of arts district and arts economy</td>
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</tbody>
</table>
## Physical Environment & Economic Development

<table>
<thead>
<tr>
<th>What You’ve Done</th>
<th>What You’re Doing</th>
<th>Gaps</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provided gardening, environment, and food education; T-RECS</td>
<td>Housing redevelopment in targeted neighborhoods</td>
<td>Better lighting &amp; security in public areas</td>
</tr>
<tr>
<td>Routed 300 people per year to appropriate services through CRC; provided the means for 88 students to meet or exceed reading level in Freedom School; implemented Got Dental, Mental Health Workshops, Health Fairs</td>
<td>The “retaking” of the Abagitti Park by the community through the LCF efforts. Park fixtures were repaired. Park was cleaned up and city’s Health Services reached out to vagrant/homeless population.</td>
<td>Open up more fields for playing youth sports</td>
</tr>
</tbody>
</table>