



# MY BROTHER'S KEEPER NASHUA, NH STRATEGIC ACTION PLAN



**Mayor Jim Donchess**

**MBK@nashuanh.com**

**[www.nashuanh.gov/1087/My-Brothers-Keeper-Community-Challenge](http://www.nashuanh.gov/1087/My-Brothers-Keeper-Community-Challenge)**

**MBK NASHUA ADVISORY COMMITTEE**

**OCTOBER 2016**

MY BROTHER'S KEEPER





## Jim Donchess

MAYOR • CITY OF NASHUA

October 30, 2016

Dear Fellow Nashuans,

On May 2, 2016, I accepted the My Brother's Keeper Community Challenge on behalf of the City of Nashua and, in so doing, New Hampshire became the 50<sup>th</sup> state to participate in this important White House initiative aimed at improving the life prospects of all young Americans.

I chose to step up to the MBK Community Challenge because, while I want all of Nashua's children to succeed, I am also acutely aware that many are challenged in their young lives by significant barriers to success. The MBK Community Challenge is based upon well-researched findings and expert recommendations from multiple disciplines.

Nashua is the most diverse city in New Hampshire. According to the U.S. Census Bureau's figures for 2010, Nashua has a diverse population of 21.8% based on the Race and Hispanic Origin population percentages for our city. New Hampshire's diversity percentages were 7.9% in 2010 and 9.4% in 2015. The May, 2016 WalletHUB study of the "Most Diverse Cities in America" ranked Nashua as the 96<sup>th</sup> most diverse city in the nation.

A close look at Nashua's school age population provides insight into some of the challenges faced by the children of our city. Based on data regarding school enrollment by race provided by the New Hampshire Department of Education, 37.5% of the children in Nashua's schools are children of color. According to Nashua School District data, 6% of our public school children have limited English proficiency, 42.5% receive hot lunches from the free and reduced lunch program, and around 1,900 Nashua public school students each year are children with disabilities. Furthermore, we have children in our schools who live without a roof over their heads at night. A 2013 Anne E. Casey Foundation study pegged the number at 204 homeless children attending Nashua's public schools.

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And in just one of our Title I schools – the Dr. Norman W. Crisp Elementary School (“Dr. Crisp”) – data clearly indicates how difficult are the lives of many of the children who attend this neighborhood school. 18.6% of Dr. Crisp students receive ELL services, and 81.2% – that is, 332 children out of 409 total Dr. Crisp students – participate in the free and reduced lunch program. Eighteen children from Dr. Crisp School are homeless. The challenges faced by our children are great, but I am far from alone in my hopes and ambition for all of Nashua’s youth.

In Nashua, we have a culture of big-hearted, proactive, community-minded people who work year in and year out dedicating themselves to the improvement of our city and the lives of our people. Over the past six months scores of Nashuans and numerous Nashua organizations have joined forces to work on Nashua’s recently formed MBK Advisory Committee. These citizens, who are committed to addressing the opportunity gaps that many of our children experience, have spent hundreds of hours meeting and discussing, reading and researching, and ultimately writing and preparing the My Brother’s Keeper Strategic Action Plan for Nashua, New Hampshire, which they intend to submit on November 1<sup>st</sup>.

I am extremely grateful to all of them for the thoughtful work they have done in the formulation of our plan. Thank you to everyone. Together we will support our youth and tirelessly work to ensure that all our children can reach their full potential.

Sincerely,

*Jim Donchess*

Jim Donchess

Mayor of Nashua

## **Special Thank You**



<b>Hon. Sylvia Gale</b>	<b>Nashua Community Conversation on Race &amp; Justice</b>
<b>Hon. Linda Gathright</b>	<b>Nashua Community Conversation on Race &amp; Justice</b>
<b>Chief Andrew Lavoie, NPD</b>	<b>Nashua Community Conversation on Race &amp; Justice</b>
<b>Deputy Chief Michael Carignan NPD</b>	<b>Nashua Community Conversation on Race &amp; Justice</b>
<b>Gloria Timmons</b>	<b>Nashua Community Conversation on Race &amp; Justice</b>
<b>Rep. Suzanne Harvey</b>	<b>Nashua Community Conversation on Race &amp; Justice</b>
<b>Barbara Costa</b>	<b>Nashua Community Conversation on Race &amp; Justice</b>
<b>Sharron Rowlett-Moore</b>	<b>Nashua Community Conversation on Race &amp; Justice</b>
<b>Hon. Jan Schmidt</b>	<b>Nashua Community Conversation on Race &amp; Justice</b>
<b>Joanne St. John</b>	<b>Nashua Community Conversation on Race &amp; Justice</b>
<b>Lieutenant Carlos Camacho, NPD</b>	<b>Nashua Community Conversation on Race &amp; Justice, Mirror Project</b>
<b>Sister Paula Marie Buley</b>	<b>President, Rivier University</b>
<b>Kurt Norris</b>	<b>C.O.O., Boys &amp; Girls Club of Greater Nashua</b>
<b>Joe Manzoli</b>	<b>C.O.O., YMCA of Greater Nashua</b>
<b>Shaun Nelson</b>	<b>Executive Director, Nashua Police Athletic League (PAL)</b>
<b>Betsy Houde</b>	<b>Executive Director, Nashua Youth Council</b>
<b>Carol Baldwin</b>	<b>Executive Director, Nashua Adult Learning Center</b>
<b>Liz Fitzgerald</b>	<b>Community Impact Director, United Way of Greater Nashua</b>
<b>Mike Apfelberg</b>	<b>President, United Way of Greater Nashua</b>
<b>Eva Castillo</b>	<b>Welcoming NH, NCCRJ</b>
<b>Jen McCormack</b>	<b>Director, Nashua Public Library</b>
<b>Rev. Thomas Woodward</b>	<b>NCCRJ, Granite State Organizing Project</b>
<b>Robert Cioppa</b>	<b>Director of Student Services, Nashua School District</b>
<b>Cherrie Fulton</b>	<b>Title 1 Director, Nashua School District</b>
<b>Bobbie Bagley</b>	<b>Director, Nashua Public Health &amp; Community Services</b>
<b>Mark Conrad</b>	<b>Past Superintendent, Nashua Public Schools</b>
<b>Karen Crebase</b>	<b>Past Assistant Superintendent, Nashua Public Schools</b>
<b>Tim Cummings</b>	<b>Director, Nashua Office of Economic Development</b>
<b>Manny Espitia</b>	<b>Assistant to the Mayor</b>
<b>Kim Kleiner</b>	<b>Special Assistant to the Mayor</b>

*A special thank you to Michael Smith, Special Assistant to the President for My Brother's Keeper and The Office of Intergovernmental Affairs at the White House.*



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## EXECUTIVE SUMMARY

Nashua is the most diverse city in New Hampshire and the state's second largest city.

- Nashua has a population of 87,000.
- Nashua has a diverse population of 25.8% based on 2015 U.S. Census Bureau data.
- New Hampshire has a diverse population of 9.4% based on 2015 U.S. Census Bureau data.
- Nashua is the 96<sup>th</sup> most diverse city in the nation according to a 2016 WalletHUB study.

Nashua's school children face formidable challenges.

- 37.5% of Nashua's school children are children of color.
- 6% of Nashua's school children have limited English proficiency.
- 42.5% of Nashua's school children participate in the free or reduced-price lunch program.
- Approximately 1,900 of Nashua's school children each year are children with disabilities.
- 204 of Nashua's school children were found to be homeless in a 2013 study.

In one of Nashua's Title I schools – Dr. Norman W. Crisp Elementary School ("Dr. Crisp") – the lives of the children in this neighborhood school are very difficult.

- The neighborhood surrounding Dr. Crisp (U.S. Census tract #106) has a diverse population of 47.6% based on 2015 data.
- Dr. Crisp has a total student population of 409 students.
- 18.6% of Dr. Crisp students receive ELL services.
- 81.2% of Dr. Crisp students participate in the free or reduced-price lunch program.
- The rate of absenteeism for Dr. Crisp students missing 11 or more days per year is 36%.
- The Nashua Police Department was called to Dr. Crisp 119 times during 2015 and 90 times during the first six months of 2016.
- 18 Dr. Crisp students are homeless.

The City of Nashua is committed to improving the life prospects and school outcomes for children across our city. In May, 2016, Mayor Jim Donchess accepted the My Brother's Keeper Community Challenge on behalf of the community. Following this milestone, scores of Nashuans and numerous Nashua organizations joined forces to form the Nashua MBK Advisory Committee.



As the result of their work over the past six months, these local citizens and organizations have developed the My Brother's Keeper Strategic Action Plan for Nashua including the following key proposals:

1. The City of Nashua should undertake a community school pilot program starting at Dr. Crisp Elementary School and at a renovated former fire station located adjacent to Dr. Crisp to deliver health, emotional, social, educational, and recreational supports to the students of Dr. Crisp and their families.
2. At the renovated former fire station, located next to Dr. Crisp, the City of Nashua should foster the establishment of a Community Connections office (a) to assist the students and families of Dr. Crisp with supporting services, (b) to coordinate the city's currently existing services for the Dr. Crisp community and for other Nashua youth and families, and (c) to encourage gap-filling programming to improve the life prospects of Nashua's young.

## Nashua's My Brother's Keeper Collaborative Review of Practices and Services



On Monday, May 2nd, Mayor Jim Donchess announced Nashua's acceptance of the White House initiative, My Brother's Keeper Community Challenge. The Nashua Community Conversation on Race & Justice gladly accepted the Mayor's invitation to plan the summit and assist with the city strategic process review.



Mayor Jim Donchess accepts My Brother's Keeper Community Challenge with members of the Nashua Community Conversation on Race & Justice Committee

Nashua is a diverse community. In our city's public schools, 43% of our students receive free or reduced hot lunches and 37% are children of color. Nashua's public school children speak over 50 different languages.

Three priorities of the My Brother's Keeper Community Challenge are closely aligned with goals previously identified within our community:

1. Ensuring that all our children enter school cognitively, physically, socially, and emotionally ready to learn.
2. Ensuring that all our children read and compute at grade level by the end of third grade;
3. Ensuring that all our children remain safe from violent crime and are provided second chances.

By accepting the Challenge, Nashua has committed to a review of local policies and resources, agreed to host a summit of community leaders to create a community-specific strategic plan of action, and agreed to undertake and develop its own locally tailored plan.

The MBK Community Challenge is based upon the well-researched findings and expert recommendations from multiple disciplines, which conclude that coordinated efforts can improve the life prospects and outcomes for all our young people. By intervening at key moments in life, using evidence-based strategies and comprehensive approaches, we can remove barriers, expand opportunity, and improve outcomes for all.

On Thursday, May 19, 2016, over 70 community members from non-profits, governmental entities and private industry met at the Dion Reception Center at Rivier University to discuss Nashua's strategic plan in response to the My Brother's Keeper Community Challenge from the White House.



Sister Paula Buley, President of Rivier University, Mayor Jim Donchess, and Nashua Police Chief Andrew Lavoie, all gave opening remarks. Special guest Michael Smith, Special Assistant to the President for My Brother's Keeper, spoke of the ways in which the program has been implemented in communities across our country and of the road we have left to travel to ensure all young men of color are given opportunities to reach their full potential.

A panel of first-generation college attendees led by the Hon. Linda Gathright, featuring Sharron Rowlett-Moore, Manny Espitia, Gloria Timmons, and Nashua Police Officer Chris Toomey, all shared their personal and heartfelt experiences about people who encouraged them and impacted their lives.

Three focus groups, led by facilitators from the Nashua Community Conversation on Race & Justice group, engaged in discussion on three initiatives under the My Brother's Keeper Community Challenge: early childhood education, reading and computing at grade level by grade three and preventing youth violence. The summit concluded with a discussion on how the focus groups will create a pathway toward a community action plan.



**May 19, 2016**

**Nashua's My Brother's Keeper  
Community Challenge Summit at  
Rivier University**

Members of the Nashua Community Conversation of Race and Justice with Michael Smith, Special Assistant to the President; Mayor Jim Donchess, City of Nashua; and Sister Paula Buley, President of Rivier University.



Michael Smith, Special Assistant to the President; Mayor Jim Donchess, City of Nashua; Sister Paula Buley, President of Rivier University; Sharron Rowlett-Moore, Director of Multicultural Affairs at Rivier University.



During the summer, focus groups continued to review current practices and discuss collaborative areas for improvement. MBK Nashua committee members collected community assessment data at cultural events across the city. These events included Nashua Goes Back to School, the Latino Festival, the Southern Outreach for Black Unity Picnic, the Brazilian Festival and more. Citizens were asked to complete short questionnaires providing feedback on city services, safety, schools, housing and health.

Nonprofit partners completed MBK Stakeholder surveys, providing data on services each organization offers in the community, ages and demographics serviced and available capacity.

The recommendations included in this plan present a collaborative and strategic method to improve life quality for families of color and the whole community.

# Nashua Community Conversation on Race & Justice (NCCRJ)



Brazilian Community, Community Activists, Disproportionate Minority Contact (DMC), Granite State Organizing Project (GSOP), Mira Coalition, Nashua Police Department (NPD), New Fellowship Baptist Church (NFBC), NH Citizens Alliance, NH House of Representatives, Rivier University Multicultural Office, Southern NH Outreach for Black Unity (OBU), Welcoming NH.

In late 2014, many community groups, activist and religious groups, began to meet to have a conversation about the relationship between police and community across the United States. In the wake of community clashes with police, riots and death of black men at the hands of police officers across the country in Ohio, Missouri and New York, and riots in Baltimore, Maryland, many Nashua residents were frightened for their loved ones. The community had a concern that people of color were targeted and their police interactions were negatively escalating into mental and/or physical harm. In January 2015, the Nashua Police Department (NPD) accepted the invitation to the Southern NH Outreach for Black Unity (OBU) Annual Rev. Dr. Martin Luther King Jr. (MLK) breakfast. From the MLK event, the NPD was invited to a community meeting with community and faith organizations, community activists and former and current state legislators at Rivier University to discuss how we might improve the relationships of the Nashua Police Department and the Nashua Community, particularly residents of color.

**Initially, we started with a WHY Statement, which is now our Purpose Statement:**

**To build positive community relations and trust with our local police department by addressing REAL ISSUES affecting our community and police. We strive to assist in reporting professional and unprofessional law enforcement practices that occur between the police department and the community. We further strive to assist police in maintaining a safer community for Nashua residents, our neighborhoods and our businesses.**

**Mission Statement: To provide continuous conversation between the community and law enforcement by increasing safety, trust, and empathy. To build positive communication in the community where everyone will be heard and taken seriously.**

In May 2015, over 200 residents from the City of Nashua attended our first Community Conversation on Race and Justice at the Dion Center, Rivier University. The conversation, brought provocative, open, honest and safe dialogue between Nashua PD and the community, facilitated by Dr. Dottie Morris of Keene State College. Apologies, empathy and sincere getting to know one another filled the room. Full partnership and participation by Nashua Police Department Administration and officers, Southern New Hampshire Outreach for Black Unity, Welcoming NH and Rivier University, along with several community activists, worked together for several months to plan this proactive event. Again, the goal was to build/strengthen relationships between and amongst Nashua's law enforcement and city residents.

In March 2016, Mayor Jim Donchess requested that NCCRJ take on the task of assisting in the facilitation of My Brother's Keeper (MBK). In collaboration with the Nashua Mayor's Office, we accepted the challenge and continue to work on the strategic plan for Nashua. The Mayor's assistants are now members of NCCRJ. We all are dedicated to children entering kindergarten emotionally, mentally, physically and socially ready to learn, to assure that children can read and compute at grade level by completion of third grade and to reduce violence through prevention and second chances.

# **A Portrait of Nashua**



Nashua is New Hampshire's second largest city with a population of 87,000 residents. Nashuans are diverse, creative, entrepreneurial, and community-minded. Under the leadership of Mayor Jim Donchess, Nashuans are now engaged in the economic growth of their community, in strategies to ensure that all of Nashua's children reach their full potential and in the cultivation of a 21st century arts scene in the city's downtown.

Nashua has long been a northern New England melting pot. The passages that follow regarding Nashua's history of immigration and diversity are from the City of Nashua's official website.

Between 1865 and 1900, the great waves of immigrant people from across the entire globe came to work and settle their families in Nashua. African American families had been a part of the community since colonial days; the people of Ireland began arriving in the late 1830's and in great numbers after 1846; French-Canadian families arrived from Quebec after the American Civil War and eventually became the largest "ethnic group" population in the city; young men from Greece, Lithuania, Poland, Armenia, Romania, Russia, began arriving in the late 1880's and their families followed by the 1890's. The Jewish neighborhood and the first Synagogue building (1899) erected in New Hampshire was located at Cross and Lock Street on French Hill. The Irish community, led by the legendary Father John O'Donnell, built the 1856 Church of the Immaculate Conception on Temple Street; this was Nashua's first and one of the earliest Roman Catholic Church's built in New Hampshire. Nashua's first French-Canadian Roman Catholic Church was the 1873 St. Louis de Gonzague on West Hollis Street. The 1913 Church of the Assumption of the Blessed Virgin on Ash Street was Nashua's first Greek Church. . . .

Those of indigenous-Pennacook, English, Scotch-Irish, and African ancestry have been in this community since colonial days. Our first Irish and Roman-Catholic residents arrived in the late 1830's, followed by the French-Canadian people of Quebec Province in the late 1860's, then the great wave between 1885-1925 of the Jewish, Greek, Polish, Lithuanian, Armenian, Romanian, Lebanese, Albanian, Italian, Chinese, and others to the great manufacturing and railroad city on the Merrimack River. And from the 1950's onward to today the Puerto Rican, Mexican, Dominican, Brazilian, El Salvadorian, Indian, Pakistanian, Russian, Cambodian, Vietnamese and countless others have made Nashua their hometown.

<http://www.nashuanh.gov/677/History-of-Nashua>

## **Nashua Public Schools:**

The Nashua School District's mission is to provide a high quality education to all students in a safe, nurturing and motivating environment, dedicated to helping each student become a lifelong learner and a responsible, productive member of a rapidly changing society in collaboration with parents and in partnership with the community.

The Nashua Public School System consists of 12 elementary schools serving grades K-5, three middle schools serving grades 6-8 and two high schools serving grades 9-12.

The Nashua Adult and Community School, located at Nashua High School North, offers a diploma program and a variety of enrichment courses for the adult learner living in greater Nashua. The Adult High School Diploma Program offers an alternative path for adults, out-of-school youth and in-school youth to earn a high school

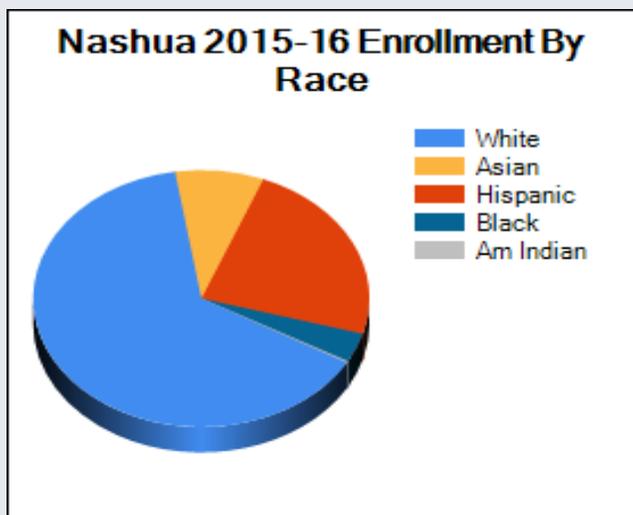
diploma from the Nashua School District. The Nashua Adult and Community School is a fully accredited program and offers high school credit courses leading toward the completion of a high school diploma.



Nashua Regional Technology Center offers 19 Career Technical Education (CTE) approved programs to high school students in Nashua, as well as to students from the surrounding schools: Alvirne, Hollis-Brookline, Merrimack, Milford and Souhegan. The Nashua Technology Center allows students to immerse themselves in a career field through a two-year program which typically starts in junior year, although some programs do accept sophomores. Learning is hands-on as students gain real-world experiences through the application of the academic and technical skills in their high school courses. Nashua CTE classrooms and labs are equipped with the latest technology.

**Student Demographics:**

According to State Student Data provided by the State of NH Department of Education the Nashua student population includes:

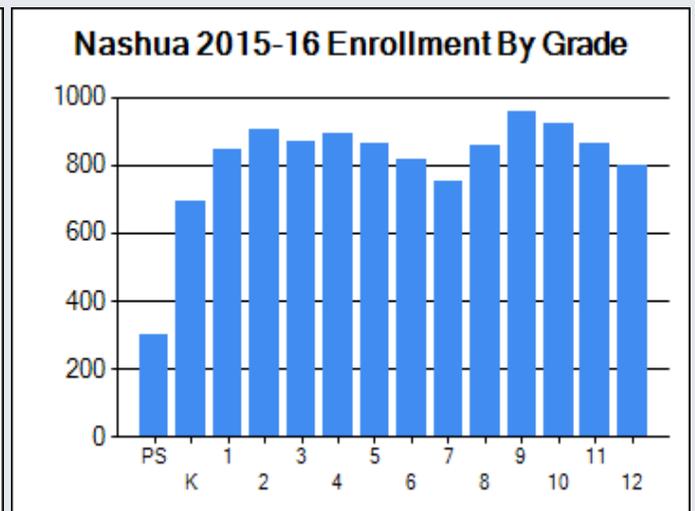
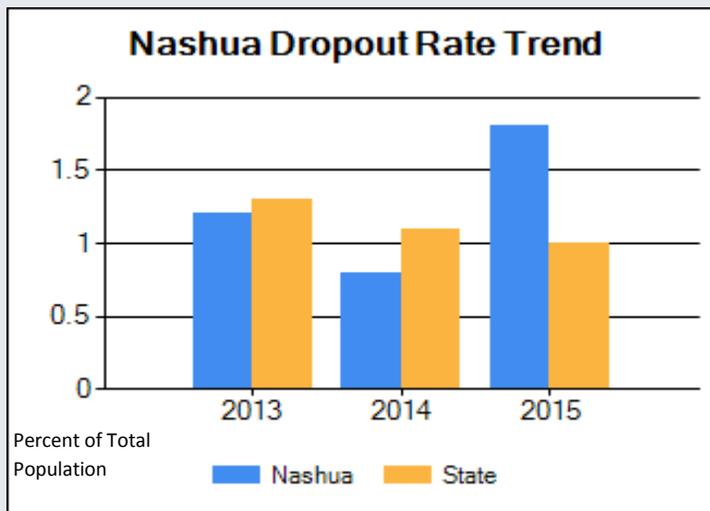


Indian or Alaskan Native:	0.2%
Asian or Pacific Islander:	8.3%
Hispanic:	22.8%
Black:	3.6%
White:	62.5%
Multi-Race:	2.7%

Source:

<http://my.doe.nh.gov/profiles/profile.aspx?oid=&s=&d=371&year=2016&tab=student>

State Student Data provided by the State of NH Department of Education:



Source: <http://my.doe.nh.gov/profiles/profile.aspx?oid=&s=&d=371&year=2016&tab=student>



Nashua's five Title 1 schools provide full-day kindergarten, with the remaining seven schools providing only half-day programs. The Nashua Early Education Program provides referral services for families as well as an integrated preschool program for children ages three to five. Play Pals, the blended preschool program, integrates children who have been identified with special needs and children who are developing at a typical and expected rate.

Play Pals offers a developmental learning approach in which typically developing children and children with special needs come together to learn and play, to grow socially and emotionally, cognitively, physically, verbally and to become more independent and better prepared for kindergarten.

Nashua Public School children are 6% limited English proficient. The Nashua School District provides students with instruction to support competency in English, to give each student the opportunity to achieve at the same level as a student who is a native speaker of English. The ELL teachers promote instruction and practice in reading, writing, listening and speaking English. The District respects all cultures and languages of all students in keeping with the goal of having ELL students become independent and successful in the classroom.

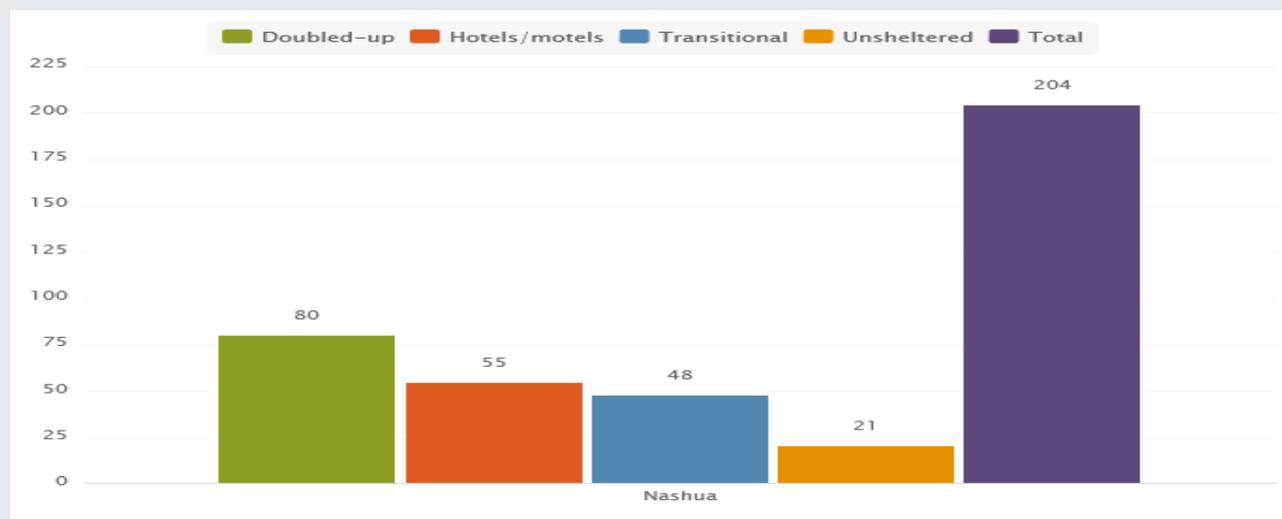
The Office of Student Services advises families seeking assistance beyond the resources of their home school, such as variances, discipline issues, English language learner services as well as home schooling registration. They understand that family circumstances other than academic concerns may require support beyond what the classroom teacher or the guidance counselor can offer.

Nashua schools' free/reduced school lunch percentage has remained consistently above the state average, an indicator of the economic instability of many of our families.

Selected Populations 2015-2016				
	District		State	
	Count	Percent	Count	Percent
Limited English Proficient	682	6%	3,698	2%
Free/Reduced Lunch	4,400	42.5%	46,299	28.3%

Source: <http://my.doe.nh.gov/profiles/profile.aspx?oid=&s=&d=371&year=2016&tab=student>

According to the New Hampshire Kids Count data funded by the Anne E. Casey Foundation, 204 Nashua school students in 2013 were homeless, which is defined by the U.S. Department of Education as "lacking fixed, regular, and adequate nighttime residence."



Source: <http://datacenter.kidscount.org/data/bar/8736-homeless-children-and-youth?loc=31&loct=10#10/7383/false/1124/1616,1618,4694,4695,989/17521>

The Nashua School District Special Education Department ensures that students with educational disabilities are provided with a free and appropriate public education (FAPE). It provides access to the general education curriculum whenever appropriate, as mandated by federal statutes and New Hampshire standards. The special education process is designed to enable parents of students with educational disabilities and staff to work together to ensure that each child is provided an appropriate education. The District believes that parents are an important part of this process and encourage them to continue to take an active role.

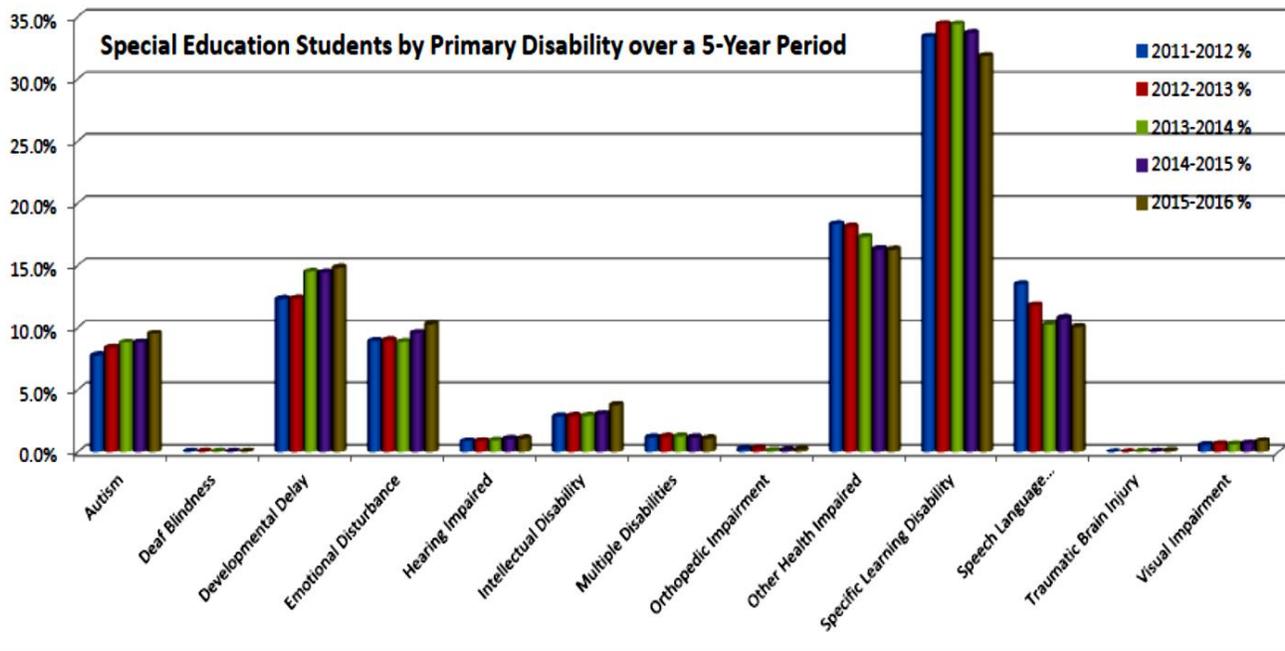


The District has a strong and longstanding belief in appropriate inclusion. The District has served as a national demonstration site for appropriate inclusion since 1989, recognizing the benefits of an inclusive school environment long before the federal regulations, which strengthened the inclusion mandate, were issued in 1999.

**Special Education Students by Primary Disability over a 5-Year Period**

Disability	2011-2012	2011-2012 %	2012-2013	2012-2013 %	2013-2014	2013-2014 %	2014-2015	2014-2015 %	2015-2016*	2015-2016 %
Autism	152	7.8%	151	8.4%	161	8.8%	164	8.8%	182	9.5%
Deaf Blindness	1	0.1%	1	0.1%	1	0.1%	1	0.1%	1	0.1%
Developmental Delay	241	12.3%	222	12.3%	265	14.5%	268	14.4%	283	14.8%
Emotional Disturbance	175	8.9%	162	9.0%	162	8.9%	178	9.6%	196	10.3%
Hearing Impaired	17	0.9%	16	0.9%	17	0.9%	20	1.1%	21	1.1%
Intellectual Disability	56	2.9%	52	2.9%	53	2.9%	57	3.1%	72	3.8%
Multiple Disabilities	23	1.2%	22	1.2%	23	1.3%	22	1.2%	21	1.1%
Orthopedic Impairment	5	0.3%	5	0.3%	2	0.1%	3	0.2%	4	0.2%
Other Health Impaired	359	18.3%	326	18.1%	316	17.3%	303	16.3%	311	16.3%
Specific Learning Disability	654	33.4%	620	34.4%	629	34.4%	626	33.7%	608	31.8%
Speech Language Impairment	264	13.5%	212	11.8%	187	10.2%	200	10.8%	192	10.1%
Traumatic Brain Injury	0	0.0%	1	0.0%	1	0.1%	1	0.1%	2	0.1%
Visual Impairment	11	0.6%	11	0.6%	11	0.6%	13	0.7%	17	0.9%
<b>Total</b>	<b>1958</b>	<b>100.0%</b>	<b>1801</b>	<b>99.9%</b>	<b>1828</b>	<b>100.0%</b>	<b>1856</b>	<b>100.0%</b>	<b>1910</b>	<b>100.0%</b>

\*Includes 22 students enrolled in charter schools who receive special education services from District providers.



<http://www.nashua.edu/Nashua/Media/PDF-files/BOE/Budget%2017/Budget%20Notebook/7b-SPED-statistics-2016-Primary-Disability.pdf>

## **Nashua Police Department:**



The Nashua Police Department is led by Chief Andrew Lavoie, Deputy Chief of Operations Michael Carignan and Deputy Chief of Uniform Operations Denis Linehan. The department has 179 total sworn personnel and 73 full-time and part-time civilian personnel. Its headquarters is at 0 Panther Drive in Nashua and is open 24 hours a day, seven days a week. The Department has a variety of specialized team resources and divisions including: Accident Reconstruction Unit, Animal Control Division, Anti-Terrorism Task Force, Bicycle Unit, Canine Unit, Ceremonial Unit, Computer Forensics Unit, Critical Incident Management Team, Clandestine Lab Unit, Crime Analysis Unit, Crime Scene Unit, Crisis Negotiation Unit, Dive Team Search and Recovery Unit, Domestic Violence Unit, Hazardous Device Unit, Historical Unit, Media Relations Unit, Motorcycle Unit, Parking Enforcement Unit, Photography Unit, Polygraph Unit, Problem-Oriented Policing Unit, Special Reaction Team, Tactical Emergency Medical Support Unit, and a Traffic Enforcement Unit.



*Photo: Leslie O'Shaughnessy Studios*



The Nashua Police Department is one of 1,000 law enforcement agencies in North America that is accredited through the Commission on Accreditation for Law Enforcement Agencies (CALEA). The CALEA, formed in 1979, provides law enforcement agencies an opportunity to voluntarily demonstrate that they meet an established set of law enforcement standards. In April of 2016, the Nashua Police Department received its eighth accreditation award from the Commission on Accreditation for Law Enforcement Agencies Inc. with a perfect on-site assessment. Meeting full compliance, the force has successfully renewed its international accreditation status since 1991.

The Nashua Police Department offers the Nashua Police Explorer program to young adults, age 14, who have completed the eighth grade, but who are not yet 21 years old. These explorers gain a personal awareness of the criminal justice system through training, practical experiences, competition, and other activities. The program promotes personal growth through character development, respect for the rule of law, physical fitness, good citizenship and patriotism. Law Enforcement Explorer Posts are sponsored by local, state and federal law enforcement agencies throughout the country.

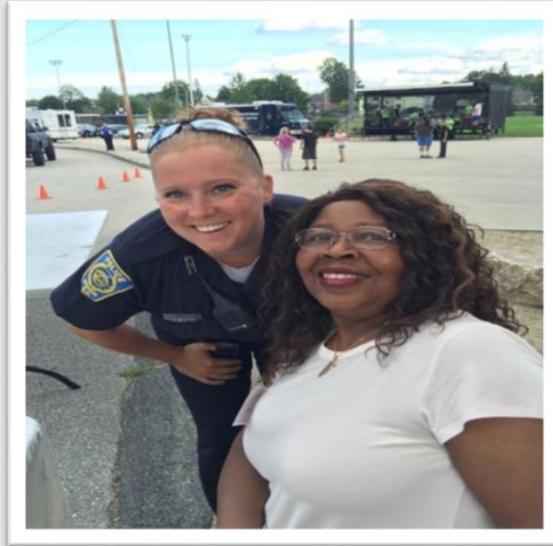
Nashua RED (Racial Ethnic Disparities) Committee was formed to find ways to keep minority youth out of the justice system. Nashua has been teaching Effective Police Interaction with Youth (EPIWY) to all its officers.



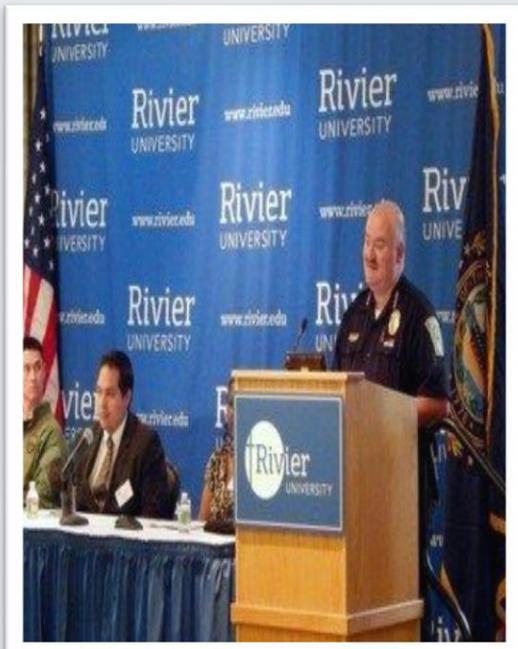
The course, provided to all officers by Nashua RED, educates officers on youth culture and reasons youth may act certain ways.

The Mirror Project, an initiative of the Nashua Police Department in partnership with the RED Committee, is a one hour class taught by uniformed police officers to no more than 20 kids at a time. There is a role reversal scenario where the youth experience being a police officer and handle a call involving juveniles.

The Mirror Project, an initiative of the RED program in cooperation with the Nashua PD, has been introduced to students in the Nashua Middle Schools and at the Boys and Girls Club of Greater Nashua.



The Nashua Police Department is a committed member of the NCCRJ. Statistics show the number of arrests of city residents under age 17 (or 18 after a state law revision in 2014) has dipped from 716 in 2006 to 251 last year. The total number of juvenile arrests fell annually from 516 to 251 between 2008 and 2014.



**Total juvenile arrests in Nashua per year:**

**2015:** 251

**2014:** 251

**2013:** 300

**2012:** 358

**2011:** 387

**2010:** 413

**2009:** 449

**2008:** 516

**2007:** 487

**2006:** 716

**2005:** 640

*Source: NPD annual crime reports*



## **Nashua Division of Public Health and Community Services:**

The mission of Nashua’s Division of Public Health is to promote, protect and preserve the health and well-being of the Greater Nashua Region through leadership and community collaboration.

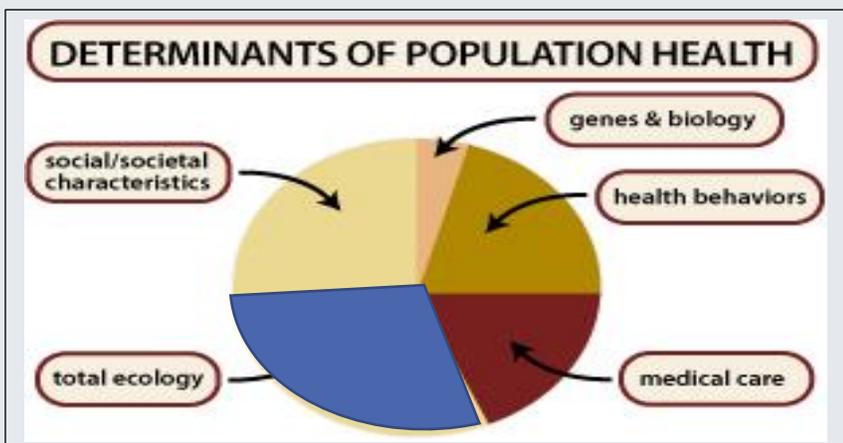
The Community Services Department encompasses cross-departmental projects and provides regional public health services. Within this department are the following programs:

- Community Health Assessment (CHA)
- Community Health Improvement Program (CHIP)
- Health Data and Epidemiology
- Health Education
- Healthy Homes
- Public Health Accreditation
- Public Health Advisory Council
- Public Health Emergency Preparedness
- Strategic Planning (PDF)
- Substance Misuse Prevention

The Community Health Department provides services that protect the public's health by ensuring that individuals are tested, treated or provided vaccinations which protect the entire community from communicable diseases.

The Environmental Health Department protects the health of the public by defining, eliminating, controlling and managing environmental hazards. This is accomplished through the enforcement of laws and ordinances that protect the public from harmful environmental factors, often in collaboration with other city or state partners.

The Welfare Department provides interim emergency assistance for income-eligible residents. Assistance is available with rent, food, utilities and medications.



Social Determinants of Health Model, CDC

In 2014, a Community Health Assessment (CHA) for the City of Nashua and Greater Nashua Public Health Region (GNPHR) was completed highlighting the top health issues for our community. The report stated that outcomes of health, both positive and negative, are determined by much more than who we are or what we do as individuals. The unequal distribution of money, power, and resources within our communities limits or creates barriers to healthy life choices. (See Appendix C for more data.)

## **Nashua Public Library:**

The Nashua Public Library is a forum for ideas and a source of information for the enrichment of the entire Nashua community. The Library's mission is to serve our community by providing access to resources for information, inspiration and enrichment.



The Library, its Board of Trustees, staff and volunteers are committed to the following values:

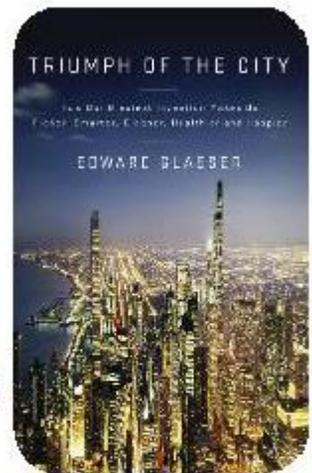
- We value the library as a public forum: it is a community facility for open communication of ideas and information; its collection, displays, programs and services reflect an array of opinions and viewpoints.
- We value the community by actively participation and endeavoring to enhance the quality of its life.
- We value full and equal access to information, the building, library services and programs.
- We value the collection of and accessibility to information in up-to-date, existing and emerging formats: print, electronic, audio and video.
- We value our customers by responding to them with equal, respectful, accurate and friendly service in a safe environment.
- We value the many contributions we receive each year from friends, volunteers and donors and we endeavor to respect the wishes of all who leave bequests.
- We value reading and learning and promote both for all ages.
- We value the privacy of our users by keeping their transactions strictly confidential.

## **NASHUA READS: ONE CITY, ONE BOOK**

The goal of the One City, One Book program is to get as many Nashuans as possible to read the same book; talk about it with friends, coworkers, and neighbors; and join us this fall for these Nashua Reads programs:

## **Mayor's Book Club: Triumph of the City**

Join Mayor Jim Donchess and a panel of experts to talk about *Triumph of the City* by Edward Glaeser, a leading urban economist. Contrary to myth, Glaeser argues, cities are the healthiest, greenest, and richest (in both cultural and economic terms) places to live. Do you agree? Extra copies of the book are available for Nashua library cardholders; call (603) 589-4611 to reserve one.



**Thursday, November 17, 2016  
7 pm, NPL Theater**

# Nashua My Brother's Keeper Focus Groups:



## Focus Group One – Early Education

<u>NAME</u>	<u>Organization</u>
Barbara Costa**	NCCRJ
Gloria Timmons**	NCCRJ
Mackenzie Nicholson	Every Child Matters in NH
Jennifer Bernier	Practice Director, Lamphrey Health
Kathy Nelson	Head of School, World Academy
Jane Marquis	Adult Learning Center - Early Childhood Education Program
Mark Conrad	Past Superintendent, Nashua School District
Janet Auger	Rivier University - Landry Early Childhood Center
Aly McKnight	COC Facilitator, Nashua Public Health
Stephanie Thorp	Center Director, Girls Inc. Nashua
Vicki Donchess	Nashua's First Lady
Tom Lopez	Alderman, Ward 4
Susan Wall	Southern NH Services
Bobbie Bagley	Director, Nashua Public Health
Liz Fitzgerald**	United Way/One Greater Nashua
Rev. Josephine Norwood	The Tolles Street Mission
Joe Manzoli	C.O.O., YMCA of Greater Nashua
Dotty Oden	Nashua Board of Education
Sharron Rowlett-Moore**	NCCRJ

## Focus Group Two – Reading and Computing at Grade Level by Third Grade

<u>NAME</u>	<u>Organization</u>
Kim Kleiner**	Mayor's Office/ NCCRJ
Jan Schmidt**	NCCRJ
Mike Apfelberg	President, United Way of Greater Nashua
Sandra Ziehm	Nashua Board of Education
Maria Gagnon	Sr. V.P./C.O.O. Child & Family Services of NH
Norm Bouthilette	C.E.O., Boys & Girls Club of Greater Nashua
Maryse Wirbal	C.E.O., The Front Door Agency
Sylvie Stewart	League of Women Voters
Nzenalu Obinelo	V.P., Child & Family Services, Gateway Community Services
Beth Harrison	Spec. Prgms. Coordinator, Big Brothers Big Sisters of NH
Doris Hohensee	Nashua Board of Education
Joe Manzoli	C.O.O., YMCA of Greater Nashua
Melon Goerbig	V.P. of Programs, Big Brothers Big Sisters of NH
Trinidad Tellez	Director, NH Office of Minority Health and Refugee Affairs
Jack Gaylord	Director, Daniel Webster Council Boy Scouts of America
Awilda Muniz	UNH Cooperative Extension
Jim Donchess	Mayor, City of Nashua

# Nashua My Brother's Keeper Focus Groups:



(2-continued)

Mary Ann Melizza-Golja  
Carol Baldwin  
Abby St. Pierre  
Elizabeth VanTwyver  
Jennifer McCormack

Alderman, Ward 8  
Executive Director, Adult Learning Center  
Nashua School District  
Nashua Board of Education  
Director, Nashua Public Library

## Focus Group 3 – Preventing Violence and Giving Second Chances

<u>NAME</u>	<u>Organization</u>
Stephen Amrol	Nashua School District 21st Century
Suzanne Harvey	NCCRJ
David Villiotti	Executive Director, Nashua Children's Home
Joy Barrett	Granite State Alliance - Children's Adv. Centers
Jessica Ayala	Nashua Positive Street Art
Mary Georges	Victory Women of Vision
Rosemarie Dykeman	Social Services Director, The Salvation Army - Nashua
Kurt Norris	C.O.O., Boys and Girls Club of Greater Nashua
Kile Adumene	Equity Leader Fellowship
David Tencza	Hillsborough County Attorney's Office
Betsy Houde	Executive Director, The Youth Council
Melina Hill Walker	Program Director, The Endowment for Health
Woullard Lett	Manchester NAACP
Andrew Smith	NH DHHS DCFY BJJS/ NCCRJ
Eva Castillo	Program Director, Welcoming NH MIRA
Rev Tom Woodward	Granite State Organizing Project
Glenn Murray	President, Ruff Riders
Irving Scales	Southern NH Outreach for Black Unity/ NCCRJ
Bernadette Mellon-Plante	Program Director, CASA of New Hampshire
Shaun Nelson	Executive Director, Nashua PAL
Scott Jaquith	Nashua School District
Malcolm Huckabee	ESPN / Boys and Girls Club
Chief Andrew Lavoie	Nashua PD / NCCRJ
Manny Espitia **	Assistant, Mayor's Office
Sylvia Gale**	NCCRJ
Linda Gathright**	NCCRJ
Deputy Chief Michael Carignan**	Nashua Police Department

**\*\* Facilitators & Focus Group Leaders**



## **MBK Advisory Conclusions:**

The MBK focus groups and advisory team were asked to research programs offered by non-profits and city services, identify barriers and recommend actions that will assist in ensuring all of our youth, especially youth of color, are able to reach their full potential. The groups focused their research and action plans on three of the six MBK goals chosen by the Mayor and identified by the White House My Brother's Keeper Initiative.

1. Ensuring that all our children enter school cognitively, physically, socially, and emotionally ready to learn.
2. Ensuring that all our children read and compute at grade level by the end of third grade.
3. Ensuring that all our children remain safe from violent crime and are provided second chances.

During Nashua's MBK Summit held on May 19, 2016, and numerous focus group meetings and community assessments, the following community barriers were noted:

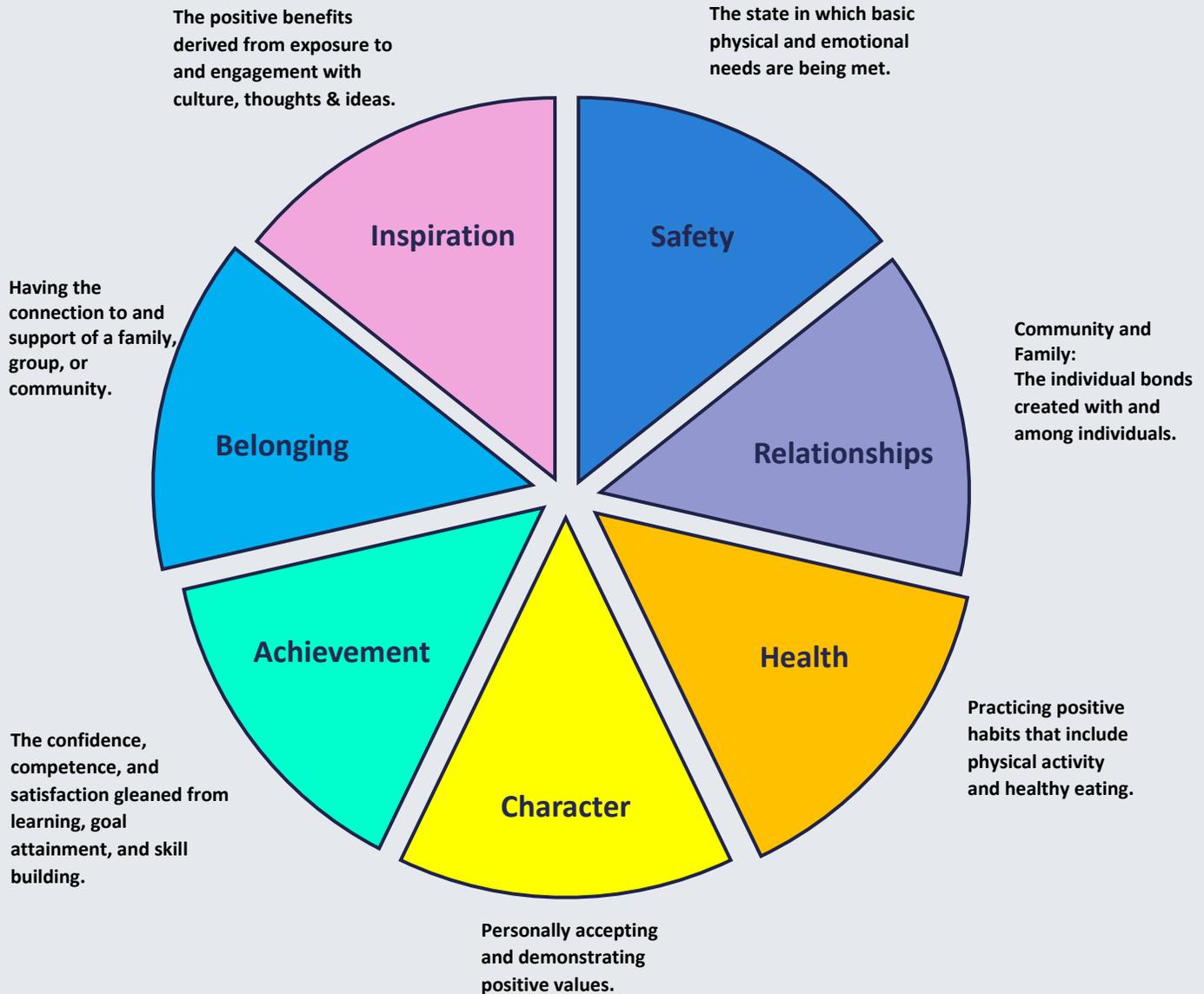
1. Insufficient sustainable funding streams exist in the state and city to expand or support services to vulnerable populations such as youth of color, homeless and runaway youths, LGBTQ, and youth with disabilities.
2. Lack of facilitation to promote constructive collaboration between and among youth-servicing organizations and city departments.
3. Burden upon school administration and professional educators to address social, economic, cultural and health issues.
4. Lack of a central agency to guide the community and families to available resources.
5. Lack of pre-school resources for families.
6. Location of services are not supportive to neighborhoods with transportation constraints.
7. Need to strengthen relationships between community members and city services.
8. Need to address the overall well-being of our youth and families by providing support to youth, parents and caregivers.
9. Lack of direct support in assisting youth with jobs and entering the workforce.
10. Need for additional culturally non-biased mental health services for our youth and families.

# MBK Advisory Recommendations:



As a result of detailed research, the MBK Advisory committee recommends using the model diagramed below when designing our programs to support our youth and families. The importance of viewing the child and family as a whole was clearly identified during our research. Our findings clearly demonstrated that the overall economic, physical and social health of the family unit not only played a significant role in students' ability to reach their potential academically, but often created significant barriers. Further, we have identified the need for expanding and enriching culturally non-biased services.

## Nashua's Dimensions of Strong Communities



\*The model above is modified from the "Dimensions of Well-Being" by the YMCA of the USA.

# MBK Advisory Recommendations



## Focus Group One

### 1. Ensuring that all our children enter school cognitively, physically, socially, and emotionally ready to learn.

MBK Focus Group One on Early Childhood Education identified the following areas of focus:

#### MY BROTHER'S KEEPER EARLY CHILDHOOD EDUCATION AREAS OF FOCUS

##### AFFORDABILITY

- Identify programs offering financial assistance
- Lobbying elected officials for funding
- Exploring corporate sponsorship ("Adopt a Child")
- Shared services amongst local providers

##### QUALITY

- Consistent quality controls amongst providers
- Community-wide teacher and administrator trainings
- Partner with area colleges to create a pipeline of quality early education teachers

##### HOLISTIC APPROACH

- Identify barriers/challenges for families
- Trauma Informed Care
- Impact of family stress on development
- Family strengthening

##### NON-TRADITIONAL CARE

- Provide tools for non-traditional caregivers (i.e. training on activities to do with children)
- Identify community resources for non-traditional caregivers (library, area agencies)
- Community workshops



During the meetings of Focus Group One, an existing organization was identified currently conducting research and a collaborative community assessment on early childhood education in the Nashua region. It is the conclusion of the MBK Advisory Committee to recommend supporting the needs and conclusions of the **United Way of Greater Nashua, Impact on Early Childhood Education**, which includes many of our nonprofit partners such as the YMCA of Greater Nashua, the Nashua School District, the Adult Learning Center, Nashua Public Health and the Nashua Public Library.

# MBK Advisory Recommendations

## Focus Group One (continued)

### United Way of Greater Nashua / Impact on Early Childhood Education



Through a technical assistance grant offered by the Endowment for Health and the NH Charitable Foundation, NH Listens has partnered with United Way of Greater Nashua to convene local stakeholders in order to “take the pulse” of the Greater Nashua community on issues related to early childhood success. We have gathered a core stakeholders group to plan a strategy to engage the community in conversations about opportunities and challenges for young children and families.

In securing the technical assistance grant, we positioned our community’s strength as having a strong safety net of service providers with an impressive track record of successful collaboration and being the most diverse community in the state. Our goal is to identify a “bold play” based on feedback and potential buy-in from the community that can help our community move forward using the road map supplied by Spark NH. Spark NH is the Governor-Appointed Early Childhood Advisory Council for the State of NH. ([www.sparknh.com](http://www.sparknh.com)) They have developed ten recommended actions as a “road map” for communities to support New Hampshire’s youngest children and that will achieve the following vision: “All New Hampshire children and their families are healthy, learning and thriving now and in the future.”

The goal of our stakeholders group is to identify and create momentum for a few specific and measurable objectives that greater Nashua can undertake to address the concerns. The objectives we select will come from the input we hear through our engagement activities. Our hope is to combine evidenced-based practices with an “out-of-the-box” strategy or tactic that can propel greater Nashua forward on shared goals for early learning success. United Way defines the measurable community level goals as the number of children that arrive at kindergarten ready to learn and the number of children that achieve grade-level math and reading proficiency by third grade. The ten recommended actions outlined in the Spark NH framework provide a solid foundation and framework in which we will structure our goals to focus on Nashua and greater Nashua’s particular strengths, challenges and opportunities.

### **See Appendix E – for the Early Education Process of Community Engagement.**

The process will conclude with a Community Conversation Take Action Forum. The goal is to convene as many as 75 members of the community that can participate in a large scale NH Listens facilitated conversation. This will take the needs and opportunities gathered from the film screening and focus groups as well as brainstorms and a needs assessment completed by the stakeholders group and identify the “bold play (s)” that they feel the group can move forward. An important part of the effort will be to build awareness and support for the idea that critical first years set the life-long trajectory for every child’s success in school and in life.

From the community action forum, our plan is to form goal groups/task forces that will move that action plan forward. This includes identifying funding sources. The technical assistance grant we received is providing the community with NH Listens expertise to ensure a broad and equitable process which includes a broad range of voices from the community. It did not include any funding for creating or implementing the plan.

A list of possible identified actions developed may include the following:

1. Creating better awareness for families (and also between service providers and educators) for the resources that are already available in the community. *Through our stakeholders group, it became apparent that experts in the field do not know about all of the resources and tools already available to them. More regular sharing between educators and service providers is important.*
2. Identify and break down social barriers that reduce access to services.
3. Build a stronger understanding among early childhood educators, caregivers (formal and informal), parents and grandparents of the Ready for Kindergarten expectations.

# MBK Advisory Recommendations

## Focus Group One (continued)



### United Way of Greater Nashua / Impact on Early Childhood Education

4. Provide simple tools and tips that promote Ready for K expectation using evidence based tools such as United Way's *Born Learning* resources, e.g.; Parent's Play Book or Ready for K toolkits and/or Born Learning Academies (or similar resources).
5. Create more access to active parenting techniques and knowledge of child development for families, such as Family Resource Center and Family Connections programs (at the Adult Learning Center), as well as Parent Night Curriculum from HeadStart (SNHS).
6. Create more access to tools and tips that help all parents understand how to nurture and play with their babies in ways that keep them healthy, help them thrive and promote brain development (*10,000 books by Kindergarten*). Lots of resources exist such as United Way's school based Club Connect and Reading Nooks programs.
7. Foster opportunities for volunteer parenting coaches/mentors and community-based reading incentive programs.
8. Find creative ways to promote the free VROOM app.
9. Build on the promising practice of the Nashua Title 1 "Blast off to Kindergarten" program (Cherrie Fulton) and making that available to more children (currently, just for Title 1 enrollees).
10. Offer supports for educators in helping children cope with toxic stress and strengthen network between educators and child development experts to address adverse childhood experiences.
11. Tap into families through existing programs with culturally effective programming and training, such as United Way's Black Male Achievement Toolkit, among others, which could be integrated/embedded into existing school-based and other after-school programs, sports and clubs.
12. Identify, train and encourage more educators, child-serving staff and volunteers of color that could facilitate programs in multiple languages and would reflect the diversity of the children they teach/serve.
13. Provide self-directed parent play toolkits such as United Way's Born Learning Recipes for Learning and Parent's Play Book to public libraries.
14. Increase participation in Home Visiting Resources.
15. Build the capacity of public libraries to serve as a hub for people that are not participating in formal Pre-school / Early Childhood programs to gain access to early learning and parenting resources.
16. Integrate *Bedrock* presentation into high school health classes, prenatal classes and, perhaps, as part of birth and delivery experience with info and access to follow up resources. (What if kids really did come with a "manual?") How we could fund a welcome baby kit for all children born in our community that provides some basics about child development and offer good resources that are fun and helpful.
17. Increase early access to prenatal care and include information about parenting including the SparkNH Brain Development videos.
18. Engage our healthy, vibrant, retiree population as a growing resource that could be tapped into, trained and deployed as volunteer parenting coaches, reading and math volunteers that can support, advocate and model the joys of parenting and play that promotes early learning success in a wide variety of settings.
19. Consider the challenges of early childhood as an industry in which costs are outpacing what families can afford to pay and where educators do not make a family-sustaining wage so colleges are dropping the degree programs offered.

Members of the MBK Advisory Committee have become active participants in the United Way's process, supportive of their findings and recommend partnering and assisting in ways they may determine. We appreciate their dedication and hard work within our community. The possible identified actions are supportive and inclusive of many of the principles of **Nashua's Dimensions of Strong Communities** adopted by the MBK Advisory Committee.

# **MBK Advisory Recommendations**



## **Focus Group Two**

### **2. Ensuring that all our children read and compute at grade level by the end of third grade.**

Focus Group Two research concluded that the Nashua School District and Board of Education have taken significant steps in improving curriculum, testing and resources around this initiative. As a community, we must provide external resources to our youth and families. Our schools utilize I-Ready testing to monitor a student's progress throughout K-8. The addition of classroom libraries and new math textbooks should also make a significant contribution to overall achievement. The 21<sup>st</sup> Century after-school program at our Title 1 schools helps in providing instructional time and assistance. Our community needs to do more to support our educational professionals by providing useful tools to our families that will reinforce the **Nashua's Dimensions of Strong Communities** principles. By supplying resources to our families within their neighborhoods to reinforce the teaching by our educational system, we can assure each child has the knowledge to reach their full potential, while we also create a connected community.

The following recommendations are examples of programs and services:

#### **1. Summer Loss Prevention Services: Promote Summer Learning thru Private/Public Partnerships**

- A. Provide programs within the schools that instruct through fun activities and exposure to resources of reading and math during the summertime. (For example, see Appendix G - Achievement, Inspiration.)
- B. Provide parents and caregivers with lessons, books and ideas for creative learning during the summer from a neighborhood location and through email. (Achievement, Relationships, Character)
- C. Further expand upon the Nashua Public Library's summer reading programs by providing books in the neighborhoods at easy access points. (Achievement, Relationships, Character)
- D. Expand the "Summer-Free" public transportation program to include contests and prizes for attending the YMCA and Boys & Girls Club and PAL summer events. (Achievement, Relationships, Character, Health)

#### **2. Community School Model: Integrate School-Based and Community-Based Partnerships**

- A. At locations within our neighborhoods, provide parents with reading and math materials and tutors specific to grade level expectations to better assist them in helping their children at home. (Achievement, Relationships, Character)

## MBK Advisory Recommendations



### Focus Group Two (continued)

- B. Provide ESL classes to parents and caregivers within the school or at a neighborhood center; provide assistance with mail, forms and city services. (Achievement, Relationships, Character)
- C. Hold monthly neighborhood coffee conversations with families to meet key personnel within the city and school administration, and create a network that facilitates families feeling connected. Provide a place where neighbors can talk, share information and access professionals on children, educational, economic and social issues. (Achievement, Relationships, Character)
- D. Start a Reading Buddy Program where high school kids teach younger kids, like the YMCA Summer Loss Prevention program model. (Relationships)
- E. Provide a location with computers and/or tablets for families within the neighborhood to access job searches, media and do research with support staff and volunteers. (Achievement, Relationships, Character)
- F. Hold classes on nutrition, physical activity, vaccinations, and life coping skills for parents and caregivers. (Health)
- G. Create a neighborhood location where parents have one central resource to access information regarding all youth programs including health, extracurricular, school information, youth sport programs, mental health services and public assistance. (Achievement, Relationships, Character, Health)
- H. Provide STEAM programs, Lego Leagues, math clubs and science enrichment activities on nights and weekends at neighborhood schools, centers or churches. (Achievement, Relationships, Character)
- I. Provide resources and instruction to families on programs such as the "Leadership in Me" or "Love and Logic" programs in order to foster learning continuity in the home setting. (Achievement, Relationships, Character)
- J. Create an asset map of out-of-school literacy resources to share between community partners and a gap analysis to identify missing programs. (Achievement)
- K. Create a shared resource between in-school and out-of-school partners that identifies evidence-based literacy and computing programs. (Achievement)
- L. Utilize and promote safe learning apps and social media to build community online resources for youth and parents. (Achievement, Relationships, Character)

# **MBK Advisory Recommendations**



## **Focus Group Two (continued)**

### **3. Culturally Diverse Literacy Programs:**

- A. Mayor's Book Clubs - create and foster culturally enriching programs that enhance the use of reading and math through programs and challenges initiated by the Office of the Mayor. For example, a student version of the One Reads – a city program where citizens read and discuss one book. (Belonging, Achievement)
  
- B. Council of Youth – a panel of youth identified by teachers and/or school administration to meet quarterly with the Mayor and other city leaders to discuss city issues, current events and community needs. (Belonging, Achievement)
  
- C. Promote culturally and ethnically enriching events for youth that foster research and learning about different cultures, history and traditions. (Belonging, Achievement)
  
- D. Mayor's Essay Contests – at each grade level, hold contests among students on subjects around diversity, and offer prizes such as books and tablets donated/sponsored by local businesses. (Belonging, Achievement)

# MBK Advisory Recommendations



## Focus Group Three

### 3. Reducing Youth Violence and Providing Second chances.

Focus Group Three has conducted meetings and researched the immediate needs of the community in Nashua.

Through the different partners in the community, we have found that there are areas we can improve that will increase the safety of our youth and provide second chances to allow them succeed in our community. Nashua has a strong foundation of organizational collaboration and we look to build upon this with the addition of a community center. We also believe in establishing two councils which would be comprised of youth and community leaders. They would meet with the Mayor which will bridge gaps between the community and City Hall. Finally, data has proven that successful mentorships will lead to successful outcomes and, therefore, the Mayor's Office will launch a Mayor's Mentorship Program that would attract mentors from all types of backgrounds.

In following of **Nashua's Dimensions of Strong Communities** principles of INSPIRATION, SAFETY, RELATIONSHIPS, HEALTH, CHARACTER, ACHIEVEMENT, BELONGING:

Recommendations:

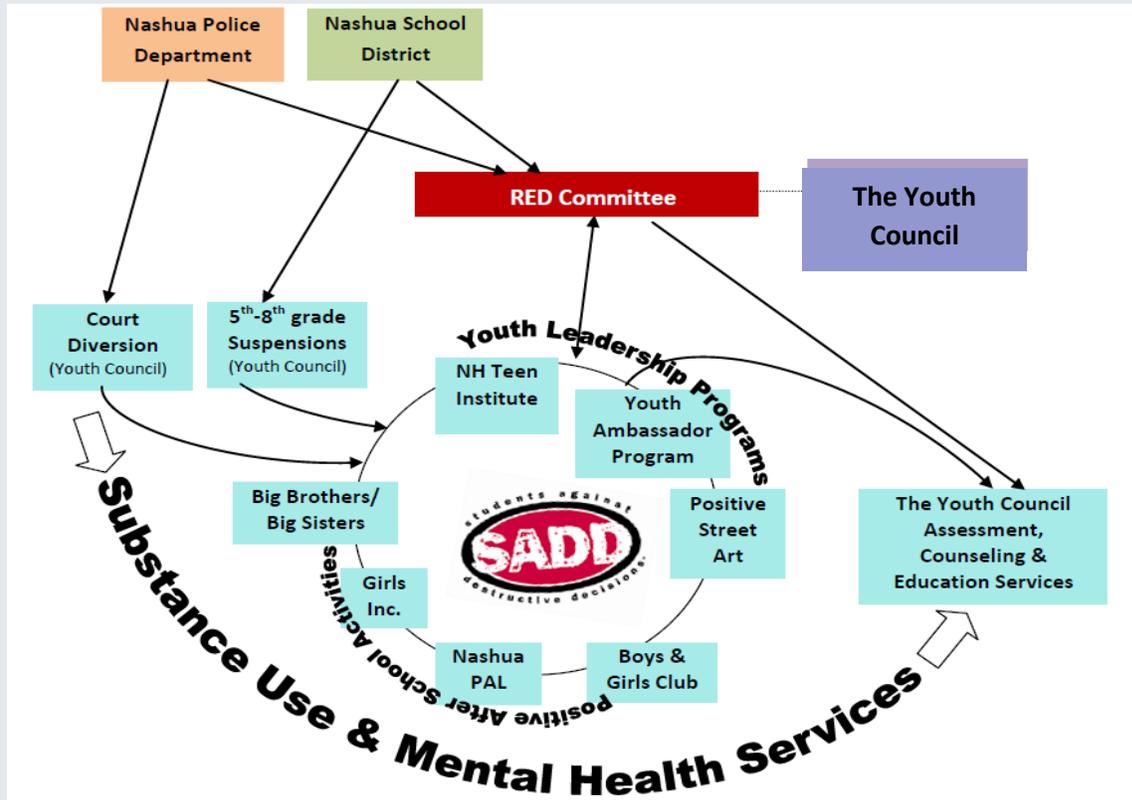
1. Create an Office of Community Connections that will address issues affecting youth in the City of Nashua. This office will be able to direct youth to nonprofits and will provide programming for the underserved. There would be the possibility to offer advising for job-assistance and summer employment. (All Encompassing)
2. Strengthen and support organizations that provide programs and opportunities which facilitate youth safety of all ages in their homes, schools, and community. (All Encompassing)
3. Strengthen organizations that provide second chances to youth and help subsidize costs of their programs. (Safety, Achievement)
4. Create a Multicultural Advisory Committee that will meet with the Mayor monthly regarding the different cultural groups in the community. (Belonging, Achievement)
5. Create a Youth Advisory Board comprised of representatives from different schools in the school district that will meet with the Mayor. They will brief the Mayor of any challenges for young people in the community. (Belonging, Achievement)

# MBK Advisory Recommendations



## Focus Group Three (continued)

- Nashua RED (Racial Ethnic Disparities) Committee was formed to find ways to keep minority youth out of the justice system. Nashua has been teaching Effective Police Interaction with Youth (EPIWY) to all its officers. This is basically a course for officers to educate themselves on youth culture and why youth do the things they do. (Safety, Character, Relationships)



Created by The Youth Council, Nashua, NH

- The Mirror Program is a one-hour class taught by uniform police officers to no more than 20 kids at a time. There is a role reversal scenario in which the youth experience being a police officer and handle a call involving juveniles. (Safety, Character, Relationships)
- Establish a Mayor Mentorship Program that would seek out mentors of different backgrounds to help youths that are most vulnerable. Training will be culturally sensitive. (Inspiration, Relationships, Character)

# **MBK Advisory Recommendations**

## **Focus Group Three (continued)**



### **What Nashua Leaders Are Saying About a Community Connections Office:**

“Community Connections will facilitate issues affecting our young people. While not offering a direct service, it allows for dissemination of young people to programs that best fit their needs. Think of Community Connections as coordinating benefits.”

**Irving Scales Jr., Chairman Southern NH Outreach for Black Unity (OBU)**

“With thousands of youth being served across our community (at school, afterschool, in sports, recreation, and so much more) a single body could be the answer to bringing light to the great work being done, while also realizing and identifying gaps that exist.”

**Shaun Nelson – Executive Director, Nashua Police Athletic League**

“Community Connections would greatly improve coordination and collaboration of services in the community. There are many youth agencies that are working extremely hard to provide Nashua’s youths with the support they need but not many are aware of the work others are doing. Community Connections would be able to bring these groups together and ensure that we are working smarter.”

**Robert Cioppa – Director of Student Services and ELL, Nashua School District**

“One of the great strengths of the city of Nashua is her vast array of public and not-for-profit services that promote the positive growth and well-being of kids. While that is certainly a blessing for the community, it can sometimes prove to be overwhelming for families in need of guidance. Community Connections would be critical to helping families learn where to begin and to navigate their way around the amazing services offered to them.”

**Joseph W. Manzoli, Jr., Chief Operating Officer, YMCA of Greater Nashua**

“In the past, the police had an implied trust within the community whereas now, we have to go out every day and earn that trust. Our support and active participation with The Office of Community Connections will continue to foster and strengthen that trust.”

**Chief Andrew Lavoie, Nashua Police Department**

“The library would love to see an Office of Community Connections created in the city. New and established families would truly benefit from having access to city staff who are not only knowledgeable about the resources available to families but dedicated to the idea that well supported families and children are the foundation of a healthy, happy and flourishing community.”

**Jennifer McCormack, Director, Nashua Public Library**

“Clearway High School is the last chance, before dropping out entirely, for over 75 students every year. These students have little access to resources other than those that can be provided by our guidance counselor. A Community Connections office, located within the city, would be a tremendous asset to these teens who most need resources to help them stay in school and thrive.”

**Carol Baldwin, Executive Director, Adult Learning Center**

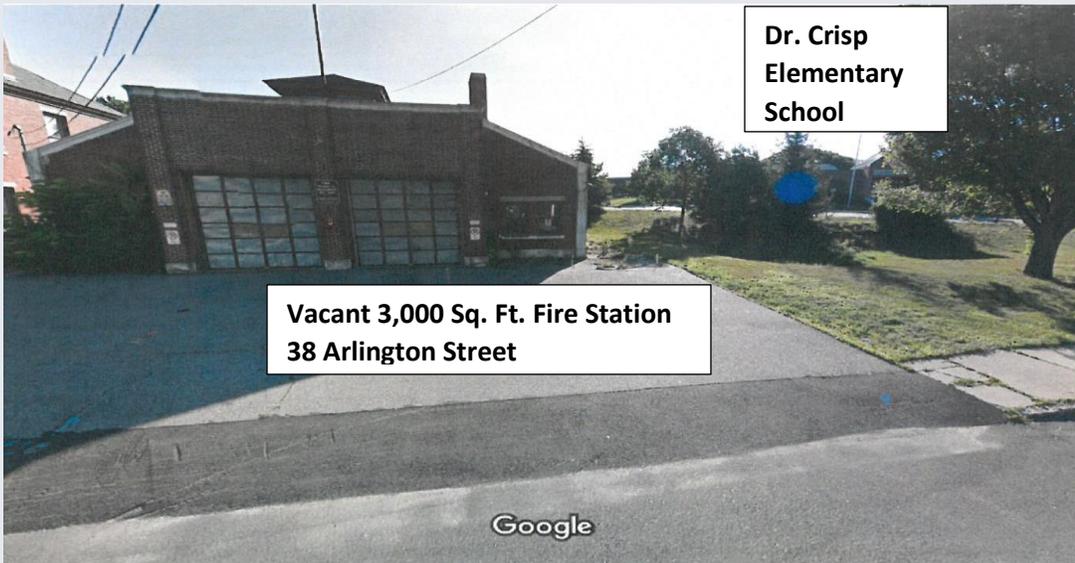
“Given the extent of needs and the wide array of resources available in Nashua, creating a way to seamlessly link families with community-based supports is an essential component in our plan. Adding a position responsible for Community Connections is a first step toward ensuring parents are aware of options that can help their families navigate challenges and access positive pro-social activities for their children.”

**Betsy Houde, Executive Director, Nashua Youth Council**

## **Recommended Community Pilot Program:**



It is further recommended by the MBK Advisory Committee that the City open a community youth center located in the Crown Hill neighborhood of Nashua. When reviewing population data received from the US Census Bureau, noted in Figure 1.1, this area's percentage of minority and African American families is higher in comparison to the city's overall population. Dr. Crisp Elementary school, grades 1-5, services the Crown Hill neighborhood. Dr. Crisp has the state's 3<sup>rd</sup> highest free and reduced hot lunch population. The elementary school has a vacant city building, formerly a small fire station, located next to the school, (shown below). The space would accommodate all the programs highlighted in the recommendations noted by the MBK Advisory Committee as well as housing the new Office of Community Connections, which would serve as the facilitator for strategic collaboration of all community programs and services serving our youth and families.



The old fire station is approx. 3,000 sq. ft. and consists of nine small offices, kitchen, multiple stall bathroom and large common area. Estimates are currently being obtained for restoration and bringing the building to code. Storage exists in the basement and attic levels. A backdoor leads directly into the Dr. Crisp Elementary school parking lot. Parking exists for approx. 5-6 cars.



## Recommended Community Pilot Program:

(continued-2)



Additionally, it has been noted that this area's median income, in all age groups, is significantly lower. For ages 25-44, a median income of \$75,274 city wide dropped to \$38,684 for Census Tract 106, which represents the Crown Hill, Dr. Crisp Elementary neighborhood. Figure 1.2 shows statistics collected from the Dr. Crisp Elementary School population. Figure 1.3 offers data provided by the Nashua Police Department regarding service calls to the area.

**Fig 1-1 2015 American Community Survey**

Subject	Nashua city, Hillsborough County, New Hampshire		Census Tract 106, Hillsborough County, New Hampshire			
	Total	Median income (dollars)	Total	Median income (dollars)		
	Estimate		Estimate	Estimate		Estimate
Population	86,799		66,818	5,423		37,997
One race--						
White	84.8%		64,770	73.4%		34,514
Black or African American	2.9%		46,476	13.3%		34,612
American Indian and Alaska Native	0.1%		46,290	0.0%		-
Asian	6.6%		105,870	0.8%		88,889
Native Hawaiian and Other Pacific Islander	0.0%		-	0.0%		-
Some other race	1.2%		65,417	2.6%		-
Two or more races	3.9%		50,375	10.7%		41,629
Hispanic or Latino origin (of any race)	11.1%		39,678	20.2%		37,593
<b>HOUSEHOLD INCOME BY AGE OF HOUSEHOLDER</b>						
15 to 24 years	3.7%		43,735	5.9%		30,500
25 to 44 years	34.5%		76,274	41.2%		38,684
45 to 64 years	41.4%		81,036	32.8%		51,631
65 years and over	20.4%		41,001	20.1%		23,214
<b>FAMILIES</b>						

Families	21,888	80,793	1,324	41,591
With own children under 18 years	44.9%	81,288	47.8%	26,089
With no own children under 18 years	55.1%	80,305	52.2%	50,475
Married-couple families	73.4%	98,553	48.6%	74,015
Female householder, no husband present	19.1%	37,914	44.3%	21,845
Male householder, no wife present	7.5%	41,193	7.0%	38,860
<b>NONFAMILY HOUSEHOLDS</b>				
Nonfamily households	12,515	40,177	989	25,160
Female householder	52.5%	34,259	50.1%	17,484
Living alone	40.9%	25,302	35.7%	15,507
Not living alone	11.6%	82,928	14.4%	76,250
Male householder	47.5%	49,737	49.9%	31,250
Living alone	36.0%	40,056	44.4%	25,685
Not living alone	11.5%	78,125	5.6%	-

# Recommended Community Pilot Program:

(continued-3)



White alone	66,481	76.6%	3,612	66.6%
Black or African American alone	1,852	2.1%	209	3.9%
American Indian and Alaska Native alone	91	0.1%	0	0.0%
Asian alone	5,727	6.6%	42	0.8%
Native Hawaiian and Other Pacific Islander alone	26	0.0%	0	0.0%
Some other race alone	474	0.5%	0	0.0%
Two or more races	2,470	2.8%	466	8.6%
Two races including Some other race	140	0.2%	12	0.2%
Two races excluding Some other race, and Three or more races	2,330	2.7%	454	8.4%

Subject	Nashua city, Hillsborough County, New Hampshire		Census Tract 106, Hillsborough County, New Hampshire	
	Estimate	Percent	Estimate	Percent
<b>SEX AND AGE</b>				
Total population	86,799	86,799	5,423	5,423
Male	42,645	49.1%	2,395	44.2%
Female	44,154	50.9%	3,028	55.8%
Under 5 years	5,792	6.7%	392	7.2%
5 to 9 years	5,856	6.7%	498	9.2%
10 to 14 years	4,595	5.3%	411	7.6%
15 to 19 years	5,104	5.9%	210	3.9%
20 to 24 years	5,789	6.7%	518	9.6%
25 to 34 years	12,464	14.4%	784	14.5%
35 to 44 years	11,159	12.9%	704	13.0%
45 to 54 years	14,098	16.2%	997	18.4%
55 to 59 years	5,845	6.7%	111	2.0%
60 to 64 years	4,785	5.5%	207	3.8%
65 to 74 years	5,973	6.9%	341	6.3%
75 to 84 years	3,706	4.3%	161	3.0%
85 years and over	1,633	1.9%	89	1.6%
Median age (years)	38.3	(X)	33.4	(X)
18 years and over	67,663	78.0%	4,072	75.1%
21 years and over	64,243	74.0%	3,857	71.1%

62 years and over	14,192	16.4%	701	12.9%
65 years and over	11,312	13.0%	591	10.9%
18 years and over	67,663	67,663	4,072	4,072
Male	32,851	48.6%	1,787	43.9%
Female	34,812	51.4%	2,285	56.1%
65 years and over	11,312	11,312	591	591
Male	4,919	43.5%	177	29.9%
Female	6,393	56.5%	414	70.1%

# Recommended Community Pilot Program:

(continued-4)



Fig. 1-2

Absences for 2015-15 School Year									
School Name	No. of Students	0-5 Absences	% Absent 0-5	6-10 Absences	% Absent 6-10	11-20 Absences	% Absent 11-20	>21 Absences	% Absent >20
Dr. Crisp	408	144	35.29%	117	28.68%	105	25.74%	42	10.29%

## i-Ready Results Spring 2016 for Dr. Crisp Elementary School

LEVEL	K Students: Math	K Math%	K Students: Reading	K Reading %	1st Students: Math	1st Math%	1st Students: Reading	1st Reading%
District "1 Level or More Below" By	18	29.0%	14	22.6%	38	55.1%	27	39.1%
District "Less than 1 Level Below" By Grade	10	16.1%	21	33.9%	10	14.5%	11	15.9%
District "Grade Level or Above" By Grade	34	54.8%	27	43.5%	21	30.4%	31	44.9%
<b>TOTAL Students</b>	<b>62</b>	<b>100.0%</b>	<b>62</b>	<b>100.0%</b>	<b>69</b>	<b>100.0%</b>	<b>69</b>	<b>100.0%</b>

LEVEL	2nd Students: Math	2nd Math%	2nd Students: Reading	2nd Reading %	3rd Students: Math	3rd Math%	3rd Students: Reading	3rd Reading%
District "1 Level or More Below" By	17	33.3%	18	35.3%	32	40.0%	28	35.0%
District "Less than 1 Level Below" By Grade	5	9.8%	5	9.8%	19	23.8%	22	27.5%
District "Grade Level or Above" By Grade	29	56.9%	28	54.9%	29	36.3%	30	37.5%
<b>TOTAL Students</b>	<b>51</b>	<b>100.0%</b>	<b>51</b>	<b>100.0%</b>	<b>80</b>	<b>100.0%</b>	<b>80</b>	<b>100.0%</b>

i-Ready 2015-16	K: Avg Math	K: Avg Reading	1st: Avg Math	1st: Avg Reading	2nd: Avg Math	2nd: Avg Reading	3rd: Avg Math	3rd: Avg Reading
<b>DR NORMAN CRISP SCHOOL</b>	<b>374</b>	<b>389</b>	<b>401</b>	<b>451</b>	<b>443</b>	<b>504</b>	<b>455</b>	<b>533</b>
<b>District Average Scores</b>	<b>378</b>	<b>396</b>	<b>410</b>	<b>458</b>	<b>443</b>	<b>512</b>	<b>459</b>	<b>538</b>

1 Level or More Below

Early - Less than 1 Level Below

Mid- Grade Level or Above

### ELL Services

A	63
M1 (Monitored Year 1)	7
M2 (Monitored year 2)	6
<b>Total</b>	<b>76</b>

### Homeless

18

### Free and Reduced

#### Lunch:

Free	298
Reduced	34
<b>Grand Total</b>	<b>332</b>

**Total Population** 409

# Recommended Community Pilot Program:

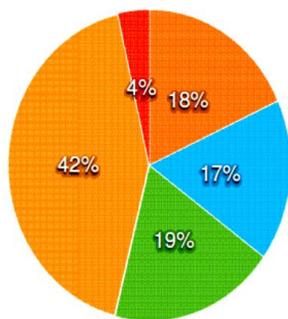
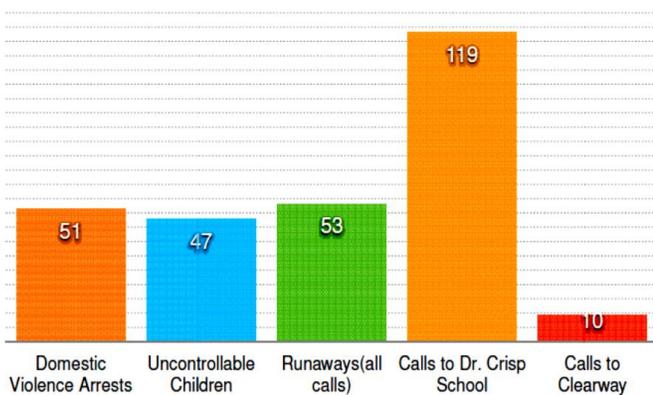
(continued-5)



**Figure 1.3**  
**Crown Hill Neighborhood Crime Statistics**

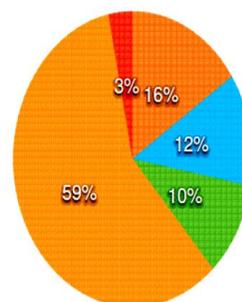
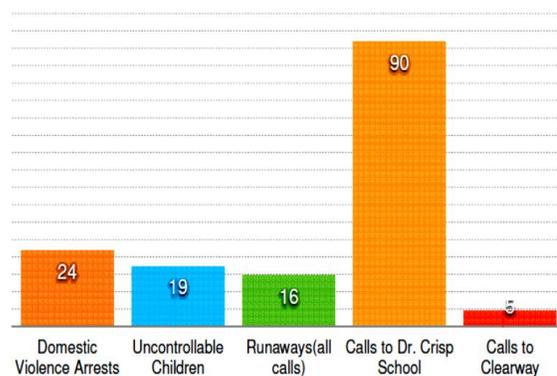
Crime Statistics-Sector 4 (2015)

Event	Number of Calls
Domestic Violence Arrests	51
Uncontrollable Children	47
Runaways(all calls)	53
Calls to Dr. Crisp School	119
Calls to Clearway	10



Crime Statistics-Sector 4 (Jan-June 2016)

Event	Number of Calls
Domestic Violence Arrests	24
Uncontrollable Children	19
Runaways(all calls)	16
Calls to Dr. Crisp School	90
Calls to Clearway	5



**APPENDIX A**



**Nashua's MBK Community Partners:**

21st Century Program	Adult Learning Center	
Big Brothers/Big Sisters of NH	Boy Scouts Daniel Webster Council Arrowhead District	
CASA NH (Court Appointed Special Advocates)		
Child & Family Services of NH	City of Nashua Divisions	
Early Childhood Adventures	Endowment for Health	
Equity Leaders Fellowship (ELF)	Mentoring for Young Adults	
Every Child Matters	Gateways Community Services	
Girls Inc. of NH	Granite State Children's Alliance Child Advocacy Center	
Hillsborough County Drug Court	Lamprey Health Care	
Landry Early Childhood Center at Rivier University	Lil' Iguana's Children's Safety Foundation	
Manchester NAACP	Marguerite's Place	
Nashua Board of Education	Nashua Children's Home	
Nashua Soup Kitchen & Shelter, Inc.	Nashua Teachers Union	
New England Pentecostal Ministries		
NH Department of Health and Human Services - DCYF	NH Office of Minority Health & Refugee Affairs	
Positive Street Art	Ruff Riders	
Southern New Hampshire Services	The Front Door Agency, Inc.	
The Nature of Things Educational Community		
The Salvation Army Nashua N.H. Corps	World Academy	
Tolles Street Missions	UNH Cooperative Extension	Victory Women of Vision

**Nashua's MBK Subcommittees and Plan Contributors**

The Nashua Community Conversation on Race & Justice	Nashua Police Department
The Nashua Youth Council	Nashua PAL
Nashua School District	United Way of Greater Nashua
YMCA of Greater Nashua	Nashua Public Library
Boys & Girls Club of Greater Nashua	Southern NH Outreach for Black Unity
Nashua Division of Public Health & Community Services	

**APPENDIX B****Nashua Public School Enrollment Data:**

<b>Enrollment 2015-2016</b>				
Grade(s)	<b>October 1 Enrollment</b>		<b>Average Class Size</b>	
	District	State	District	State
Preschool	297	3,670		
Kindergarten	696	11,187		
Readiness	0	45		
Grade 1	845	12,898	19	17
Grade 2	904	13,186	20	18
Grade 3	872	13,450	20	19
Grade 4	893	13,613	21	19
Grade 5	863	13,594	21	20
Grade 6	819	14,015	0	20
Grade 7	750	14,030	0	21
Grade 8	856	14,216	0	21
Grade 9	960	15,169		
Grade 10	923	14,578		
Grade 11	865	13,923		
Grade 12	797	13,752		
<b>Total Enrollment</b>	<b>11340</b>	<b>181,339</b>		

<http://my.doe.nh.gov/profiles/profile.aspx?oid=&s=&d=371&year=2016&tab=default>

<b>School Staff 2015-2016</b>		
	<b>District</b>	<b>State</b>
Teachers	847	14,770
Instructional Support	389	7,044
Librarians	18	321
Specialists	69	2,743
Admin Support	63	1,237
All Other Support	188	3,612

<http://my.doe.nh.gov/profiles/profile>

# Appendix C

## Community Data – United Way of Greater Nashua



### POVERTY



30% MORE FAMILIES LIVE IN POVERTY NOW VS 10 YEARS AGO

- ▼ Lack of food security
- ▼ Academic underperformance
- ▼ Missed economic potential

- ▲ Making nutritious food available
- ▲ Preventing homelessness
- ▲ Increasing access to counseling and care



### DOMESTIC AND SEXUAL VIOLENCE



WOMEN FACE A 30% HIGHER RATE OF SEXUAL ASSAULT

- ▼ Physical & emotional harm
- ▼ Loss of human potential
- ▼ Continued cycle of abuse & neglect

- ▲ Assisting victims through shelter, advocacy and counseling
- ▲ Teaching protective skills



### ADVERSE CHILDHOOD EXPERIENCES

shorten lives by 20 years and cost society \$48 billion in lost productivity



20 YEARS LOST

- ▼ Early drug use
- ▼ Risky sexual behavior
- ▼ Mental health disorders

- ▲ Intervention
- ▲ Guidance & social development services
- ▲ Teaching skills needed to break cycle



### POOR HEALTH



60% OF PEOPLE IN OUR COMMUNITY ARE OBESE OR OVERWEIGHT

- ▼ Chronic disease
- ▼ Increased health care costs
- ▼ Lower economic productivity

- ▲ Promoting healthy and active lifestyles
- ▲ Increasing access to medical, dental and mental health services



### SUBSTANCE ABUSE



30% OF TEENS HAVE SMOKED POT & 40%+ HAVE CONSUMED ALCOHOL

- ▼ Lower academic performance
- ▼ Increased crime
- ▼ Continued poverty, neglect & abuse

- ▲ Creating programs to educate youth and community



## Appendix D

### 2014 Community Health Assessment – Greater Nashua Population



Population by Age from 2010 to 2040, NRPC

Source: Adapted from an original chart prepared by Nashua Regional Planning Commission (NRPC). Data Source: US Census Bureau, NRPC

In New Hampshire, approximately 48.4% of the total population is under 40 years of age. In Nashua, approximately 52.5% of the population is under 40 years of age. Nearly a quarter of the Nashua population is under the age of 20 years, with 17.9% between the ages of 5 and 19 years, and 6.6% under the age of 5 years. According to the 2008-2012 American Community Survey, the largest segment of the Nashua population is persons 40 to 59 years of age which makes up 29.5% of the total population. Of the remainder, 11.8% are aged 60 to 74 years and 6.2% are aged 75 and older. Broken down by gender, the population of Nashua is approximately 49.7% male and 50.3% female. The proportion of adult men to women in the Nashua population remains slightly larger until age 60, where the proportion reverses and women compose a larger percentage of the population (Table 1.1).

**Table 1.1 Population Estimates by Gender, 2008-2012**

Age	Total	Male	Female
<b>New Hampshire</b>	<b>1,317,474</b>	<b>650,048</b>	<b>667,426</b>
<b>Under 5</b>	5.3%	5.5%	5.1%
<b>5 to 19 years</b>	19.4%	20.1%	18.8%
<b>20 to 39 years</b>	23.7%	23.8%	23.3%
<b>40 to 59 years</b>	31.7%	32%	31.4%
<b>60 to 74 years</b>	13.7%	13.5%	14%
<b>75 years &amp; over</b>	6.2%	5%	7.3%
<b>Nashua</b>	<b>86,823</b>	<b>43,180</b>	<b>43,643</b>
<b>Under 5</b>	6.6%	6.4%	6.7%
<b>5 to 19 years</b>	17.9%	19.1%	16.8%
<b>20 to 39 years</b>	28%	28.2%	27.8%
<b>40 to 59 years</b>	29.5%	30.5%	28.7%
<b>60 to 74 years</b>	11.8%	10.9%	12.6%
<b>75 years &amp; over</b>	6.2%	4.9%	7.4%

Source: US Census Bureau. 2008-2012 American Community Survey

New Hampshire is considered to be an aging state with a median age that is 41.1 in comparison to the median age of 37.2 of the nation. Nashua, (38), Milford (39.5), and Litchfield (38.5) hold the youngest median ages of the region.

In a trend consistent with the rest of the state, the GNPFR is projected to see an increase in the elderly population. By 2040, the number of individuals over 70 years old in the region will almost triple (Figure 1.2). Having services for health issues specific to the aging population will become an increasing priority for the region in the next few decades.

For example, in 2012, the estimated percentage of adults 65+ with a disability in the region ranged from 17.7% in Mason to 34.5% in Wilton. In time, the region will see a highly increased demand for resources, equipment, and providers specializing in geriatric health. Racial and ethnic minorities in the state however have much younger median ages when compared to the rest of the population:

Black/African American: 27.9	Asian: 32.3
Hispanic/Latino: 24.3	Some Other Race: 25.0

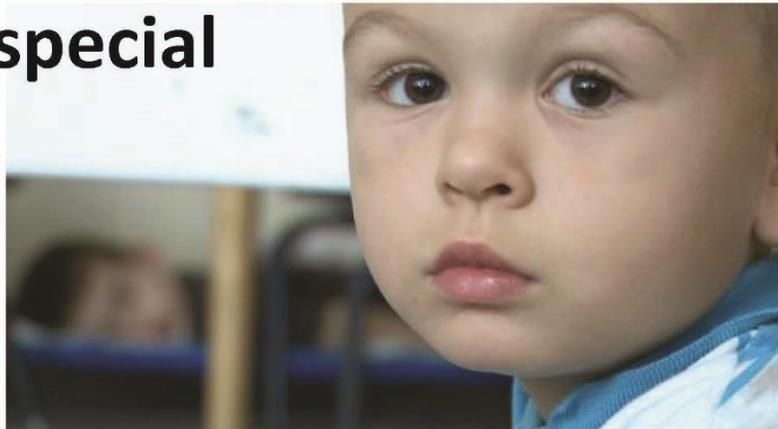
## Appendix E

### Early Education Screening Forums –

Raising NH / United Way of Greater Nashua



# Join us for a special screening of



## Early learning doesn't just begin at kindergarten. It starts at birth.

*And each of us, in our own way, plays a critical role in giving children in the Greater Nashua area a successful start in life.*

Be part of the conversation when you attend a screening of Raising New Hampshire: The Early Years. This 30-minute film examines the importance of health, early learning, and family support—all necessary components of a comprehensive early childhood system. Inspired by the national documentary series, *The Raising of America*, the New Hampshire program provides the local angle on systemic gaps and innovative solutions that could, if we work together and take action, create a better future for all New Hampshire children.

Each screening will be followed by a discussion guided by NH Listens to give attendees the opportunity to share their thoughts and ideas on ways we can strengthen the support system young children need to grow into successful adults.

**Local screenings of Raising New Hampshire are a project of the Greater Nashua Early Childhood Conversation Initiative.**

*To engage people from all walks of life in Greater Nashua to improve early childhood outcomes for a strong start in school and in life.*

**SAVE  
THE  
DATE**

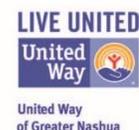
The conversation continues on Friday, November 18 at the **Early Childhood Action Forum**. Held at Nashua Community College, the evening's agenda will include a presentation of the information gathered the Raising NH screenings, focus groups and other community outreach done leading up to the forum. The plan developed at the forum will be our communities' call to action in creating a better future for Greater Nashua area children. Please join us.

### Attend the screening that's convenient to your location and schedule:

- **Thursday, October 6, 2016:** Boys & Girls Club of Greater Nashua, One Positive Place (47 Grand Ave.) Nashua. 6:00pm. Register online at: [https://raisingnh\\_nashbgc.eventbrite.com](https://raisingnh_nashbgc.eventbrite.com)
- **Saturday, October 8, 2016:** Rodgers Memorial Library, 194 Derry Rd., Hudson. 10am. Register online at: [https://raisingnh\\_hudsonlibrary.eventbrite.com](https://raisingnh_hudsonlibrary.eventbrite.com)
- **Tuesday, October 11, 2016:** Merrimack YMCA, 6 Henry Clay Dr., Merrimack. 6:00pm. Register online at: [https://raisingnh\\_merrimacky.eventbrite.com](https://raisingnh_merrimacky.eventbrite.com)
- **Saturday, October 15, 2016:** Nashua Public Library, 2 Court St., Nashua. 10:00am. Register online at: [https://raisingnh\\_nashualibrary.eventbrite.com](https://raisingnh_nashualibrary.eventbrite.com)

**Public welcome – pre-registration is requested.**

**Call Liz Fitzgerald at United Way (603) 882-4011 for info**



Raising New Hampshire: The Early Years is a co-production of NH Public Television and the Endowment for Health

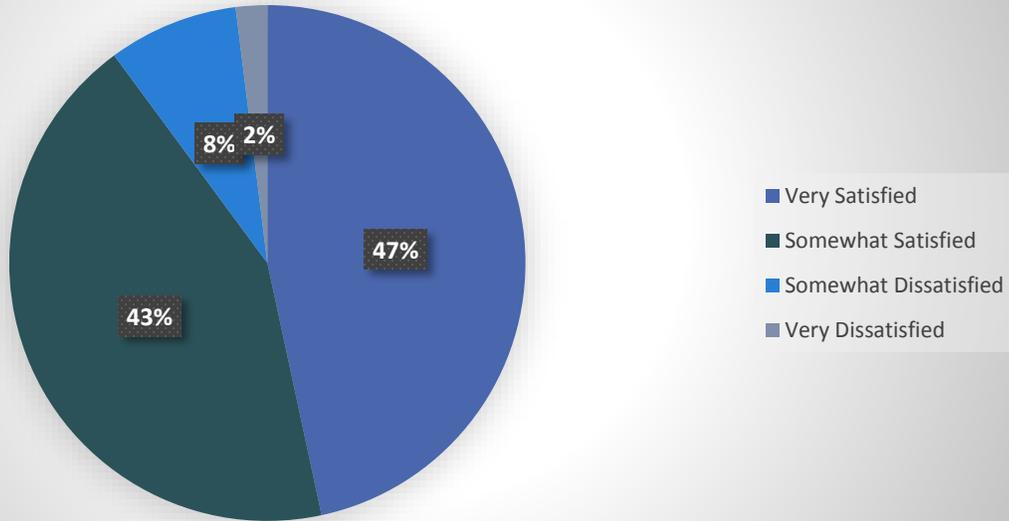
# Appendix F

## Cultural Festival Community Assessment

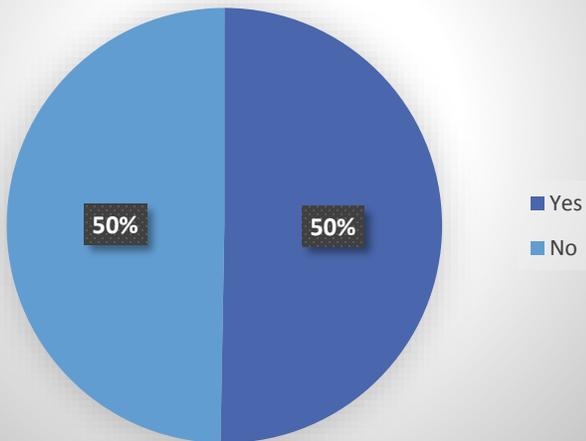


The MBK Advisory Committee conducted a brief community assessment while attending a number of cultural festivals this summer. Approximately 350 people were interviewed and it is the recommendation of the committee to continue the assessment throughout the city.

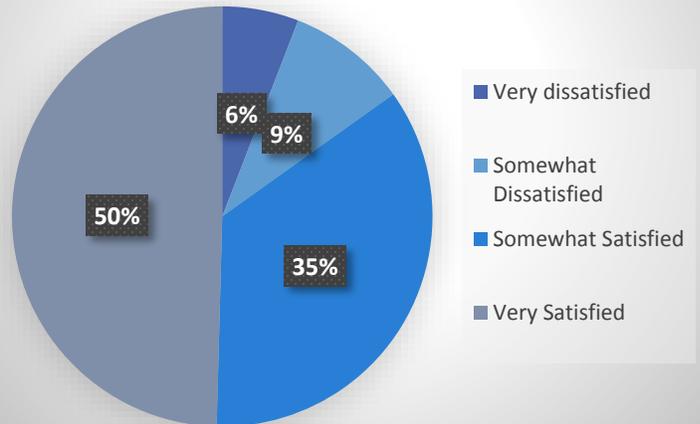
### How Satisfied are you living in Nashua



### Do you have children who attend Nashua Public Schools?



### How satisfied are you with the school(s) those children attend?

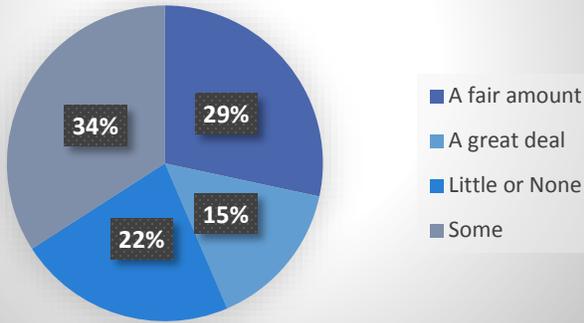


Appendix F

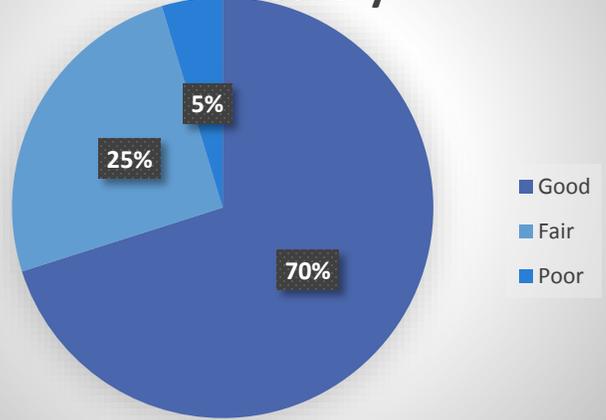
Cultural Festival Community Assessment - page 2



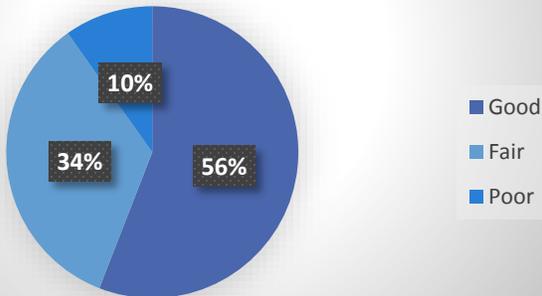
Do you feel like you have a say in your community or neighborhood?



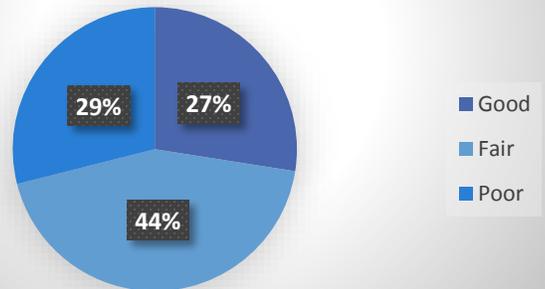
How would you rate our Public Safety?



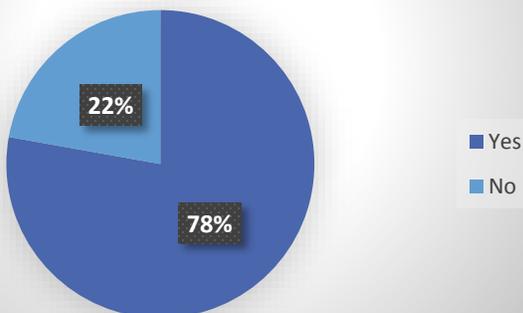
How would you rate our Public Health and Sanitation?



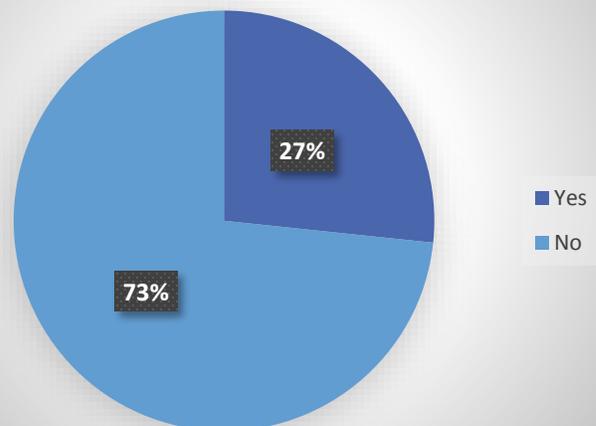
How would you rate our Safe and Affordable Housing?



Do you think the City of Nashua responsive to the needs of its citizens?



Hispanic/Latino



## Appendix G

### YMCA of USA – Summer Learning Loss Prevention Program



FOR YOUTH DEVELOPMENT<sup>®</sup>  
FOR HEALTHY LIVING  
FOR SOCIAL RESPONSIBILITY

## SUMMER LEARNING LOSS PREVENTION

### PROGRAM FIDELITY

#### *What We Do*

- Operate program for 6 consecutive weeks
- Operate program 4 days a week
- Deliver 2.5 hours of 4 Blocks literacy instruction each day
- Deliver 4.5 hours of enrichment (aligned to literacy) each day
- Moderate/intensive Physical Fitness: 1 hour (minimum) per day
- Art/Music: 2 hours (minimum) per week
- Character Development: 1 hour (minimum) per week
- Nutrition Education: 1 hour (minimum) per week
- Field Trip: 1 trip (minimum) per week

### OPERATIONAL/PROCEDURAL FIDELITY

#### *How We Do It*

- Enroll students identified as “strategic readers”
- Involve principals and teachers to identify, recruit and enroll students
- Hire certified teachers and quality teacher assistants/enrichment leaders
- Operate program at a local public school that was selected based on need
- Provide a healthy breakfast, lunch and snack daily consistent with HEPA standards
- Establish a student safe passage (or transportation) plan
- Use leveled readers
- Train all staff in the program model
- Train each lead teacher/teacher assistant in the 4 Blocks literacy model
- Maintain a minimum 1:8 staff to participant ratio for all program activities

### ADMINISTRATIVE FIDELITY

#### *How We Support What We Do*

- Local Y staff attends all Y-USA trainings on program model
- School Partner Agreement is developed and submitted
- Complete and submit proposed and final budgets
- Complete and submit required evaluation tools including:
  - Enrollment Form and Data Collection Waiver
  - Student Roster (demographics)
  - Attendance
  - 4 Blocks Quality Checklist and Program Quality Checklist
  - STAR training and assessment
  - Fidelity Checklist
  - Youth Development Surveys
  - Satisfaction Surveys

YMCA OF THE USA  
101 N Wacker Drive, Chicago IL 60606  
P 800 872 9622 F 312 977 9063 ymca.net

SLLP Fidelity Markers | © 2014 YMCA of the USA

## Appendix H

### Stakeholders Surveys



Organization	Mission	Relevant Programming	Contact Info
21st Century Extended Day Program	The mission of the 21st Century Extended Day Program is to provide students with academic and enrichment programs after school.	21st Century @ Amherst St. School; 21st Century @ Dr. Crisp School; 21st Century @ Fairgrounds; 21st Century @ Ledge Street school.	Gail Casey, Program Coordinator Caseyg@nashua.edu (603) 594-4471
Big Brothers Big Sisters of New Hampshire	For more than 100 years, Big Brothers Big Sisters has operated under the belief that inherent in every child is the ability to succeed and thrive in life. As the nation's largest donor and volunteer supported mentoring network, Big Brothers Big Sisters makes meaningful, monitored matches between adult volunteers ("Bigs") and children ("Littles"), ages 6 through 18, in communities across the country. We develop positive relationships that have a direct and lasting effect on the lives of young people.	Community-based one-to-one mentoring; site-based and after school mentoring.	Melissa Goerbig, V.P. - Programs Mgoerbig@bbbsnh.org (603) 669-5365
Boys & Girls Club of Greater Nashua	The Club's mission is to enable all young people, especially those who need us most, to reach their potential as productive, caring, responsible citizens. The Boys & Girls Club of Greater Nashua serves girls and boys between the ages of 5 and 18, providing them with the opportunities and services that they need to succeed in life. The Club is committed to developing our community's youth by instilling a sense of competence, usefulness, power and influence.	Power Hour Homework Help; Be Great Program; Career Launch, Jr Staff; Positive Action; The Daily Five Literacy Program; College Prep Program; Keystone Club; Torch Club; Teen Council; Smart Girls; Passport to manhood; Robotics; Videography/Digital Photography; Sea Perch Program; Stem Mentoring Program; Healthy Habits Program; Sports/Swim clubs and travel teams.	Kurt Norris, C.O.O. kdnorris@bgcn.com (603) 883-0523
Gateways Community Services	Gateways Community Services believes that all people are of great value and strives to be innovative when providing quality supports needed for individuals to lead meaningful lives in their community.	Adult Service coordination; Gateway Autism Center; Early Supports and Services; Family Support Services; Adult Day Service Program; Consumer Directed Services; Gateways for Seniors; Partners in Health.	Stephanie Tully; stully@gatewayscs.org; (603) 882-6333
Keystone Hall	Keystone Hall is a non-profit organization that provides comprehensive residential and outpatient substance use disorder treatment, prevention, and recovery supports to New Hampshire community members, including men, women, adolescents, and families. As a member of the Partnership for Successful Living, Keystone Hall offers a unique, holistic approach to care that results in better outcomes for our clients and the community.	A full-service primary health care clinic, Harbor Care Health and Wellness Center; 28 Day Residential Treatment; 90 Day Residential Treatment for Individuals with Co-occurring Disorders; Cynthia Day Family Center; Intensive Outpatient for both adults and adolescents.	Annette Escalante, MSW, V.P. a.escalante@nhpartnership.org; (603) 881-4848.
Lil Iguana Children's Safety Program	The Lil' Iguana's Children's Safety Foundation's (LICSF) mission is to use <b>child abuse prevention</b> programs to save children from abduction, sexual abuse, child predators, and serious accidental injuries with award-winning, proactive, music-based programs that are designed specifically for children ages 2 through 8 so they will retain crucial safety messages. The LICSF has saved thousands of children as young as age three from abductions, abuse, and serious injuries for 20 years. Lil' Iguana uses educational and proactive teaching mechanisms to ensure that children stay safe throughout their childhoods.	Lil' Iguana Live; In-classroom program; Buckle-up your seatbelt; Street Smarts; Who is the stranger; Take a buddy with you; Wearing the gear;	James Tomaszewski, Exec. Director jim@liliguanausa.org (603) 881-9805
Marguerite's Place	Marguerite's Place, Inc. is a 501 (c)(3) organization that provides for the physical, emotional, educational, and social supports for homeless women with children to achieve and sustain permanent self-sufficiency.	Marguerite's Place Childcare Center; Marguerite's Place Transitional Housing; MP Housing	Melissa Sullivan, Dir. - P.R. & Dev't. msullivan@marguerite'splace.org; (603) 598-1582

# Appendix H

## Stakeholders Surveys

(Continued)



Organization	Mission	Relevant Programming	Contact Info
Nashua Children's Home	Nashua Children's Home is committed to the care, welfare and educational achievement of children and youth within its Residential and Educational Programs, and the successful transition to adult living of young men and women in its Transitional Living Program. Nashua Children's Home provides care and stability to boys and girls unable to remain with their families, special education services for students who have not been successful in public school settings, and supportive housing for youth that have "aged-out" of care.	Residential Programs; Educational Programs; Transitional Living Programs;	David Villiotti, Exec. Director; Dvilliotti@aol.com (603) 883-3851
Nashua Racial Ethnic Disparities Committee (R.E.D.)	It is the mission of the Nashua RED Committee to collaborate with area agencies and work together on ways to reduce the over representation of minorities in the juvenile justice system.	Mirror Program; Nashua Community Conversations on Race & Justice	Carlos Camacho, Lieutenant Camachoc@nashuapd.com; (603) 594-3527
Nashua School District	The Nashua School District, in collaboration with parents and in partnership with the community, is committed to providing a high quality education to all students in a safe, nurturing, and motivating environment dedicated to helping each student become a lifelong learner and a responsible, productive member of a rapidly changing society.	21 <sup>st</sup> Century Programs: Head Start; Plus Company;	Bob Cioppa, Director of Student Services and ELL cioppar@nashua.edu (603) 966-1001
NH Health and Equity Partnership	The Foundation for Healthy Communities is a non-profit organization that engages in innovative partnerships to improve health and health care in New Hampshire. Our work addresses quality of care, access to care and community prevention. The Foundation for Healthy Communities is an affiliated organization of the New Hampshire Hospital Association. Improve health and health care in communities through partnerships that engage individuals and organizations. Improve health by promoting innovative, high value quality practices within organizations and communities. Lead change strategies that educate, create and sustain healthier communities and make the healthy choice the easy choice. Work to promote access to affordable health care and resources that support the well-being of all people.	5-2-1-0 Healthy NH; Advance Directives/Healthcare Decision Coalition; Behavioral Health; CATCH Kids; Club; Childhood Obesity Prevention; Community Benefits; Cultural Effectiveness; Falls Prevention Program; Hand Hygiene - High 5 for Healthy NH; HEAL NH; Health Access Network; Medication Bridge; NH Comprehensive Cancer Collaboration; NH Health & Equity Partnership; NH Health Care Quality Assurance Commission; Nursing and Workforce; Partnership for Patients; Rural Health Quality Improvement Network; Walk NH	Dr. Nathalie Ahyi; nahyi@healthynh.com; (603) 415-4272
Nashua Police Athletic League (P.A.L.)	Target area youth for PAL programs who live in "at risk" neighborhoods and to connect them with the police through positive programming.	Youth Safe Haven; Nashua PAL Boxing Club; Cross Country Running Program; PAL Force Football; PAL Force Spirit; Street Hockey; PAL/St. Pats Gym; Community Garden; Mentoring; Victory Academy; Pay It Forward	Shaun Nelson, Exec. Director youthsafehaven@nashuapal.com (603) 594-3733
Southern New Hampshire Services	The Mission of Southern New Hampshire Services is to provide activities designed to assist low-income participants, including the elderly poor, to secure and retain meaningful employment, attain an adequate education, and make better use of available income; to ameliorate the causes of poverty within the community; to meet urgent and immediate individual and family needs, including health, nutrition, housing and employment-related assistance; and to address the problems and barriers which block the achievement of self-sufficiency.	Early Head Start – Center Base; Early head Start-Home Base; Head Start Child Care; Women, Infant, Children Nutrition Program; Summer Food Services Program; Workforce Development, Energy Programs; Community & Multicultural Services; volunteer services	Susan Wall susan@snhs.org (603) 668-8010, ext. 6092
Southern NH Area Health Education Center	Our mission is to develop, promote, and coordinate community and academic multi-disciplinary partnerships for health professions education. We focus on under-served communities and provide education for students, practicing health professionals, and members of southern New Hampshire communities.	Nursing Quest Summer Camp; Better Choices/Better Help;	Paula Smith, Director psmith@snhahec.org (603) 895-1514, ext. 1

# Appendix H

## Stakeholders Surveys

(Continued)



Organization	Mission	Relevant Programming	Contact Info
Southern NH Outreach for Black Unity	To serve as a nucleus of support, which will assist black families and/or individuals in acquiring insight into cultural, educational, economical, political and social concerns as they relate to black people, and to place such concerns into a positive perspective in Southern NH.	Listeners, Advocacy, Health Awareness, Mentoring, Sensitivity Voices, Reverend Dr. Martin Luther King Breakfast.	Irving Scales, Jr., Chairman info@snhobu.com (603) 882-8994
The Front Door Agency Inc	For over three decades we have offered support and provided services to assist individuals and families transition from crisis to self-sufficiency. The Front Door Agency serves the Greater Nashua community through its core programs.	Prevention & Intervention of Homelessness; Permanent Affordable Housing; Transitional Housing Program; Crisis Advocacy & Resource Education; Financial Literacy	Maryse Wirbal, C.E.O. mwirbal@frontdooragency.org; (603) 816-0290
The Youth Council	To build strong families – free from abuse, addiction, and court involvement. The Youth council was created by local counselors in 1974 to provide alcohol and drug education and counseling for Nashua teens. Our collaborative partners now include police, schools, primary care, courts, and other agencies, enabling us to impact upwards of 750 children and teens each year. All agency programs are designed to strengthen families, improve risky decision-making and reduce involvement with the juvenile justice system. With the City’s help, we play a key role in this current drug epidemic identifying youth at the early stages of misusing substances through operating our Juvenile Court Diversion Program for first-time offenders, our School Suspension Center for Nashua 5th to 8th graders, alcohol and drug assessments and counseling for teens and by offering parenting support and community outreach. Given our role, we are often the first place to identify that a youth has an alcohol or drug problem, and can connect them with appropriate support.	Juvenile Court Diversion for First Time offenders. School Suspension Center for 5th to 8th graders. Alcohol and Drug Assessments & Counseling. Student Assistance Program.	Besty Houde, Executive Director bhoud@theyouthcouncil.org (603) 889-1090
United Way of Greater Nashua	Making measurable improvements in people’s lives by mobilizing the caring power of our communities.	One Greater Nashua; GNEC; 211NH; Familywise; Sinfonietta Strings of Greater Nashua; Youth United; Nashua Prevention Coalition	Mike Apfelberg, President Liz Fitzgerald, Community Director lfitzgerald@unitedwaynashua.org; (603) 882-4011
YMCA of Greater Nashua	To instill values and provide opportunities for life-long personal growth and the development of a healthy spirit, mind and body for all.	Early childhood education; Teen Leadership programs; Day camps; Mentoring Programs; Summer Learning programs; Superhero Training Academy; Volunteer Opportunities; Swim lessons	Joseph Manzoli, Chief Op. Officer jmanzoli@nmymca.org; (603) 882-2011

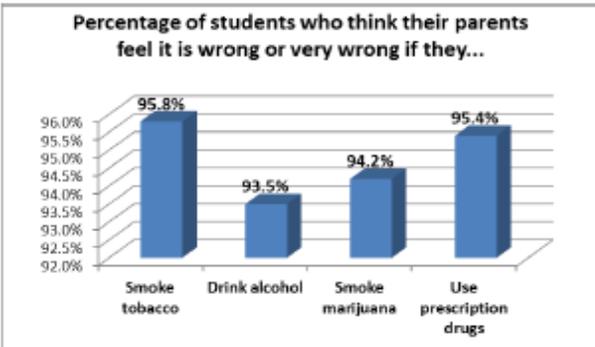
# Appendix I



## Youth Risk Behavior Survey – Middle School and High School

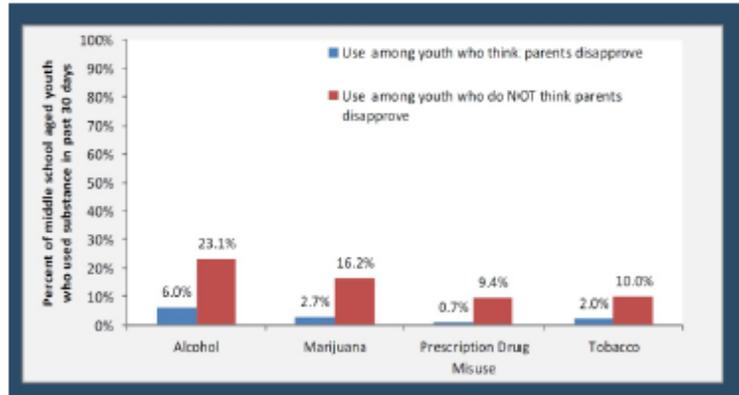
### The Nashua Prevention Coalition and Nashua Youth Council

#### Parent influence is strong during the Middle School years:

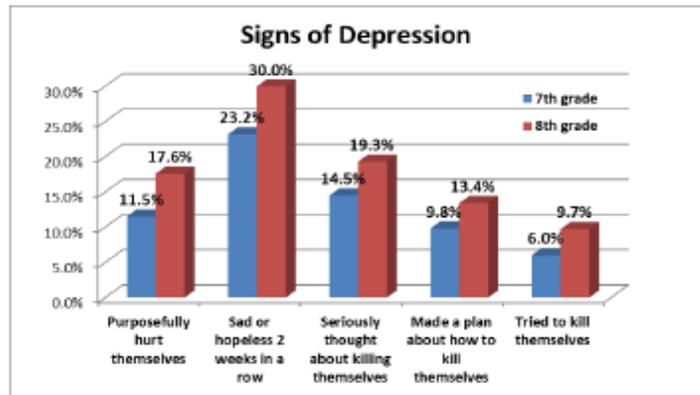
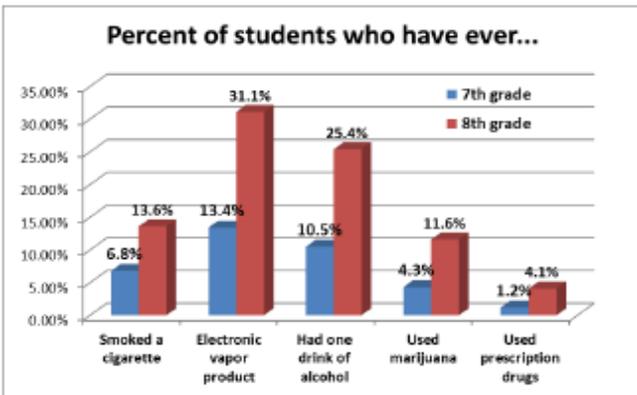


**83.4%** of students agree or strongly agree their parents or other adults in their family have clear rules and standards for their behavior.

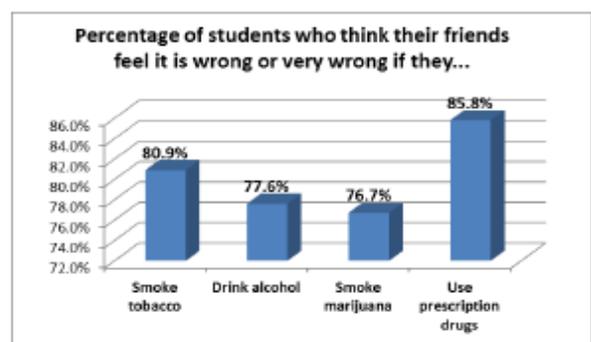
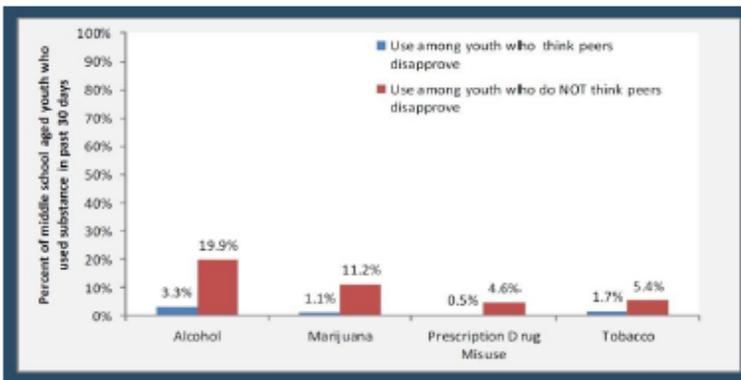
#### Prevalence of behavior based on parental disapproval: level of use is much lower when parents disapprove.



#### Risky behaviors increase between 7<sup>th</sup> & 8<sup>th</sup> grade. Worries increase as well:



#### Peer influence is powerful among 7<sup>th</sup> & 8<sup>th</sup> graders.



The Middle School "YRBS" was administered in Spring 2015 to 1363 students attending Elm Street, Fairgrounds and Pennichuck Middle Schools, reflecting 81.9% of total enrollment.

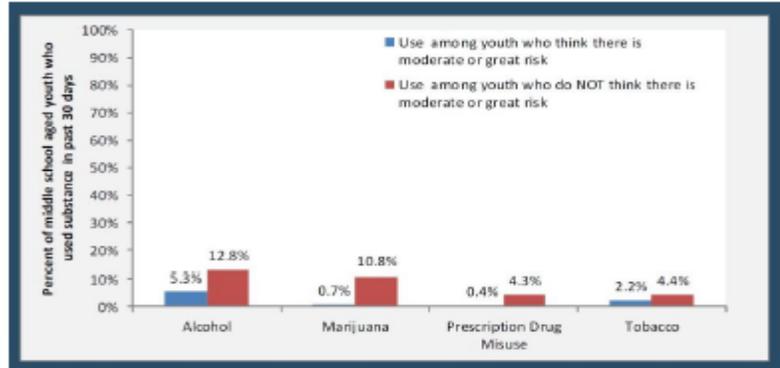
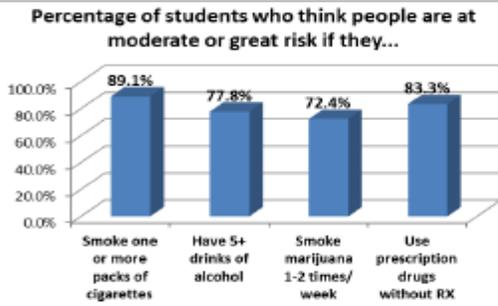
# Appendix I

## Youth Risk Behavior Survey – Middle School and High School

### The Nashua Prevention Coalition and Nashua Youth Council

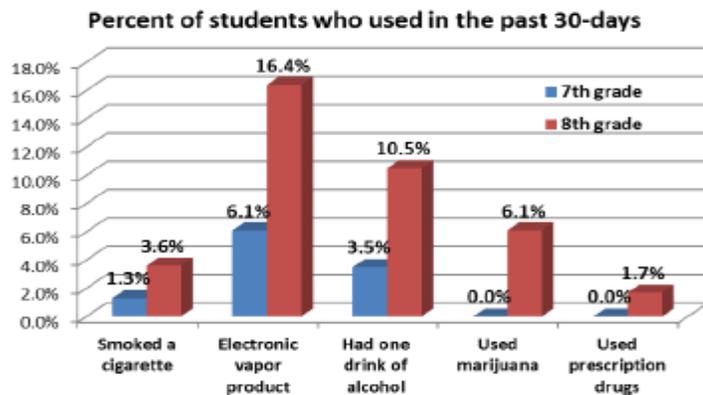


#### Risky behaviors increase when students don't think they are harming themselves:



Baseline data will enable us to identify trends.

#### Baseline 30-day Use rates among 7<sup>th</sup> & 8<sup>th</sup> graders raise concerns:



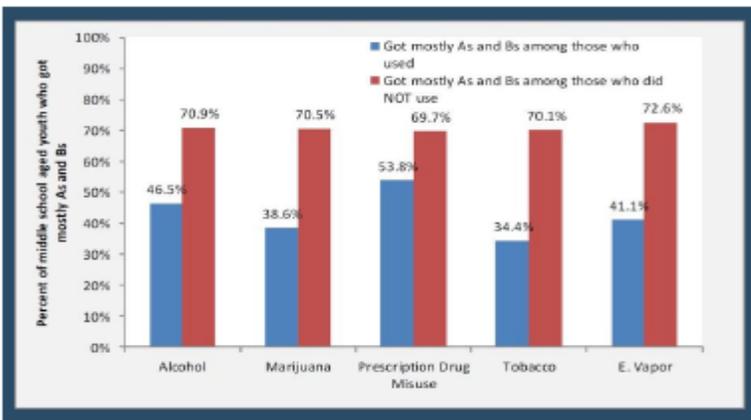
#### Student Numbers

	7th grade	8th grade
Smoked a cigarette	9	23
Electronic vapor product	41	103
Had one drink of alcohol	23	67
Used marijuana	n≤5	38
Used prescription drugs	n≤5	11

Actual 30-Day Use

#### Additional data points can assist with planning future strategies:

##### Academic Performance and Substance Use



##### Additional Considerations

- 10.3% of students indicated they had their first drink of alcohol before age 13.
- 4.4% tried marijuana before age 13.
- 4.2% have ever used inhalants such as glue, spray cans, etc.
- 3.4% have taken over the counter medication to get high.
- 7.8% of 8<sup>th</sup> graders had 5 or more drinks in a row.
- 47.5% of girls and 37.6% of boys reported ever being bullied on school property, and 26% of students indicate they have been electronically bullied.

44.8% of students reported talking with at least one parent about the dangers of tobacco, alcohol or drug use during the past 12 months.

# Appendix I

## Youth Risk Behavior Survey – Middle School and High School

### The Nashua Prevention Coalition and Nashua Youth Council



## Nashua High School Survey Results At-A-Glance

Taken from Youth Risk Behavior Survey (YRBS) 2015

The Nashua high school YRBS was administered in spring 2015 to 2,857 students attending Nashua High School North and Nashua High School South, reflecting 80% of total enrollment.

### FACTORS THAT MAY CAUSE SUBSTANCE USE IN YOUTH AND TEENS

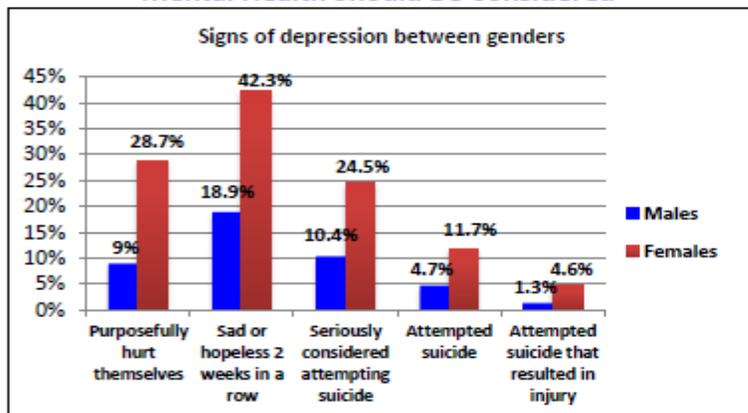
#### Risky Environment

	Nashua	State
Saw or heard domestic violence at home	18.7%	14.8%
Ever lived with someone with a alcohol or drug problem	31%	30.7%
Have a family member in jail or prison	14.9%	9.3%
Had a family member currently in the military	15.3%	15%
Bullied on school property	20.6%	22.1%
Experienced sexual dating violence	13.5%	11.7%
Experienced physical dating violence	8.5%	7.8%

#### Physical Behaviors

	Nashua	State
Not physically active	61.4%	53.1%
Have not recently participated community service	63.7%	57.4%
Did not participate in community activities	62.5%	62.8%
Do not get 8 or more hours of sleep	77.2%	71.6%
Watched television 3+ hours per day	23.6%	19.1%
Played video or computer games or used a computer 3+ hours per day	48.4%	38.9%

#### Mental Health Should Be Considered

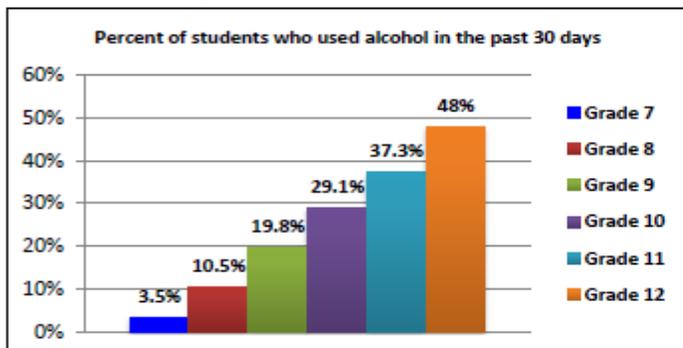


83.4% of middle school aged students agree or strongly agree that family member have clear rules and consequences

74% of high school aged students agree or strongly agree that family member have clear rules and consequences

### ALCOHOL

#### Baseline 30-Day Alcohol Use Rates Between Grades



#### Student Numbers

Grade 7	23 students
Grade 8	67 students
Grade 9	183 students
Grade 10	274 students
Grade 11	293 students
Grade 12	376 students



## **Appendix J**

### **Acronym Definitions**

Adult Learning Center - ALC

Nashua Police Department – NPD

Nashua Board of Education – BOE

New Hampshire Department of Health and Human Services – NH DHHS

Division for Children Youth and Families – DCYF

Division of Juvenile Justice Services – DJJS

Nashua Community Conversation of Race and Justice – NCCRJ

Court Appointed Special Advocates – CASA of NH

Nashua Police Athletic League – Nashua PAL

Big Brothers Big Sisters of Great Nashua – BBBSGN

Boys & Girls Club of Greater Nashua – BGCGN

Southern New Hampshire Services - SNHS

Granite State Organizing Project – GSOP

Southern NH Outreach for Black Unity – OBU

National Association for the Advancement of Colored People – NAACP

Massachusetts Immigrant and Refugee Alliance – MIRA

## Appendix K

### Additional Sources:



<https://wallethub.com/edu/most-diverse-cities/12690/> , 2016's Most Diverse Cities in America, by Richie Bernardo, 5/11/16

<http://www.nashuanh.gov/677/History-of-Nashua>

[http://www.nashuapd.com/CARports/Annual\\_Report\\_2015.pdf](http://www.nashuapd.com/CARports/Annual_Report_2015.pdf)

<http://www.nashuapal.com/wordpress/>

<http://www.theyouthcouncil.org/>

<http://www.nashuanh.gov/DocumentCenter/View/2478>, 2014 "Working Together to Build a Healthier Greater Nashua, Community Health Assessment.

<http://www.nashualibrary.org/wp-content/uploads/2016/08/calendar-fall-2016-web-page-001.jpg>

<http://my.doe.nh.gov/profiles/profile.aspx?oid=&s=&d=371&year=2016&tab=student>

<http://www.education.nh.gov/data/staffing.htm>