



Appendix A
Promise Zone Plan

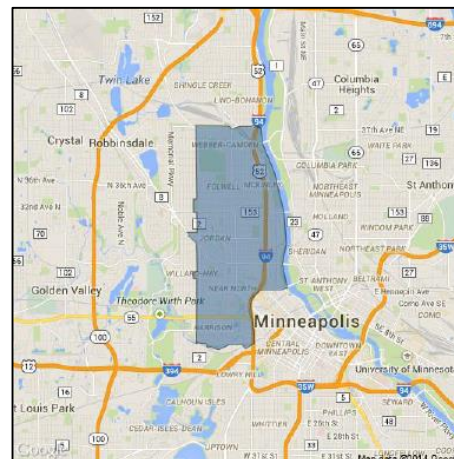
Minneapolis, Minnesota

Lead Organization: City of Minneapolis

Name of Promise Zone: Minneapolis Promise Zone

Chief of the Unit of General Local Government (UGLG): Betsy Hodges, Mayor, City of Minneapolis

Geographic Boundaries: The proposed Minneapolis Promise Zone (MPZ) encompasses much of North Minneapolis, and includes nine neighborhoods and thirteen census tracts. Geographic borders are: the Mississippi River on the east, the Bassett Creek Valley on the south, Queen Avenue on the west, and Memorial Parkway on the north.



Data and Evaluation Partner: City of Minneapolis

Resident Engagement Partner: City of Minneapolis

Implementation Partners:

- Build Wealth
- Domestic Abuse Project
- Generation Next
- Hennepin County
- Local Initiatives Support Corporation – Twin Cities
- Metropolitan Council
- Minneapolis Community & Technical College
- Minneapolis Parks and Recreation Board
- Minneapolis Public Housing Authority
- Minneapolis Public Schools

- NorthPoint Health and Wellness Center
- Northside Achievement Zone
- Northside Funders Group
- Pillsbury United Communities
- Project for Pride in Living
- University of Minnesota
- Urban Homeworks
- West Broadway Business Coalition
- Voices for Radical Justice
- Youth Coordinating Board

Goals and Activities:

<p>Goal 1: Reduce Racial Inequities – Reduce racial inequities in public services and institutions that contribute to the ongoing economic exclusion of the MPZ residents and meaningfully engage residents in the decisions affecting their community.</p>	<p>Activity 1A: Reduce racial disparities in public services, including housing, employment, public safety, health, infrastructure and education. Minneapolis has some of the country's greatest racial disparities on several socioeconomic measures including employment, homeownership, and education.</p>
	<p>Activity 1B: Use creative place-making and other proven strategies to strengthen resident engagement in the MPZ, recognizing that only 50% of MPZ residents feel the City provides meaningful opportunities to give input on issues.</p>
<p>Goal 2: Reduce Serious and Violent Crime – Reduce serious and violent crime by curtailing gun violence, strengthening community-law enforcement relationships, addressing youth violence and domestic violence.</p>	<p>Activity 2A: Improve public safety by reducing gun violence and building public trust by strengthening community-law enforcement relationships. The MPZ has a violent crime rate 2.7 times higher than the rest of the City.</p>
	<p>Activity 2B: Reduce youth violence by implementing MPZ-tailored approaches consistent with the Youth Violence Prevention (YVP) Blueprint and other emerging plans. In 2013, 39.6% of all juvenile violent crime arrests took place in the MPZ's 4th precinct.</p>



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	Activity 2C: Increase community-specific, data-driven approaches to prevent and reduce domestic violence, given that 42.2% of city-wide felony and misdemeanor domestic violence crimes occur in the MPZ's 4th precinct.
Goal 3: Improve Educational Outcomes – Improve cradle-to-career outcomes for MPZ students, thereby reducing the racial gaps in educational achievement and preparing all Minneapolis children for lifelong success.	Activity 3A: Ensure children are Kindergarten-ready by engaging families of the youngest MPZ residents to build a foundation for successful educational pathways at home, and by increasing access to high-quality early childhood programs.
	Activity 3B: Meet K-8 math and reading benchmarks for children living in the MPZ by enhancing family and community supports. 93% of MPZ youth attend K-8 schools that perform in the lowest quartile of all schools in MN (per standardized testing).
	Activity 3C: Improve high school graduation rates so MPZ youth are college/career ready and are completing secondary schooling at rates equal to their peers citywide. Only 39% of students of color graduate on time.
Goal 4: Increase Economic Activity – Build a more inclusive economy in the MPZ, ensuring dollars are reinvested in the community and that goods, arts, and services are available to MPZ residents and visitors. Support the MPZ as a destination for business growth.	Activity 4A: Attract people and businesses by promoting MPZ assets, capitalizing on emerging transit nodes and utilizing creative place-making. 40% of residents do not feel their neighborhoods have a good selection of stores/services to meet their needs.
	Activity 4B: Expand sector strategies and work supports to link MPZ residents to job opportunities and growth industries in and near the MPZ. The official MPZ unemployment rate is 22.3%, with 52% of working-age African-Americans in the MPZ are unemployed.
Goal 5: Create Jobs – Create jobs through the promotion of transit oriented development opportunities; incenting growth among businesses in proximity to the MPZ; and, creating youth employment opportunities that can meaningfully contribute to household income.	Activity 5A: Promote transit-oriented development (TOD) to boost job growth in the MPZ to help address 22.3% unemployment among residents.
	Activity 5B: Support expansion and growth of businesses in and around MPZ to grow employment opportunities accessible to MPZ residents, both geographically and by skill level, to address the 22.3% unemployment rate.
	Activity 5C: Promote and expand youth employment through existing public and private internships, career readiness programs, and year-round job opportunities. Youth unemployment in the MPZ is high (91.5%), especially among African-American males ages 16-19.
Goal 6: Increase Access to Quality Affordable Housing – Promote stable housing for all residents in the Minneapolis Promise Zone by increasing availability, quality and affordability of housing stock while coordinating housing support services.	Activity 6A: Preserve and revitalize housing stock and livability to address poor housing conditions, abandoned properties, and an over-concentration of problem properties in the MPZ all condemned/vacant buildings city-wide, 49.5% are found within the MPZ.
	Activity 6B: Enhance successful housing (homeownership, long-term tenancy) suitable for all families, situations and needs through coordinated housing support services. In the MPZ, 60.1% of MPZ households are cost-burdened and in rentals.
	Activity 6C: Enhance new/existing housing development opportunities to ensure a range of housing types and choices and to meet demand. In the past decade, hundreds of blighted homes have been demolished in Minneapolis Promise Zone.

APPENDIX B: Promise Zone Certification Form (HUD Form 50153)

**OMB Approval Number: 2525-0279
Expires (09-30-2017)**

Certification of Consistency with Promise Zone Goals and Implementation

I certify that the proposed activities/projects in this application are consistent with the goals of the Promise Zones and the revitalization strategies detailed in my Promise Zone application.

(Type or clearly print the following information)

Applicant Name:

Name of the Federal Program to which the applicant is applying:

Name of the Promise Zone Designated Community

The proposed project meets the following geographic criteria (please select one):

- The proposed project is solely within Promise Zone boundaries
- The proposed project includes the entire Promise Zone boundary and other communities
- The proposed project includes a portion of the Promise Zone boundary
- The proposed project is outside of the Promise Zone boundaries, but specific and definable services or benefits will be delivered within the Promise Zone or to Promise Zone residents

Please note that projects which substantially and directly benefit Promise Zone residents but which are not within the boundaries of the Promise Zone may be considered. Agencies will make clear the acceptable definition of substantially and directly beneficial in the program's award and funding announcement.

I further certify that:

- (1) The applicant is engaged in activities, that in consultation with the Promise Zone designee, further the purposes of the Promise Zones initiative; and
- (2) The applicant's proposed activities either directly reflect the goals of the Promise Zone or will result in the delivery of services that are consistent with the goals of the Promise Zones initiative; and
- (3) The applicant has committed to maintain an on-going relationship with the Promise Zone designee for the purposes of being part of the implementation processes in the designated area.

Name of the Promise Zone Official authorized to certify the project meets the above criteria to receive bonus points:

Title:

Organization:

Signature:

Date (mm/dd/yyyy)

APPENDIX C: Overview of Promise Zone’s Reporting and Communications Framework

NOTE: Reporting Forms are pending OMB approval. This form is currently available for informational purposes only. Use of this form is not required until OMB approval is obtained. This form is subject to change.

Reporting Mechanism	Information Collected	Purpose of the Report
Monthly Federal Grants Update	Each month, Promise Zone Lead Organizations will submit a spreadsheet listing federal grants Promise Zone partners have received, applied for or for which they are planning to apply.	Informs federal interagency stakeholders about pending Promise Zone federal grant applications. Identifies federal grant opportunities Promise Zones are interested in and helps secure technical assistance related to them if needed.
Success Stories / Spotlights (quarterly)	Narratives will highlight either key milestones in the Promise Zone initiative or how a certain program has impacted residents. HUD will provide templates to facilitate the development of success stories, which Promise Zone Lead Organizations can use if they want.	Highlights the impact of local efforts, and where applicable, the contributions of the federal Promise Zone initiative and federal grants and support. The success stories will be used by the White House and other federal agencies to explain and publicize Promise Zones’ work in a coordinated way with local leaders.
Quarterly Report	Using HUD’s templates, provide updates on the following: <ul style="list-style-type: none"> • Milestones and accomplishments over the past quarter • Major challenges encountered or expected • Priorities and plans for next quarter • Federal assistance desired • Applications for non-federal assistance (submitted or planned)¹ • New state, local, philanthropic and private sector investments secured by PZ partners for PZ activities 	Tracks accomplishments, challenges, plans, priorities, and investments being made in Promise Zones. Supports stakeholder outreach and facilitates future evaluations. These reports will be shared with the Promise Zone Initiative’s interagency steering committee to help track how different federal agencies are supporting the Promise Zone initiative and to assist with publicity, tracking applications for federal funding and stakeholder engagement efforts.

¹ This could include, for example, receiving a grant or funding from a local or national foundation or participating in a foundation’s capacity building program.

	<ul style="list-style-type: none"> • Non-financial resources leveraged 	
Annual Report	<p>In a three part annual report, Promise Zones will provide:</p> <ul style="list-style-type: none"> • A 2-3 page overview of the Promise Zone’s accomplishments over the last year, challenges they continue to face, and their plans and priorities moving forward. This document will be shared publically on HUD’s Promise Zones website • An updated list of strategic priorities, in which Promise Zones identify their top priorities for the next year and how federal staff can support their activities • An update on the Promise Zone’s operational infrastructure, including any significant changes to the Promise Zone partnership and any desired amendments to the Promise Zone Plan <p>HUD will provide templates for each part of the Annual Report.</p>	<p>Shared with the HUD Headquarters Promise Zone staff and Promise Zone’s interagency steering committee members.</p> <p>HUD Headquarters Promise Zone staff will use each Promise Zone’s annual report to improve federal support for Promise Zones and to compile a national annual report on Promise Zones’ work to share with public, private and philanthropic stakeholders nationwide.</p>

Appendix D: Promise Zones: Monthly Federal Grants Update						Please fill out the following fields for grants Promise Zone partners were awarded										Please fill out the following fields for grants Promise Zone partners did not receive	
Promise Zone Name/ Location	Federal Agency	Federal Grant or Technical Assistance Opportunity	Lead Applicant	PZ Initiative goal (select from dropdown)	Date Submitted	Grant or Technical Assistance?	Community Capacity Building	Award Amount Requested	Priority Points/Preference Consideration (select from drop down Y/N)	Local Program Description How does the program contribute to the Promise Zone goals and community?	Grant Awarded?	Date Awarded	Project Period	Date Funds Obligated	Status	Interest in Future Application Cycles?	Debrief with Agency?
Select the Promise Zone's name and location from the drop down menu	Using the drop down menu, select the name of the agency providing this assistance. If not listed, you can write it.	Provide the name of the federal grant or federal assistance sought	Provide the name of the Lead Applicant applying for this grant		Provide the date on which the Lead Applicant submitted its grant application. If the Promise Zone has not submitted its application yet, write "submission pending."	Using the drop down menu, identify whether the assistance sought is a grant that provides federal funding or a form of technical assistance provided by a federal agency	Using the drop down menu, please indicate whether this federal assistance will be used to build local capacity, rather than fund a specific project	Provide the amount of funding requested	Using the dropdown menu, clarify whether or not the application for this federal assistance included a Promise Zone preference	In 2-3 sentences, describe the local project / initiative this federal assistance will support and identify how the federal assistance will help to advance the initiative.	Using the drop down menu, indicate whether or not the Lead Applicant was awarded this grant	Provide the date on which the Lead Application was awarded this grant or technical assistance	Provide the projected state and end dates for this grant or technical assistance engagement			Does the Lead Applicant (or another Promise Zone partner) hope to apply for this grant again in the future?	Did the Lead Applicant have a debrief on their grant application with the federal agency? If not, would you like us to try to facilitate one?

NOTE: Pending PRA Clearance, this spreadsheet or an online tool will be used to collect grant information to verify with agencies.

Appendix E: Promise Zone Quarterly Report, Tab A- Quarterly and Annual Strategic Plan

Date: _____

Promise Zone: _____

Promise Zone Director: _____

To the extent the Promise Zone Lead Organization is able, fill out plans and priorities, anticipated challenges, and desired federal assistance for each of the Promise Zone goals listed below.

FY 17 ANNUAL PLANNING REPORT

<i>Instructions describing what types of information to enter in each column --></i>	<i>Briefly describe your plans and priorities for this goal for the next yea. Plans and priorities could include any major meetings or summits you plan to host, particular strategies you hope to focus on, partnerships you wish to form and other initiatives. Promise Zones federal support team, and in particular Promise Zone Community Liaisons, will formulate their annual work plans based on the local Promise Zone's plans and priorities.</i>	<i>Briefly describe any challenges you anticipate facing as you try to act on your plans and priorities over the next year. This could include difficulty securing funding or limitations in staff or partner capacity.</i>	<i>Briefly describe how Promise Zone's federal support staff could help you over the next year, beyond what you included in your "Top Strategic Priorities" list. Such assistance could include reaching out to federal partners on the PZ's behalf, researching best practices and funding opportunities, or advising on strategy formation, among other things.</i>
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Promise Zone Goals	Promise Zone Objectives	Plans and Priorities for the Next Year	Challenges Anticipated Over the Next Year	Desired Federal Assistance Over the Next Year
<i>Pre-populate column A and B with information from the PZ Plan for the Zone's goals and objectives. E.g. Education</i>	<i>E.g. Early Childhood</i>			
	<i>E.g. K-12</i>			
Promise Zone Operations				
Resident Engagement				

* The Promise Zone Plan is the strategy articulated in the Promise Zone application, including any approved amendments.

Promise Zone Quarterly Report Tab B: Promise Zone Non-Federal Investments Spreadsheet

****On monthly basis, Promise Zones should submit updates on federal grants for which they have applied. On a quarterly basis, Promise Zones are asked to report on non-federal support they have secured or wish to secure to support the Promise Zone's work. Promise Zone's Federal Community Liaisons and Desk Officers will aid in the collection of this information when possible.****

Include your Promise Zone's Name	Please include the Promise Zone goal this investment supports.	Please select which of the 8 Promise Zone Policy Domains this investment supports (i.e. Civic Engagement, Community Infrastructure, Education, Health, Housing, Investment & Business Growth, Employment & Asset Building, & Public Safety).	Categorize the type of assistance being provided as one of the following: financial assistance, technical assistance, capacity building assistance, or in-kind assistance (i.e. including volunteer and staff hours).	Categorize the assistance provider as one of the following: state, local, private, or philanthropic.	Include the name of the non-federal entity providing assistance.	Include the name of the program from which you are receiving assistance (if applicable).	Include the name of the organization applying for assistance.	Include the amount of the award, if applicable.	Include the status of the award as one of the following: plan to apply, submitted, declined, or awarded.	If applicable, list the date on which the award was announced.	If applicable, give the dates of the project period.	Describe how these grant funds or assistance will be used to advance the Promise Zone's goals.
Promise Zone Name	Promise Zone Goal	Promise Zone Policy Domain	Type of Assistance	Type of Provider	Awarding Entity	Program	Lead Applicant	Award Amount	Status	Date Awarded	Project Period	Description of Contribution by Program
Gotham Promise Zone	Economic Development: Support Economic Development in Downtown Gotham	Investment & Business Growth	Capacity Building Assistance	Philanthropic	The New City Foundation	Collective Impactive Forum	City of Gotham - Mayor's Office of Economic Development	NA	Awarded	10/2/2015	1/01/2016 to 01/01/2017	For the next year, the New City Foundation will help the City of Gotham and Promise Zone partners refine their collective impact structure, strengthen the Promise Zone partnership, and lay out a strategic vision for Promise Zone activities. At the end of
Gotham Promise Zone	Economic Development: Support Economic Development in Downtown Gotham	Investment & Business Growth	Financial Assistance	State Government	State Department of Transportation	Great Streets Initiative	Gotham Department of Transportation	\$1,500,000	Awarded	9/1/2015	10/15/2015 to 10/15/2019	Gotham's major commercial corridors which runs throughout the Promise Zone, was designated as a "Great Street," by the State Department of Transportation. As part of this designation, Gotham DOT will receive \$1,500,000 to engage in strategic

Promise Zone Quarterly Report Tab C: New Neighborhood Amenities

Date: 6/6/2016 0:12

Promise Zone:

Guidance: To aid in the tracking of new investments in the Promise Zone over time, please list the name and (if possible) addresses of new neighborhood amenities that you know have opened within the Promise Zone over the past year, regardless of whether Promise Zone partners were involved in their creation. Such amenities could include any of the followings: Houses of worship, public parks, bus or rail stops, non-fast food restaurants, community or recreation centers, banks, cultural arts facilities (museum or performing arts), educational facilities (including elementary/middle/secondary/adult educational center/vocational school/community college/university), government offices that serve the public, medical clinics or offices treating patients, police or fire stations, post offices, public libraries, banks, and grocery stores.

For the amenities /services located on the streets labeled as a Promise Zone boundary, the amenity(s) on the side of the street closest to the Promise Zone is counted as being within the Promise Zone.

New Neighborhood Amenities	Street Address (if available)	Zip Code	Type of Amenity
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Appendix F: Promise Zone Annual Report Template and Guidance

Section I: Year in Review

HUD is committed to publicizing Promise Zones' accomplishments and raising awareness of their priorities, plans and needs among key stakeholders, including Promise Zone's federal partner agencies, national and regional philanthropic organizations, research institutions, and community and economic development professionals. To aid in this effort, the Promise Zone Lead Organization should prepare a Year in Review highlighting the Promise Zone's accomplishments over the last year and their plans and priorities for the next year.

Promise Zone designees can use the reporting template provided below. This portion of Promise Zone's Annual Report will be published on HUD's Promise Zone website. Promise Zone lead organizations will have the opportunity to approve the final documents before they are published.

Promise Zone Year in Review – HUD Template¹

Promise Zone:

Promise Zone Lead Organization:

Promise Zone Key Partners:

Promise Zone Overview:

Instructions: Describe your Promise Zone in one to two paragraphs, including such details as its location, key demographic information, top assets and challenges, and other unique and significant characteristics. Much of this information may be available in the needs and assets assessment section of the original Promise Zone application. This information may remain largely the same from year to year, with changes and updates as needed.

Year in Review Summary:

Instructions: In one to two paragraphs, describe the progress your Promise Zone has made over the last year. Highlight in particular any major accomplishments that would not fit under the goals listed below. If Promise Zone partners have achieved any major outcomes (such as reducing violent crime or poverty rates or helping a certain number of people secure jobs), please include those as well. Finally, describe any major priorities the Promise Zone has for the next year that does not fit into one of the goals below.

Overview of Promise Zone Goals and Progress Made:

Instructions: For each of your Promise Zone goals, provide the following information. Reporting on each goal should take approximately a half page to full page.

¹ This form is subject to change pending OMB approval.

Promise Zone Goal: *State the Promise Zone goal.*

Key Partners: *Please list any partners to publically identify their work on this goal*

Key Milestones and Accomplishments: *In bullet point form, describe your key milestones and accomplishments related to this goal over the last year.*

Top Priorities for the Next Year: *In bullet point form, describe your top strategies and priorities related to this goal for the next year.*

Section II – Annual Report: Promise Zone Work Plan for the Next Federal Fiscal Year

The Promise Zone Annual Report Part I narrative will be a public document that highlights the Promise Zone’s top accomplishments, plans and priorities. Part II of the Annual Report will be an updated work plan in which Promise Zone Lead Organizations will be able to identify their top priorities for the next year and how they want federal staff to help them accomplish their goals. Promise Zones can also use this document to inform federal staff about how their Promise Zone Plans have changed. This document will be an internal document that will help HUD Promise Zone support staff identify how best to help local communities achieve their goals.

As part of the Promise Zone work plan document, Promise Zones will also list new Neighborhood Amenities that have been created within the boundaries of the Promise Zone over the past year. Examples of neighborhood amenities include the following establishments: houses of worship; parks; bus stops; rail stops; non-fast food restaurants; community or recreation centers; cultural arts facilities (museum or performing arts); educational facilities (including elementary/middle/secondary/adult educational center/vocational school/community college/university); government offices that serve the public; medical clinics or offices treating patients; police or fire stations; post offices; public libraries; public parks; banks, and grocery stores. HUD’s Promise Zone team will use this list of new neighborhood amenities to help capture how the Promise Zone is changing over time. To the extent Promise Zones are collecting building permit data or other indicators of investment, this information may be contributed as well.

Section III – Annual Report: Annual Update on Promise Zone Plan and Operations

Instructions: The third section of the annual report will be an update on Promise Zone operations, using the template below. In this section, Promise Zones should include any amendments that they wish to make to their Promise Zone Plan. The lead organization should also describe any major changes that have been made to the Promise Zone partnership, participating organizations, or organizational structure.

Promise Zone:

Promise Zone Director:

Community Liaison:

Date:

Proposed Amendments to Promise Zone Plan

Instructions: In this section, please provide explanations of and rationales for any amendments you desire to make to the following elements of your Promise Zone Plan. All proposed amendments will be evaluated in light of whether the Promise Zone will continue to meet the eligibility and qualifying criteria, and/or score a total of 75 points if its content is re-scored under the applicable guide used during its round of competition.

- 1) Changes to the geographic boundaries of the Promise Zone.
- 2) Changes to the Promise Zone Lead Organization or the roles it has committed to play in the MOU and/or the Promise Zone Application.
- 3) Removal of an organization or organizations listed as Implementing Partner Organizations in the MOU, and/or changes to their roles and responsibilities as listed in the MOU and the Promise Zone Application. Please provide a copy of your most recent MOU and Partnership Structure Chart if it has been changed in the last year.
- 4) Changes to the goals set forth in the Promise Zone Application (not changes to subgoals/objectives/strategies/activities).
- 5) Placement of limitations upon the UGLG(s)' support for the strategy committed in the Promise Zone Application by the UGLG.

Update on Promise Zone Operations

Instructions: Please respond to the questions below to provide updates on any changes to the Promise Zones' organizational infrastructure.

1. Please describe any significant changes to the Promise Zone partnership and how those changes will affect the implementation of the Promise Zone Plan. Significant changes to the Promise Zone partnership would include the following: the departure of a major partner, or the addition of a new major partner that has committed to fulfill specific responsibilities under the Promise Zone Plan.
2. Has the Lead Organization's staff or organizational structure changed? If so, how will this change affect the organization's work on the Promise Zone?

3. What, if any, changes have been made to the Promise Zone Partners' MOU? What is the expected impact of those changes?
4. Looking forward, what, if any, changes are anticipated in the Promise Zone's Lead Organization, the UGLG(s), and key implementing and supporting partners between now and the end of the next year?² How are these changes projected to affect the Promise Zone's operations?

Statement of Continuing Support

Instructions: As new persons serve as the chief of the Unit of General Local Government(s), a new statement of continuing support should be submitted with the annual report.

In accordance with the City of Gotham's Letter of Support for the Gotham Promise Zone, dated 11/15/2013, I pledge that the City will continue to provide resources as previously described to support the Promise Zone's operations.

Alan Smith, Mayor of Gotham

² For example, is the Lead Organization's Executive Director expected to leave or retire over the next year? Will there be a mayoral election?

Appendix G: Promise Zones Goals and Core Indicators		NOTE: In working with the first round designated Promise Zones and comparisons with the second round designees, the federal agencies have identified eight general policy domains in which most Promise Zone designees have defined goals. These include the core goals of the federal initiative (create jobs, increase economic activity, improve educational opportunities, and reduce serious and violent crime). In order to work more effectively with local partners, the federal agency partners are tracking federal activity and providing data to communities in all of the eight domains identified through work with the first five Promise Zone communities. The list of core indicators may be updated with additional comparisons with Round 3 sites.			
PZ Initiative Domain	Sub-Goals Focus Areas of the Promise Zones (Rounds 1&2)	Core Indicators	Measures	Data Sources	Group
OVERALL DOMAIN: Community assets and stressors	Sample Subgoal: Create sustainable, livable communities for residents	Property values; Residential sales price	Median Residential Sales price	Census, NNIP, RealtyTrac	A
		School quality	Informed by local measures	Local School Districts	C
		Labor market engagement	Labor Market Engagement Index	HUD using ACS data	A
		Poverty concentration	% Households Below Federal Poverty Level	Census ACS, HUD	A
		Perceived neighborhood quality	Informed by local measures	Survey	D
		Worker flow	Number of individuals living and working in Zone	LODES	A
1. Employment and asset building	1.1 Create jobs/ employment opportunities	Jobs created (#) Employment, Unemployment rates Income, wage growth	New/total jobs from businesses in/around Zone Employment rates by industry, unemployment rate Median income, median wages	ESRI Business Analyst Census ACS, LEHD/LODES Census, LEHD, ESRI business analyst	A A A
	1.2 Workforce Development	Informed by local needs	Informed by local needs (e.g. new certificates/credentials) Technical preparation after HS (rural/tribal)	Informed by local metrics	C
2. Investment and business growth	2.1 Leverage private capital and other resources	New investment	Resources leveraged by source, use, type (e.g. grant, loan), matching Building Permits, (Starts, Completions)	PZ Staff/ OPS Local governments	A B
	2.2 Support New and Existing Businesses	New businesses	Business licenses or Tax ID/EIN Total # Businesses in Zone by industry, year of establishment	States, LEHD ESRI Business Analyst	B A
3. Education	3.1 Improve quality of K-12 ed	Chronic absenteeism HS graduation rate (long term indicator) 3rd grade reading level (long term indicator)	% with >X unexcused absences (informed by local measures) % students with on-time high school graduation Informed by local needs/data availability	Local or Civil Rights Data Collection Local school districts Local school districts	B B B
	3.2 Promote college readiness, early college, post secondary ed	College entry	Informed by local needs Enrollment & completion in community/local college programs (rural/tribal)	Natl Student Clearing House Local data sources	C
	3.3 Early childhood ed (pre-K)	Accessibility to pre-K	Informed by local needs	Informed by local metrics	C
4. Public safety	4.1 Reduce crime	Crime rates (Serious, violent, property, and/or disorder)	Number/1000 pop'n (Type of crime informed by local needs) Informed by local measures/ existing surveys	Local PD Survey	B D
	4.2 Safety and community trust	Perception of safety	Informed by local measures/ existing surveys	Survey	D
5. Housing	5.1 Expand stock of quality, affordable housing	Total units of affordable housing Affordable housing financing availability	Affordable rental units (HH up to 120% Area Median Income) Loans, loan guarantees to low income HH for housing (rural)	HUD, ACS (% defined locally) USDA	A A
	5.2 Increase housing affordability	Severely rent burdened households	ACS gross rent/gross money income	Census ACS	A
	5.3 *Homelessness	Informed by local needs	Informed by local needs	Local data	C
	5.4 *Homeownership	Homeownership rate	% Owner Occupied Households	Census ACS	A
6. Health	6.1 Increase access to healthcare services and resources	Availability of healthcare professionals Utilization of healthcare services	Health Professional Shortage Area score (rural) Access measure TBD (e.g. primary visits, ER visits; % insured)	HHS HHS	A A
	6.2 Healthy food access	Access to food stores and healthy food options	# of SNAP/WIC Accepting Establishments, Food distribution service centers Food Distribution Program on Indian Reservations (tribal zones) # and % of tracts in zone designated as food desert/low food access Healthy food availability (informed by local measures)	USDA USDA ESRI, NNIP, Local data	A A A C
7. Community infrastructure	7.1 *Broadband	Access to internet	ACS survey questions on internet use	ACS	A
	7.2 *Improve quality of public space	Neighborhood amenities	New neighborhood amenities in Zone	PZ Staff/OPS	A
8. Civic engagement	8.1 Resident engagement; connection to community	Informed by local measures	Informed by local measures	Survey, OPS	D
	*Specific to 1 site				
Group A: Indicators/measures that are easily tracked using federal administrative data or other national data sets					
Group B: Indicators/measures that require local data but are consistently collected and widely available					
Group C: Indicators/measures informed by local context					
Group D: Indicators/measures that are accessible through surveys					