THE CITY OF NEW YORK
Department of **Youth** and **Community Development**
(Community Action Agency, Community Services Block Grant Program)

2017
COMMUNITY NEEDS ASSESSMENT REPORT

NYC

Department of Youth & Community Development

Mayor
Bill de Blasio

Commissioner
Bill Chong

TABLE OF CONTENTS

EXECUTIVE SUMMARY

In 2016, the New York City (NYC) Department of Youth and Community Development (DYCD) introduced a Comprehensive Community Needs Assessment (CNA) to collect feedback directly from NYC residents and institutional leaders on the service needs and gaps present in their communities. It also collected feedback from directors of its funded programs and participants of its anti-poverty programs funded by the federal Community Services Block Grant (CSBG). DYCD will use the information collected from the CNA to plan and design more effective programming, to better align and connect programming and service providers at the community level, and to advance its mission, vision, and guiding principles.

DYCD expanded on previous needs assessment efforts by introducing: 1) a robust environmental scan using newly released publications and studies to identify the causes and conditions of poverty in NYC and 2) multiple surveys that combine common questions regarding service needs and gaps along with questions tailored to specific stakeholder groups: adults, youth, employers, faith-based leaders, public school principals, program directors, CSBG-funded program participants, and key informants (elected officials and Community Board[1] leaders). As a result of this large-scale effort, over 13,400 surveys were collected from 9,625 adults, 2,439 youth, 238 employers, 38 faith-based leaders, 155 public school principals, 372 directors of DYCD-funded programs, 539 CSBG program participants, and 34 key informants.

The data collected through the CNA will also be used to inform DYCD's strategic planning generally and to serve as a resource for Neighborhood Advisory Board (NAB) members as they set funding priorities for CSBG-funded programs.

Major Takeaways and Findings

➢ Poverty in NYC shows significant disparities by race, gender, immigrant status, and geography.

➢ Citywide, the greatest needs and service gaps were in the categories of Education, Employment and Career Advancement, and Basic Needs.

   The greatest unmet service needs and, as indicated in parentheses, the top three activities most highly ranked within each category, were:

   1. Education (financial literacy, adult literacy, and adult education)
   2. Employment and Career Advancement (internships, career exploration, entrepreneurship, and job skills/employment training)
   3. Basic Needs (financial assistance, housing assistance, and emergency shelter)

➢ Stakeholder groups had different perspectives on programs they needed or desired, but were unable to access.

   o Adults: food and nutrition assistance, English classes, and afterschool programs
   o Youth: Internships; culinary arts, cooking, or baking; and career exploration
   o Faith-based organization leaders: afterschool programs, housing assistance, and adult education/literacy services
   o Public school principals: employment training, adult education/literacy, and English classes

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[1] NYC is divided into 59 Community Planning Districts, each overseen by a board led by a district manager. The purpose of the community planning board is to coordinate the delivery of NYC services to the residents in its district.

➢ Stakeholder groups identified different priorities in stating the most needed services in their communities.

- o Adults: afterschool programs, job skills/employment training, and adult education/literacy
- o Faith-based organization leaders: financial education/literacy, financial assistance, and senior citizen services
- o Public school principals: afterschool programs, summer recreation programs, and family counseling

➢ Findings Related to Program Quality, Service Delivery, and Program Management

- o Adults and youth identified the following barriers to participation in programs that interested them: lack of programs in their neighborhood, lack of awareness of existing programs, lack of knowledge of program locations, and prohibitive program costs.

- o Employers identified the following skills and competencies as those needed for internships:
  - Industry-specific knowledge
  - Leadership skills
  - Ability to "manage up" and communicate with superiors
  - Critical thinking and problem-solving skills
  - Professional email etiquette

- o The results from the survey of program directors:
  - indicated strong satisfaction with the quality monitoring of their programs by DYCD program managers.
  - suggested that DYCD should focus program director meetings on quality improvement topics.
  - suggested the need for improved communication channels with DYCD staff responsible for procurement, payment, and legal issues.

- o The results from the survey of CSBG program participants:
  - suggested a need to strengthen referral pathways and connections between programs.
  - identified the need for greater opportunities in the areas of civic engagement and volunteerism.

Next Steps

The findings from the CNA are already informing several important strategic initiatives and new directions for the agency. For example, DYCD aims to build on the successes of this community needs assessment with further stakeholder input across neighborhoods and community members and expanded use of technology to facilitate data collection. Next steps for the agency will include:

➢ Strengthening Data-Driven Decision-Making Across the Agency

- o *Build Analytic Capacity at the NAB Level*: DYCD's NAB unit will help NAB members to synthesize the information received; identify information gaps; and implement a process by which the findings inform the local agenda in terms of funding priorities, partnership development, and information dissemination. Additionally, professional development for

NAB leadership and volunteers will support their involvement in local planning and decision-making.

o *Utilize Findings to Inform Key Policies and Practices*: Internally, DYCD program leadership will use the feedback received from program directors to revise policies and practices such as improving the effectiveness of contractor meetings and communication strategies for the rollout of DYCD Connect. In addition, as part of DYCD's ongoing efforts to align systems and processes across the agency, executive staff will develop a balanced scorecard to incorporate new indicators and improvement targets.

o *Expand Stakeholder Input and Survey Technology*: As part of its first major technology investment in twenty years, DYCD is developing a new analytics platform that will streamline data collection and enable greater use of survey technology to facilitate participant feedback from DYCD's network of programs, including CSBG programs.

➢ Improving Marketing and Promotion of DYCD-Funded Services

The CNA results confirmed the importance of raising awareness of DYCD-funded programs and resources, and underscored the need to provide information to specific community stakeholders such as education leaders and public officials. New tactics will include preparing targeted resource guides for principals hosting DYCD programs; increasing awareness of DiscoverDYCD and DYCD Connect among providers and local leaders; and promoting DYCD's network in all internal and external presentations by executive staff and other senior leadership.

➢ Developing and Supporting New Partnerships

With Basic Needs emerging as a top priority, partnerships at the agency and provider level become even more critical. DYCD is seeking to forge new partnerships with the Human Resources Administration (HRA) to better connect DYCD program participants with income supports and other fundamental resources available to low-income New Yorkers. Already, this finding has influenced the design of upcoming citywide health fairs and neighborhood convenings to bring together community resources and services for residents.

➢ Guiding Future Investments

As in the past, DYCD will use the priorities established by the Neighborhood Advisory Boards to inform the next NDA solicitation. Planning will kick off in the coming year, followed by release of a concept paper and a request for proposals. In addition, as part of the agency's integration efforts, DYCD is developing a common lens, language and evaluation approach to partnerships and collaborations to better inform requests for proposals and to support interaction and synergies among providers at the neighborhood level. These strategies, along with input from the CNA and NABs, will be taken into account across DYCD as new solicitations are developed in program areas ranging from youth workforce development to capacity building and afterschool to ensure that the vision of a network of DYCD services working together locally on behalf of community residents is brought to widespread fruition.

SECTION I: INTRODUCTION

DYCD administers city, state, and federal funds to community-based organizations (CBOs) that provide NYC youth, adults, and their families with a wide range of high quality programs.[2] The agency's mission, vision, and guiding principles are as follows.

Mission
> The New York City Department of Youth and Community Development invests in a network of community-based organizations and programs to alleviate the effects of poverty and to provide opportunities for New Yorkers and communities to flourish.

Vision
> DYCD strives to improve the quality of life of New Yorkers by collaborating with local organizations and investing in the talents and assets of our communities to help them develop, grow, and thrive.

Guiding Principles
> Opportunities for all, Stewardship, Holistic approaches, Being a learning organization, Integrity, Strategic relationships, Inclusiveness, and Community voice

In 2016, DYCD introduced the CNA to collect feedback directly from NYC residents and institutional leaders on the service needs and gaps present in their communities. It also collected feedback from directors of its funded programs and participants of its anti-poverty programs funded by CSBG. DYCD will use the information collected from the CNA to plan and design more effective programming, to better align and connect programming and service providers at the community level, and to advance its mission, vision, and guiding principles.

In addition, the CNA will be used by DYCD to fulfill its obligations as the local grantee for federal CSBG funding that supports a wide variety of programs designed to address the conditions of poverty and promote neighborhood revitalization. In its capacity as the designated Community Action Agency for NYC, DYCD is advised by the Community Action Board, a citywide body that oversees community development efforts and works with Neighborhood Advisory Boards (NABs) in neighborhoods that receive CSBG funding. The NABs are aligned with designated geographic districts known as Neighborhood Development Areas (NDAs) where poverty is concentrated.[3] Currently, there are 42 NDAs and 42 associated NABs, each with twelve seats. Among the key responsibilities of the NAB members is the assessment of community needs and setting program and funding priorities for the benefit of low-income residents in their NDAs. The CNA is central to both of these responsibilities.

DYCD's CNA meets standards[4] required of Community Action Agencies, including the following:

- Analyzing information collected directly from low-income individuals (Standard 1.2)

- Adopting a systematic approach for collecting, analyzing, and reporting customer satisfaction data (Standard 1.3)

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[2] For information on DYCD's programming (afterschool, literacy, workforce, immigrant, runaway and homeless youth, fatherhood, and community programs), as well as its resources for providers and NYC residents, visit its website at www.nyc.gov/dycd.

[3] In 2014, DYCD established the current NDAs as areas in which 20 percent or more of its residents were poor (defined as 125 percent of poverty).

[4] A description and listing of the CSBG standards can be found at https://www.dos.ny.gov/dcs/documents.htm, the TRACS-Tool (Public) document, p.25ff.

- Collecting input from a variety of stakeholders such as community-based organizations, educational institutions, private sector employers, faith-based institutions and public sector representatives. (Standard 2.2)

- Publicizing the CNA by distributing a written report with findings and presenting the final 2016 CNA Report to the CAB. (Standard 3.1) In addition, the findings of the CNA will be reviewed by the NAB volunteer members from across NYC in each of the 42 NDAs. The NABs will use those findings to assist DYCD in setting the CSBG funding priorities in each of the NDAs.

- Collecting qualitative and quantitative data including statistics on poverty and its prevalence by gender, age, and race/ethnicity. (Standard 3.2)

- Collecting and analyzing both qualitative and quantitative data on its low-income, geographic service areas, i.e., Neighborhood Development Areas or NDAs in NYC. (Standard 3.3)

- Considering causes and conditions of poverty. (Standard 3.4)

This CNA report begins with a review of the causes and conditions of poverty in NYC (Section II) to provide a context for the CNA and its findings. Section III presents a detailed summary of the CNA planning and development process, data collection and analysis, and key findings from the information gathered through the CNA. Section IV of the report outlines next steps for integrating the CNA into the participatory CSBG planning process and DYCD's agency-wide strategic planning activity.

DISCOVER DYCD
Opportunities and
Services Near You

Empowering Individuals.
Strengthening Families.
Investing in Communities.

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SECTION II: CAUSES AND CONDITIONS OF POVERTY IN NYC

From its diverse neighborhoods to its Fortune 500 headquarters and rich tapestry of art, culture, and fashion, NYC is one of the most dynamic cities in the world. However, many New Yorkers struggle to overcome challenges due to the rising cost of living, growing income inequality, and disparities across racial groups, geography, and immigration status. Among those who are living in poverty,[5] the challenges are even greater. Children growing up in low-income households are more and negative outcomes in areas such as health and education, ultimately impacting their ability to escape poverty and thrive.[6] The chance of being poor in early adulthood dramatically increases the longer an individual is poor during childhood.[7] There are also disadvantages associated with growing up and living in high-poverty neighborhoods: "For many of New York City's poor, the daily struggle to meet their basic needs is compounded by living in overwhelmingly poor neighborhoods. In these neighborhoods of concentrated poverty, communal resources are scarce and residents often face other significant obstacles to prosperity, such as the dearth of employment and educational opportunities, high crime rates, and poor housing quality." [8]

This section identifies the causes and conditions of poverty in NYC, while highlighting noteworthy and emerging trends. The causes of poverty are complex and interrelated. For example, the lack of a high school diploma can make it difficult to find employment to earn enough income to pay for housing and may force an individual or family into poverty. To succumb to circumstances that cause poverty, an individual is typically economically vulnerable in the first place. Someone with significant financial resources does not fall into poverty from a spell of unemployment. In addition to low educational attainment, unemployment, and lack of affordable housing, this section will discuss other causes of poverty such as limited English proficiency, compromising health and mental health conditions, and lack of access to adequate health care.

This section also highlights the conditions of poverty, i.e., statistical measures of the extent of poverty in NYC and related hardships. The presentation of the conditions of poverty will emphasize poverty relative to key socioeconomic factors (gender, race and ethnicity, geography, immigrant status, employment, education, health, and housing) to document the disparities among different subgroups and geographies in NYC and to demonstrate the accumulation of disadvantages associated with living in poverty. It uses poverty data from the U.S. Census Bureau, which provides details on subgroups and smaller geographies, and data from the NYC Center for Economic Opportunity (CEO)'s alternative poverty measure, which takes into account non-cash benefits and the cost of living.[9]

<u>**Poverty and Income**</u>

Key Highlights: Conditions of Poverty

- In 2014, the official poverty rate for NYC was 19.1 percent.

- Of all the counties in New York State, Bronx County and Kings County have the highest percentages of their populations living in poverty.

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[5] In 2014, the official U.S. poverty threshold for a two-parent, two-child family was $24,008.
[6] R. L. Wagmiller Jr. and R. M. Adelman, "Childhood and Intergenerational Poverty: The Long-Term Consequences of Growing Up Poor," The National Center for Children in Poverty, 2009.
[7] Ibid.
[8] Citizens' Committee for Children, "Concentrated Poverty in New York City," April 2012, p.1.
[9] For a review of the CEO alternative poverty measure, see "The CEO Poverty Measure, 2005-2014" at
http://www.nyc.gov/html/ceo/html/poverty/poverty.shtml

- The share of New Yorkers living in or near poverty (below 150 percent of the poverty threshold) grew from 29.3 percent in 2010 to 30.1 percent in 2014.

- The CEO adjusted poverty rate for Asians (26.6 percent) was the highest among racial and ethnic groups, followed by Hispanics or Latinos (24.0 percent), Non-Hispanic Blacks, (21.5 percent), and Whites (14 percent).

- Certain clusters of neighborhoods, particularly those located in the South Bronx and Central Brooklyn, have disproportionately higher poverty rates than all other neighborhoods in NYC.

Poverty in NYC increased slightly over a ten-year-span, from 18.3 percent in 2005 to 19.1 percent in 2014. The share of New Yorkers living in or *near poverty* (below 150 percent of the poverty threshold) grew from 29.3 percent in 2010 to 30.1 percent in 2014. Moreover, 7.5 percent of New Yorkers in 2014 lived in *extreme poverty (*below 50 percent of the poverty measure threshold). [10]

Poverty is not a static status. Most people are poor for a limited time. A recent panel study of approximately 2,300 New Yorkers underscores this reality. In year three of the study, nearly half (47 percent) of the participants experienced at least one spell of poverty during the three-year study period and only one in 20 (5 percent) experienced persistent poverty during the entire three-year period. Moreover, approximately seven in 10 (73 percent) participants suffered from at least one disadvantage—income poverty, severe material hardship, or poor health—at some point during the three-year period.[11]

Poverty in NYC is characterized by pronounced disparities among population subgroups. In 2014, the poverty rate for Hispanics or Latinos of any race (28.8 percent) was the highest among racial and ethnic groups, followed by Blacks (23.4 percent), Asians (20.8 percent), and Whites (15.2 percent),[12] which differs from the CEO poverty measure. Interestingly, the CEO measure adjusts for benefits received and results in a different ranking, with Asians showing the highest poverty rate (26.6 percent), followed by Hispanics or Latinos (24 percent), Blacks (21.5 percent), and Whites (14 percent).[13] See Figure 1. These results suggest that Hispanic/Latino and Black persons are more likely to take advantage of benefits such as housing subsidies, food stamps, and public assistance that are available to low-income residents in NYC.

Gender disparities also exist. In 2013, an estimated 22.2 percent of women in NYC were living in poverty compared to 20.7 percent of men. These disparities grow when looking at the intersection of race and gender. In 2013, 42 percent of Black and Latina females between the ages of 12-24 in NYC relied on the Supplemental Nutrition Assistance Program (SNAP), compared to only 16 percent of females in the same age group who were not Black or Latina. [14]

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[10] The CEO Poverty Measure, 2005-2014, Mayor's Office of Operations, NYC Center for Economic Opportunity, 2016
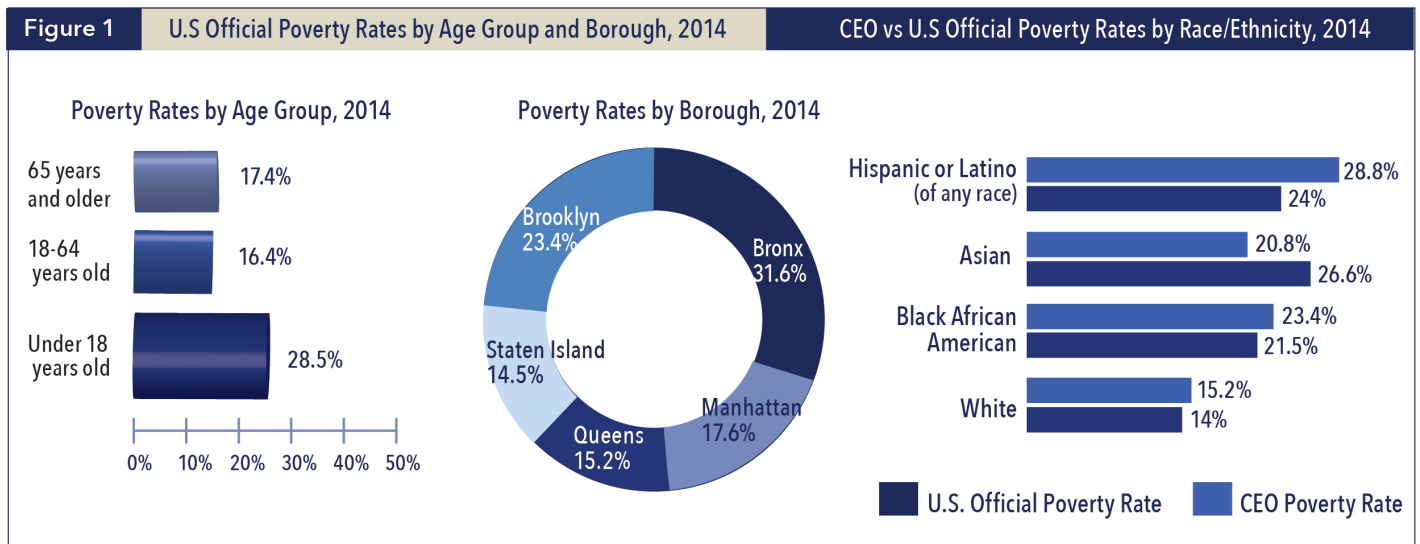[11] C. Wimer, S. Collyer, I. Garfinkel, M. Maury, K. Neckerman, J. Teitler, and J. Waldfogel, (2016), *The Persistence of Disadvantage in New York City: A Three Year Perspective from the Poverty Tracker*, Robin Hood Foundation, Columbia University Population Research Center, 2016. Retrieved at
http://povertytracker.robinhood.org/download/poverty_tracker_fall_2016.pdf.
[12] 2014 American Community Survey 1-Year Estimates.
[13] The CEO Poverty Measure, 2005-2014, Center for Economic Opportunity, 2016.
[14] The New York City Council, NYC Young Women's Initiative Report and Recommendations, May 2016. Retrieved at
http://www.shewillbe.nyc/YWI-Report-and-Recommendations.pdf.

Children[15] are among NYC's poorest residents, with a poverty rate of 28.5 percent compared to the 16.4 percent poverty rate for adults (see Figure 1). Children of color remain disproportionately poorer than White children.[16] With respect to families, an estimated 41 percent of families with children under 18 years of age live below the poverty level, and children in single-parent female-headed households are almost three times as likely to be living in poverty as those in two-parent households.[17]

Figure 1 — U.S Official Poverty Rates by Age Group and Borough, 2014 | CEO vs U.S Official Poverty Rates by Race/Ethnicity, 2014

Poverty Rates by Age Group, 2014
- 65 years and older: 17.4%
- 18-64 years old: 16.4%
- Under 18 years old: 28.5%

Poverty Rates by Borough, 2014
- Bronx 31.6%
- Brooklyn 23.4%
- Staten Island 14.5%
- Queens 15.2%
- Manhattan 17.6%

Poverty Rates by Race/Ethnicity (U.S. Official Poverty Rate / CEO Poverty Rate):
- Hispanic or Latino (of any race): 28.8% / 24%
- Asian: 20.8% / 26.6%
- Black African American: 23.4% / 21.5%
- White: 15.2% / 14%

Data Sources: U.S. Bureau of Census data in the CEO Poverty Measure, 2005-2014 Report; New York City Department of City Planning, U.S. Census Bureau, 2014 American Community Survey 1-Year Estimates

The disparities across NYC's boroughs and neighborhoods are also striking. The Bronx has the highest poverty rate across all five boroughs with close to 32 percent of the borough's population living in poverty, while Brooklyn follows with approximately 23 percent of its population living in poverty (see Figure 1). This finding mirrors results from the 2017 New York State Annual Poverty Report which found Bronx County and Kings County (Brooklyn) to be among the top ten counties in New York State with the highest percentages of people living in poverty.[18] Certain clusters of neighborhoods, particularly those located in the South Bronx (Morrisania/East Tremont, Highbridge/South Concourse, and University Heights/Fordham) and Central Brooklyn (East New York, Borough Park, and Brownsville) have disproportionately higher poverty rates (above 25 percent) than all other neighborhoods in NYC and well above the CEO citywide poverty rate (20.7 percent). [19]

There is also a significant and growing income gap between NYC's highest and lowest earners. From 2009 to 2013, the adjusted gross income among NYC's lowest earners (tenth percentile of tax payers) declined from $5,207 to $5,152, a decrease of 1.1 percent. In stark contrast, income among NYC's top

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[15] Children are defined as persons less than 18 years old.
[16] Citizen's Committee for Children, Keeping Track of Children Database, using U.S. Census Bureau, American Community Survey 3-Year Estimates, Public Use Microdata Sample File (2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, and 2015).
[17] NYC Department of City Planning, 2014 American Community Survey Estimates, 1-Year Estimates.
[18] New York State Annual Poverty Report, New York State Community Action Association, 2017. Retrieved at: http://nyscommunityaction.org/PovReport/2016/Poverty percent20Report_2017_Master percent20Doc.pdf.
[19] The CEO Poverty Measure 2005-2014; neighborhood data is based on 5-year averages of the CEO poverty rate by Community District.

earners (90th percentile of taxpayers) increased by 13.4 percent, from \$108,892 to \$123,458.[20] For every dollar earned by a worker in the bottom half of the income distribution, a worker in NYC's top half earned 21 dollars in 2009 and by 2013, 24 dollars.[21]

Immigrants

Key Highlights: Conditions of Poverty

- There are an estimated 3.2 million foreign-born New Yorkers from every region of the globe, making up approximately 37 percent of NYC's population.

- The largest influx of immigrants is from Latin America and the Caribbean, predominantly from Mexico and the Dominican Republic. Immigrants from Asia, particularly China, make up the second largest immigrant group in NYC.

- Recent estimates show 20 percent of those living in poverty are foreign born.

Immigrants help shape NYC's dynamic and vibrant culture. There are an estimated 3.2 million foreign-born New Yorkers from every region of the globe, making up approximately 37 percent of NYC's population. The largest influx of immigrants is from Latin America and the Caribbean, predominantly from Mexico and the Dominican Republic. Immigrants from Asia, particularly China, make up the second largest immigrant group in NYC.[22] A sizeable share of the low-income New Yorkers are immigrants. Recent estimates show 20 percent of those living in poverty are foreign born.[23]

The fact that the foreign-born population makes up a much higher percentage of the general population than of those living in poverty indicates that they are less likely to be poor than the native-born population. However, immigrants who are poor in NYC face unique challenges related to English language proficiency and educational attainment. Close to 50 percent of the foreign-born population in NYC is not English proficient,[24] which hinders the ability to access basic resources and services.[25] English proficiency varies greatly by country and region of origin. Immigrants from El Salvador, Ecuador, and Mexico have the highest percentages of individuals who are not English proficient: 79.4 percent, and 75.8 percent, and 74.8 percent, respectively. On the other hand, 32 percent of immigrants from India and 24.4 percent of immigrants from the Philippines are not English proficient.

Accessing good paying jobs is particularly hard for the approximately 54 percent of the foreign-born population with low educational attainment (a high school degree or less). Educational attainment varies by country and region of origin. For example, among Latin American immigrants, less than half of El Salvadorans and Mexicans have completed high school, while over 60 percent of immigrants from India have a college degree or higher. Educational attainment in turn impacts the types of jobs and industries to which immigrant groups gain entry, as evidenced, for example, by the disproportionate share of Latin

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[20] Mayor's Office of Operations, City of New York, *Social Indicators Report*, April 2016. Retrieved at https://www1.nyc.gov/assets/operations/downloads/pdf/Social-Indicators-Report-April-2016.pdf.

[21] Ibid.

[22] NYC Department of City Planning, 2014 American Community Survey, 1-Year Estimates.

[23] NYC Department of City Planning, *Newest New Yorkers*, 2013.

[24] NYC Department of City Planning, defined as population five years and over who spoke a language other than English at home or who spoke English "less than very well," using 2014 American Community Survey 1-Year Estimates.

[25] Krista M. Perreira, et al., "Barriers to immigrants' access to health and human services programs," ASPE Research Brief, Washington, DC: Office of the Assistant Secretary for Planning and Evaluation, 2012.

American immigrants in the service industry.[26] As discussed further below, this industry has a considerable number of jobs in occupations that typically do not pay very well, such as restaurant workers, janitors, and child care workers.

Employment and Education

Key Highlights: Conditions of Poverty

- In 2013, the unemployment rate for NYC was 7.4 percent.

- In NYC, close to 15 percent of the youth ages 16 to 24 are disconnected (not in school and not working) and Black and Latino youth make up a disproportionately large share of this population.

In 2015 the unemployment rate for NYC was 7.4 percent.[27] A closer look, however, demonstrates economic disparities among subpopulations. In 2015, Blacks (Non-Hispanic) and Hispanics or Latinos (any race) had disproportionally higher unemployment rates (10.9 percent and 8.9 percent, respectively) than Whites (Non-Hispanic) and Asians (Non-Hispanic) (5.3 percent and 6.1 percent, respectively).[28] Individuals with less than a high school degree in NYC are vulnerable to economic setbacks and challenges. The unemployment rate for those with less than a high school degree is 10.7 percent compared to a 6.0 percent unemployment rate for those with a high school degree or above.

Disconnected youth (not in school and not working) are particularly at risk of long-term economic insecurity. In the NYC metropolitan area, close to 12 percent of the youth ages 16 to 24 are disconnected. Disconnection is higher among minority youth age 16 to 24: 18.2 percent for Black youth and 15.6 percent for Latino youth.[29] One study found that Black and Latina women have disproportionately higher disconnection rates than their White counterparts; in 2013, 18 percent of such women ages 16-24 were out of school and out of work, compared to 12 percent of young women ages 16-24 who were not Black or Latina.[30]

Experts have long recognized the value of education as a means for economic advancement, security, and well-being. More and more good-paying, entry-level jobs in major industries such as health care, information technology, and social services are setting post-secondary credentials (two- and four-year college degrees, skilled apprenticeship certifications) as minimum requirements. Obtaining these credentials requires extensive financial resources and time.

A closer look at NYC's fastest growing sector, accommodation and food services, further illustrates this point. Despite the increasing number of jobs available in this sector, most employment opportunities in this area are characterized by low educational entry requirements and low pay. While this sector experienced the fastest job growth (more than 35.1 percent) between the second quarter of 2010 and the second quarter of 2015, it has the lowest average quarterly wages ($7,866), signaling the considerable number of New Yorkers who are *working poor*.[31] Immigrants make up a considerable portion of this

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[26] U.S Census Bureau, 2011 American Community Survey-Public Use Microdata Sample, as cited in the 2013 Newest New Yorkers Report, NYC Department of City Planning.

[27] 2015 ACS 1-year estimates.

[28] Ibid.

[29] S. Burd-Sharps and K. Lewis, *Promising Gains, Persistent Gaps, Youth Disconnection in America*, Measure of America, Social Sciences Research Council, March 2017. Retrieved at http://www.measureofamerica.org/youth-disconnection-2017/.

[30] The New York City Council, NYC Young Women's Initiative Report and Recommendations, May, 2016

[31] NYCEDC via NYS Department of Labor as cited in the 2016 Social Indicators Report.

workforce. While foreign-born persons have higher labor force participation rates than native-born persons (75.1 percent versus 65.4 percent), many are employed in low-wage, low-skill jobs in this sector; an estimated 59 percent of foreign-born persons work in the accommodation, food, and other service industry sectors.[32]

On the supply side of the labor market, those living in poverty often face overwhelming challenges in obtaining post-secondary credentials and gaining entry to good-paying jobs. Families and individuals with low educational attainment notably make up the largest share of the population living in poverty in NYC. Among adults (25 years and older) living in poverty, 65 percent have a high school diploma or less as their highest educational attainment. Among all families where adult members have a high school diploma or less, 56 percent live in poverty. [33]

Women make up a sizeable share of NYC's low-income population, and supporting their educational attainment is central to promoting NYC's economic growth. Close to 50 percent of households headed by women who are single parents and lack high school degrees are below poverty, compared to 25 percent of married-couple households.[34] Additionally, women's median wages remain significantly less than their male counterparts. In the health care support occupations, for example, the median wage for women is $22,353 compared to $30,039 for men.[35]

Health and Well-being Disparities

Key Highlights: Conditions of Poverty

- Recent estimates show that the percentage of uninsured in NYC is highest among Hispanics (19.8 percent), followed by Asians (15.9 percent), Blacks (12.8 percent), and Whites (10.4 percent).

- The premature mortality rate among Blacks is over 2.5 times the rate of Asian/Pacific Islanders and over 1.5 times the rate for Hispanics.

Inequities among different racial groups in NYC impact health and well-being, as documented in the 2016 Equality Indicators report published by the CUNY Institute for State and Local Governance. Recent estimates show the percentage of uninsured in NYC is highest among Hispanics (19.8 percent), followed by Asians (15.9 percent), Blacks (12.8 percent), and Whites (10.4 percent).[36] In addition, Black (Non-Hispanic) New Yorkers under age 65 had the highest premature mortality rate per 100,000 persons (269.8) compared to Non-Hispanic Whites (182.6), Hispanics (153.1), and Asian/Pacific Islanders (100.3).[37]

Health outcomes by income level also point to pronounced disparities. For example, the East Harlem neighborhood in Manhattan has the highest rate of psychiatric hospitalizations among adults (2,016 per 100,000 adults), more than double the citywide rate (684 per 100,000 adults).[38] The Mott Haven/Melrose

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[32] These include arts, entertainment, recreation, and other services (except public administration).

[33] NYC Department of City Planning, U.S Census Bureau; 2014 American Community Survey 1-Year Estimates;

[34] NYC Department of City Planning, U.S Census Bureau; 2010-2014 American Community Survey five-year estimates.

[35] The New York City Council, *NYC Young Women's Initiative Report and Recommendations*, May, 2016.

[36] NYC Department of City Planning, 2010-2014 American Community Survey five-year estimates.

[37] NYC Department of Health and Mental Hygiene, Bureau of Vital Statistics, March 2016.
Retrieved at https://www1.nyc.gov/assets/doh/downloads/pdf/vs/2014sum.pdf.

[38] The statistics in this paragraph are from the NYC Department of Health and Mental Hygiene, 2015 Community Health Profiles (see http://www1.nyc.gov/site/doh/data/data-publications/profiles.page#bx). The NYC Dept. of Health also publishes NYC

neighborhood in the Bronx has the highest asthma hospitalization rate (112 per 10,000 children ages 5 to 14) in NYC, more than three times the citywide rate (36 per 10,000). The rate of premature death in Brownsville in Brooklyn has the highest rate of premature death (367.1 per 100,000 persons), nearly double the citywide rate (198.4 per 100,000 persons). These negative health outcomes pertain to NYC's poorest neighborhoods and are in stark contrast to outcomes from the NYC's wealthiest neighborhoods. The Financial District in Manhattan, one of the wealthiest neighborhoods in NYC, has the lowest rate of adult psychiatric hospitalizations (259 per 100,000 adults), one of the lowest asthma hospitalization rates (8 per 10,000 children ages 5 to 14), and the lowest premature mortality rate (75.6 per 100,000 persons).

Access to Affordable Housing and Housing Instability

Key Highlights: Conditions of Poverty

- An estimated 56 percent of New Yorkers are rent burdened, i.e., paying more than 30 percent of their income toward rent, and 30 percent of New Yorkers are *severely* rent burdened, i.e., paying more than half of their income toward rent. In 2014, 73 percent of the lowest-income earners in NYC were severely rent burdened.

- According to CEO's 2016 Social Indicators Report, the majority of families entering the shelter system from 2012 to 2015 came from the Bronx, followed by Brooklyn, then Manhattan.

The scarcity of affordable housing is one of NYC's most pressing challenges. An estimated 56 percent of New Yorkers are rent burdened, i.e., pay more than 30 percent of their income toward rent, and 30 percent of New Yorkers are *severely* rent burdened, i.e., pay more than half of their income toward rent.[39] In 2014, 73 percent of the lowest-income earners in NYC were severely rent burdened.[40] Poverty and housing instability are inextricably linked, and those living in NYC's poorest neighborhoods face the highest risk for displacement and poor living conditions. For example, the Bronx which has more individuals in poverty than any other borough in NYC, also has the largest share of households facing severe rent burden (38.9 percent). The Bronx also has the highest rate (89.4 percent) per 1,000 privately owned rental units) of serious housing code violations in NYC (see Figure 2), which points to the alarming correlation between poverty and poor living conditions.

Lack of affordable housing contributes to homelessness, and NYC continues to confront growth in the numbers of families with children as well as individuals in need of emergency shelter. According to CEO's 2016 Social Indicators Report, the majority of families entering the shelter system from 2012 to 2015 came from the Bronx, followed by Brooklyn and then Manhattan. This aligns with the fact that nearly one-third of Bronx residents are living below the poverty line and therefore face a greater risk of housing instability. Moreover, Black and Hispanic individuals and families are more likely to enter the shelter system than any other racial or ethnic group.[41]

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maps showing the disparities in a wide range of health indicators across neighborhoods (see
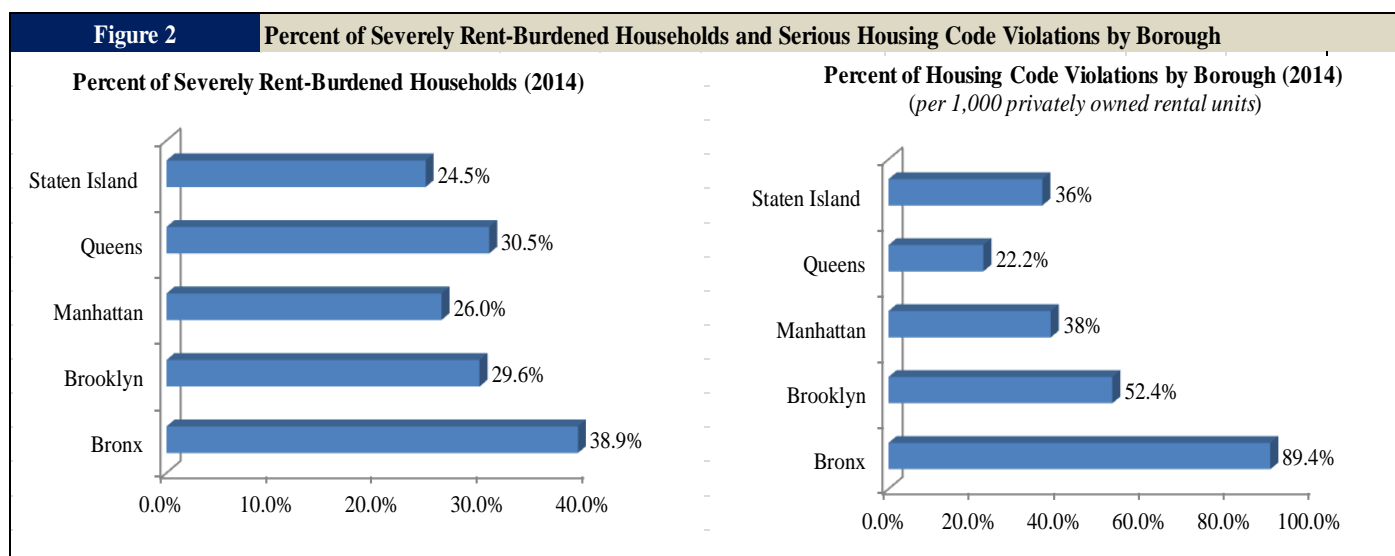http://www1.nyc.gov/assets/doh/downloads/pdf/data/2015_CHP_Atlas.pdf).
[39] NYC Center for Economic Opportunity 2016 Social Indicators Report
[40] 2016 NYU Furman Center/Capital One National Affordable Housing Landscape, Metro Area Profiles Retrieved:
http://furmancenter.org/files/NYUFurmanCenterCapitalOne_NationalAffordableRental_HousingLandscape2016_NewYorkCity.
pdf
[41] J. Mollenkopf, (2013), "New York City HomeBase Evaluation," International Homelessness Research Conference, Center for Urban Research, The Graduate Center, CUNY, 2013.

Poor children continue to be a particularly vulnerable group in the shelter system: in 2014, one out of every five people living in a NYC homeless shelter was a child age five or under.[42]

For the 2014-15 school year, 82,500 students, nearly one in ten students, in NYC's public schools were homeless.[43] Moreover, there are notable differences in the geographic distribution of homeless children in NYC. Over 15,000 homeless students attended just two school districts in the Bronx (Districts 9 and 10) during the 2014-2015 school year, Districts 9 and 10 encompass the Highbridge/Concourse neighborhoods north through the Fordham, Belmont, and Bedford areas of the Bronx and serve close to 20 percent of the total student homeless population. Homeless students are more likely than their housed peers to transfer schools midyear, have special education needs identified late, be chronically absent, and not meet grade-level standards in math and English. By high school, homeless students drop out at higher rates and graduate less often.[44]

| Figure 2 | Percent of Severely Rent-Burdened Households and Serious Housing Code Violations by Borough |

Percent of Severely Rent-Burdened Households (2014)

Percent of Housing Code Violations by Borough (2014)
(per 1,000 privately owned rental units)

Data Sources: 2016 Social Indicators Report, based on administrative data provided by NYC Department of Housing Preservation and Development, NYC Department of Finance Final Tax Roll File, NYC Housing Authority, NYU Furman Center

Current NYC Responses to Poverty

Despite NYC's abundance of wealth, a significant number of New Yorkers live in poverty, and a growing number are *near poor*, facts which underscore NYC's increasing cost of living and lack of affordable housing. Each section above presents poverty trends in different areas (employment, education, health), different geographies (boroughs, neighborhoods), and different subgroups (race and ethnicity, gender, immigrants).

It is important to acknowledge that persons who are poor and living in areas of high poverty face compound challenges. For example, a single mother with children in poverty may have limited English proficiency, lack a high school diploma, pay over 50 percent of her income toward rent, not have health insurance, and struggle to arrange child care when she is at work. Her neighborhood may lack needed services and opportunities for higher paying employment. The longer she remains poor, the greater likelihood her children will be poor in adulthood.

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[42] Institute for Children, Poverty & Homelessness, *On The Map: The Dynamics of Family Homelessness in New York City*, April, 2016. Retrieved at http://www.icphusa.org/PDF/reports/ICPH_4_1_Web.compressed.pdf.
[43] New York State Technical and Education Assistance Center for Homeless Students data as cited by Advocates for Children of New York website: http://www.advocatesforchildren.org/node/1057.
[44] Ibid.

Recognizing these and other challenges, The de Blasio administration is working on multiple fronts to improve equity and expand opportunities for all New Yorkers. In high-poverty areas, NYC's development goals include improving neighborhood quality and livability by making substantial investments in community facilities, parks, streetscapes, infrastructure, resiliency upgrades, and affordable housing. In the process, NYC agencies are engaging community residents and working across agencies to simultaneously address the interrelated problems engendered by poverty. Many of NYC's human service initiatives are referenced in Appendix B. Taken together, these efforts represent a comprehensive approach to poverty reduction.

DYCD, through programming in areas such as afterschool, runaway and homeless youth, youth employment, fatherhood, senior services, housing, immigrant services, and literacy, touches the lives of many individuals and can assist poor New Yorkers to address some of the challenges they face.

Under the leadership of Commissioner Chong, and in keeping with the overarching goals of the de Blasio administration, DYCD is now implementing an intentional set of strategies to promote the integration of service providers at the neighborhood level to address the multiple needs and accumulated disadvantages faced by poor New Yorkers. DYCD expects its providers to take a holistic approach in helping their program participants access needed services by building partnerships and networks among service providers. For example, participants in a DYCD-funded ESOL program who are facing eviction or those who need health care can be referred to service providers for help meeting such basic needs. Further actions DYCD can take to improve its services to low-income New Yorkers are set out in Section IV: Next Steps.

A. CNA Planning and Development Process

DYCD engaged in extensive planning activities to develop the 2016 CNA, involving the agency leadership and multiple divisions within DYCD: data analytics; planning, research, and program development; evaluation; information technology; and program operations, in particular those concerned with community development and Beacon programs. The main planning and development tasks involved:

- Designing multiple surveys to collect common and comparable information on service needs and gaps, as well as information specific to different stakeholder groups. Targeted stakeholder groups included adults, youth, employers, faith-based leaders, public school principals, elected officials, and community board leaders.
- Designing customer satisfaction surveys for both directors of DYCD-funded programs and participants of CSBG-funded programs.
- Organizing the survey distribution and collection strategies, including the development of web-based survey platforms.
- Coordinating and scheduling with NAB members to hold public hearings to gather information for the CNA.
- Creating a plan for integrating the information from the surveys and public hearings. As reflected below, in subsection D (Key Findings) and in Appendix D (Neighborhood Development Area Profiles and Supplementary Data), the information was integrated and organized to:

  o identify citywide service gaps that will inform DYCD programmatic priorities and investments,
  o identify service gaps in NDAs that will inform NAB programmatic priorities and investments, and
  o identify ways that DYCD and its providers can improve program quality, service delivery, and program management.

Surveys

a. Adult Survey

For the adult survey, DYCD used a survey template initially developed by the New York State Community Action Association, with input from DYCD executives, for use across the State. SDYCD adapted the survey to fit the context of NYC. The survey captured demographic information such as race, educational attainment, and primary language spoken at home. It also captured information regarding access to and need for social and supportive services in a wide variety of domains such as education, workforce, child care, and health. The survey presented subjects with a list of programs, services, and activity types to be consulted in answering the key questions regarding service needs and gaps. The complete listing is given below in subsection C (Data Analysis). The survey was translated into several languages spoken by NYC's major immigrant groups including Spanish, Haitian Creole, Bengali, Russian, Cantonese, and Mandarin. The survey also asked subjects to identify the high priority needs in their communities.

The adult survey was administered to the different stakeholder groups targeted by the CNA. However, it was adapted in each case to capture the perspective of the particular stakeholder group: employers, faith-based leaders, public school principals, elected officials, and community

board leaders. For example, employers were asked which skills and competencies should be developed through youth programming; principals were asked about priorities of their students; and faith-based leaders were asked which services they provide directly and where they refer congregants when they cannot provide a needed service.

b. Youth Survey

DYCD developed a separate survey for youth in acknowledgement that their concerns and language can differ in significant ways from adults. DYCD consulted a variety of experts who have developed well regarded youth surveys such as the Graduate Center for the City of New York Public Science Project, Chapin Hall, and NYC's Administration for Children's Services. DYCD piloted the survey with participants of the Mayor's Youth Leadership Council program to ensure the questions and response options were appropriate for youth. Like the adult survey, the youth survey asked subjects to identify service needs and gaps, but with a list of programs, services, and activity topics that reflect DYCD's youth program areas such as afterschool, employment and training, educational support, and recreation.

c. CBO Program Director Survey and CSBG-Funded Program Participant Survey (Customer Satisfaction Data)

DYCD also distributed two surveys to collect customer satisfaction data. First, it administered a Program Director survey designed to explore available resources, successes, and challenges to effective implementation of DYCD-funded programs. Second, it administered a Participant Survey to collect feedback from participants who receive services from DYCD's CSBG-funded programs. These surveys were specifically designed to identify ways that DYCD and its providers can improve program quality, service delivery, and program management.

Public Hearings

In addition to the surveys, each NAB conducted at least one public hearing to give community members and providers operating programs in the NDA the opportunity to express concerns and observations about service delivery in their neighborhoods. In total, 50 hearings were held from autumn 2016 to late winter 2017. A total of 1,088 persons attended the hearings, an average attendance of 17 persons per hearing. Each event averaged six speakers for a total of 334 speakers, including 93 service providers.

The hearings were conducted by the individual NAB members with assistance from DYCD staff. At the hearings, community residents and providers gave testimonies on the programs and services desired or needed in the NDA. During the testimonies, DYCD staff served as "data collectors." DYCD provided the data collectors with a list of program, service, and activity categories similar to those that emerged in the analysis of the CNA survey as described below in subsection C (Data Analysis).   In the course of the hearings, the data collectors noted the number of times they heard each of the categories mentioned and tallied the results. These results were recorded and incorporated into the overall findings from the surveys for each NDA.

B. Data Collection

The distribution plan for the CNA surveys aimed to gather information from residents throughout NYC, with an emphasis on residents living in NDAs. The involvement of NAB members in distributing the surveys and holding public hearings was crucial and is noted in Chart 1 below. For each distribution strategy, the goal was to collect responses from as many youth, adults, and targeted stakeholders as

possible. DYCD collected and analyzed over 13,400 surveys.[45] The data collection methods, target groups, distribution strategy, and individual informants, including surveys returned are summarized in the Chart 1 below.

Chart 1: CNA Data Collection Process and Administration

Method	Target Group	Distribution Strategy	Surveys Collected
CNA Survey	Adults	NAB members distributed the surveys at community events, meetings, and areas of high volume foot traffic (e.g., subway stops, shopping districts). DYCD Beacon program staff distributed to program participants and their families as well as to community residents.	9,625
	Youth	Same as above	2,439
	Employers	DYCD emailed a Survey Monkey version to employers participating in DYCD's Ladders for Leaders program.	238
	Faith-based leaders	DYCD emailed a Survey Monkey version to faith-based leaders identified by community stakeholders. DYCD staff distributed the survey at a convening of faith-based leaders.	38
	Public school principals	DYCD emailed a Survey Monkey version to principals of schools where DYCD programs are located.	155
	Key informants (Elected officials* and Community Board leaders)	DYCD emailed a Survey Monkey version to key informants. In some cases, NAB members collected the survey data in person.	34
Customer Satisfaction Survey	Program directors	DYCD emailed a Survey Monkey version to all directors of DYCD-funded programs.	372
	NDA program participants	NDA program directors and staff administered the survey to their program participants.	539

Method	Target Group	Distribution Strategy	Individual Participants
Public Hearing	Community members residing in an NDA	NAB members with assistance from DYCD staff conducted at least one public hearing in their NDA.	1,088

*For each of the 42 NABs, the elected officials designated to recommend members to the NAB are the borough president, city council member, state senator, assembly member, and U.S. congress representative whose political jurisdiction overlaps with the NDA.

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[45] The survey distribution strategies did not collect responses from random samples and therefore results may not be statistically representative.

C. Data Analysis

To determine citywide needs from adults, youth, faith-based organization leaders, and principals, all respondents were presented with the same question: *What programs, services, and activities were needed, but not received in the last twelve months?*

To answer this question, youth and adult survey respondents were instructed to account for both their own and their household members' experiences. Principals and respondents from faith-based organizations were directed to answer the question based on their perception of need among students, families, and congregation members in the communities they serve.

Stakeholders were provided with over 50 program, service, and activity topics as response options: 25 of which were tailored to youth respondents and 29 of which were customized for adults, principals and representatives from faith-based organizations. The program, service, and activity topics presented are detailed in Chart 2 below.

Chart 2: Program, Service, and Activity Topics by Stakeholder Groups

Youth	Adult, Faith-based Organizations, and Principals
1. Academic Support 2. Being a Mentor 3. Blogging and Social Media 4. Career Exploration 5. College Prep 6. Culinary Arts, Cooking, or Baking 7. Dance 8. Financial Literacy 9. Fitness 10. Having a Mentor 11. Internships 12. Job or Employment 13. Learning About High School 14. Mental Health and Wellness 15. Music 16. Music, Music Production, or Recording 17. Obtaining my HSE 18. Recreation, Trips, or Social Activities for Me and My Family 19. Social Activism 20. Sports 21. Starting a Business or Entrepreneurship 22. STEM 23. Theater 24. Visual Arts 25. Volunteering	1. Adult Education/Literacy 2. Afterschool Programs 3. Assistance Starting a Business 4. Child Care/Head Start 5. College Preparation 6. Domestic Violence Assistance 7. Education/Career Counseling 8. Emergency Counseling 9. English Classes (ESL) 10. Eviction Prevention 11. Family Counseling 12. Financial Assistance 13. Financial Education/Literacy 14. Food and Nutrition Assistance 15. Health Care 16. Heating/Utility Assistance 17. Housing Assistance 18. Income Tax Assistance 19. Interpersonal Conflict Resolution/Mediation 20. Job skills/Employment Training 21. Legal Services 22. Other 23. Parenting Support 24. Safety/Crime Prevention 25. Senior Citizen Services 26. Substance Abuse Assistance 27. Summer Recreation Services 28. Transportation 29. Veteran's Services

To further hone in on needs and account for overlap among the program, service, and activity topics presented to stakeholders, DYCD analyzed the frequency with which each stakeholder selected each of the program, service, and activity topics as a service gap. Based on this analysis, DYCD identified the top 5 topics selected by each stakeholder, then grouped the related topics that emerged into categories. This exercise resulted in the creation of six categories, which are shown in Chart 3 below. Note that if a topic was listed among the top 5 for more than one stakeholder, it is listed only once in the chart.

Chart 3: Categories and Topics Identified by Stakeholder Groups

CATEGORIES	TOPICS	STAKEHOLDER GROUPS
Employment and Career Advancement	Internships	Youth
	Career Exploration	
	Starting a Business and Entrepreneurship	
	Education/Career Counseling	Adults, Faith-based Leaders, Principals, and Key Informants
	Job Skills/Employment Training	
	Assistance Starting a Business	
Out-of-School Time	Afterschool Programs	Adults, Faith-based Leaders, Principals, and Key Informants
Basic Needs	Financial Assistance	Adults, Faith-based Leaders, Principals, and Key Informants
	Emergency Shelter	
	Legal Services (Criminal, Civil, US Citizenship, Immigration)	
	Food and Nutrition Assistance	
	Housing Assistance	
Education	Financial Literacy	Youth
	English Classes (ESL)	Adults, Faith-based Leaders, Principals, and Key Informants
	Adult Education/Literacy	
Life Skills	Culinary Arts, Cooking, or Baking	Youth
Supports for Special Populations	Veterans' Services	Adults, Faith-based Leaders, Principals, and Key Informants
	Senior Services	

Chart Reads: "In the category of *Basic Needs*, the topic of *Financial Assistance* was among the top five needs identified by one or more of the following stakeholder groups: *Adults, Faith-based Leaders, Principals, and Key Informants*."

Upon completion of these categorizations, points were attributed to each theme based on the associated topic's ranking (i.e., five points were assigned to a topic that was the number 1 program needed, but not received by stakeholders and one point was assigned to a topic that was the number 5 program needed, but not received). Once the points were distributed accordingly, a sum was calculated to determine the top three service gap themes you will see referenced in the next sections of this report.

D. Key Findings[46]

Findings Related to Citywide Needs and Service Gaps

To identify the citywide needs and service gaps, DYCD surveyed the following stakeholders: faith-based organization leaders, school principals, adults, and youth. The highest percentages of unmet service needs were in the categories of 1) Education, 2) Employment and Career Advancement, and 3) Basic Needs.

More specifically, in the category of Education, stakeholders ranked English classes (ESL), adult literacy, and financial literacy as having the highest unmet needs among NYC stakeholders.

In the category of employment and career advancement, stakeholders ranked job skills/employment training, internships, career exploration, entrepreneurship, and education/career counseling as having the highest unmet needs.

In the category of Basic Needs, stakeholders ranked housing assistance, food and nutrition assistance, legal services, emergency shelter, and financial assistance as having the highest unmet needs.

a. Adults

The top five services adult participants needed but were not able to access were food and nutrition assistance (5.8 percent), English classes (5.8 percent), and afterschool programs (5.6 percent), legal services (5.3 percent) and housing assistance (5.1 percent).

Adults felt the top five programs or services most needed in their respective communities were afterschool (22.9 percent), job skills/employment training (21.4 percent), adult education/literacy (20.1 percent), housing assistance (17.5 percent), and English classes (16.4 percent).

b. Youth

The top five activities in which youth were interested but not able to participate were internships (52 percent); culinary arts, cooking, or baking (45 percent); career exploration (43 percent); financial literacy (41 percent); and starting a business/entrepreneurship (41 percent). Having a mentor (36 percent) and being a mentor (35 percent) ranked among the top ten.

c. Faith-based Organization Leaders

The top seven services identified by faith-based organization leaders as needed, but not accessible by members of their congregations were afterschool programs (31.8 percent), housing assistance (31.8 percent), adult education/literacy services (27.3 percent), English classes (18.2 percent), education/career counseling (18.2 percent), emergency shelter (18.2 percent), and financial assistance (18.2 percent).

Faith-based leaders felt the top five programs most needed by their respective congregations were financial education/literacy (70.6 percent), financial assistance (65.7 percent), senior citizen services (65.7 percent), housing assistance (64.7 percent), and job skills/employment training (61.1 percent). Over half (54.3 percent) of the faith-based leader respondents identified food and nutrition assistance among the top ten most needed programs by their congregations.

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[46] In this subsection, the percentages refer to the percent of respondents to the noted stakeholder survey(s).

d. Principals Needs Assessment

The top five programs principals identified as needed, but unable to access by the students and families in their school community were employment training, (13 percent), adult education/literacy (10 percent), English classes (6 percent), veteran's services (6 percent), and assistance starting a business (5 percent).

Principals felt the top five programs most needed by the students and families in their school communities were afterschool (82 percent), family counseling (58 percent), summer recreation (56 percent), parenting support (51 percent), and English classes (45 percent). Additional observations noted by principals were the increased demand for services in the areas of mental health, socioemotional support, services for immigrant families (legal services and English classes), affordable housing resources, and substance abuse counseling.

Findings Related to Program Quality, Service Delivery, and Program Management

The 2016 CNA also produced important findings for program delivery and program quality. This subsection elucidates specific results from the following surveys: CNA Ladders for Leaders Employer Survey, Directors of DYCD-Funded Programs Survey, CSBG Program Participant Survey, CNA Youth Survey, and the CNA Adult Survey. The surveys of directors and participants pertain to program delivery enhancements, including technical assistance and capacity building services.

a. Ladders for Leaders Employer Survey

Employers of DYCD Ladders for Leaders responded that interns, educational, employment and career advancement programming should bolster development of the following skills and competencies:

- Industry-specific knowledge
- Leadership skills
- Ability to "manage up" and communicate with superiors
- Critical thinking and problem-solving skills
- Professional email etiquette

b. Directors of DYCD-Funded Programs Survey

Program directors who participated in the survey indicated that future DYCD meetings could benefit from improvements in content to strengthen program practice and participant engagement. More specifically, 36 percent of program directors felt that content presented in the meetings could be more conducive to sparking discussion on innovation and quality improvement. They expressed interest in topics, including participant retention and recruitment, budgeting, special needs training, and sharing out of best programmatic practices. Additionally, 30 percent of program directors felt that better information could strengthen the DYCD's ability to improve performance and contractual requirements.

Program directors also noted a need to streamline DYCD business operations. Close to two-thirds of directors felt the evaluation of their programs by DYCD program managers was accurate (64 percent). However, just over half were satisfied with oversight provided by DYCD with regard to budget issues (56 percent). The lowest levels of satisfaction (between 46 to 52 percent) concerned

the ease of connecting with the most appropriate DYCD staff on procurement, legal, Program Expense Report Summary, and payment issues.

c. CSBG Program Participant Survey

Results from the CSBG program participant survey emphasized the need to strengthen referral pathways and connections between programs. Although 78 percent of respondents received more than one type of service from a CSBG-funded agency, only 18 percent of participants reported being sent to another agency for a program or service that was not offered on site.

Regarding assessments, only 80 percent of respondents were asked about their needs and the needs of their household, suggesting that there should be more consistent and thorough assessments of participants to identify appropriate referrals, where applicable.

There is potential for greater civic engagement and volunteerism. Results from the CSBG participant survey show one out of five (20 percent) participants had been asked to volunteer at their agency. Additionally, one out of ten participants (10 percent) had been asked to serve on their Board of Directors or Advisory Council.

d. Youth Survey

Over half (54 percent) of the youth survey respondents who indicated that they were unable to participate in a program or activity area that interested them cited lack of knowledge of program or activity locations. More than one out of three youth respondents (34 percent) cited cost as a barrier and almost one out of three (32 percent) cited lack of programs or activities in neighborhood.

e. Adult Survey

Adult survey respondents also noted the need for programs to provide better information on services available and for stronger pathways between programs. Regarding barriers to participating in services, the major reasons given by adults were "not knowing help was available" (40 percent), "not knowing where to go for services or programs" (33 percent), and "being placed on a waiting list and subsequently turned away" (20 percent).

SECTION IV: NEXT STEPS

A. Strengthening Data-Driven Decision-Making Across the Agency

a) *Build Analytic Capacity at the NAB Level:* Given the broad nature of the data collected, DYCD will invest additional time and resources to help NAB members to synthesize the information received; identify resources and outstanding information gaps; and implement a process by which the findings inform the local agenda in terms of funding priorities, partnership development and information dissemination. Professional development plans for NAB leadership and volunteers will be designed to support their involvement in local planning and decision-making.

b) *Utilize Findings to Inform Key Policies and Practices:* Internally, DYCD program leadership will use the feedback received from program directors to revise policies and practices, including improving contractor meetings and communication strategies for the rollout of DYCD Connect. In addition, as part of DYCD's ongoing efforts to align systems and processes across the agency, executive staff will revise its newly developed balanced scorecard to incorporate new indicators and improvement targets. Finally, DYCD will enhance its capacity to regularly gather information from program participants and external stakeholders.

c) *Expand Stakeholder Input and Survey Technology:* The development of DYCD's new analytics platform will streamline data collection and enable greater use of survey technology to facilitate participant feedback throughout DYCD's network of programs. In addition, DYCD anticipates expanding the use of advisory groups to obtain feedback into planned strategies. One example is the principals' advisory group that COMPASS staff hosts for quarterly meetings, which can be used by DYCD to discuss broader education policy and outreach strategies. The Mayor's Youth Leadership Council (MYLC), which engages high school-age students in policy-making, will be asked to review the survey findings as well.

B. Improving Marketing and Promotion of DYCD-Funded Services

The results of the CNA reaffirmed some priorities for DYCD and highlighted the need to refine or develop others. For example, survey respondents indicated that a key barrier to receiving needed services was a lack of information. In establishing his vision for program integration, the Commissioner has identified the need to heighten awareness of program staff and program participants regarding the full range of programs and services that DYCD funds. The CNA results confirmed the importance of raising awareness, adding education leaders and public officials to those with whom information should be shared.

Specific to schools, principals prioritized Basic Needs as most important to students and families, and youth ranked schools second when asked where they get information about programs and services. In the short term, new tactics will include preparing targeted resource guides for principals who host DYCD programs; increasing awareness of DYCD Connect among providers and local entities, such as librarians and constituent services staff; and promoting DYCD's network in all internal and external presentations by executive staff and other senior leadership.

C. Developing and Supporting New Partnerships

With Basic Needs emerging as a top priority, partnerships at the agency and provider level become even more critical. DYCD is seeking to forge new partnerships with the Human Resources Administration (HRA) to better connect DYCD program participants with income supports and other fundamental resources available to low-income New Yorkers through HRA. An initial meeting was convened by Commissioner Chong and HRA executives to review the CNA survey findings and identify ways in which the two agencies can work together to raise awareness and bring City resources to communities in need by using co-located services, new technology and provider networks. Already, this finding influenced the design of the citywide health fairs DYCD held on April 15, 2017, in collaboration with HRA, the Department of Health and Mental Hygiene, NYC Health + Hospitals, and the New York City Housing Authority. Participating organizations and agencies addressed issues ranging from employment to financial supports for seniors (SCRIE).

D. Guiding Future Investments

As in the past, DYCD will use the priorities established by the Neighborhood Advisory Boards to inform the next NDA solicitation. Planning will kick off in the coming year, followed by release of a concept paper and a request for proposals. As part of the agency's integration efforts, DYCD is developing a common lens, language, and evaluation approach to partnerships and collaborations to better inform requests for proposals and to support interaction and synergies among providers at the neighborhood level. These strategies, along with input from the CNA and the Neighborhood Advisory Boards, will be taken into account across DYCD as new solicitations are developed in program areas ranging from youth workforce development to capacity building and afterschool to ensure that the vision of a network of DYCD services working together locally on behalf of community residents is brought to widespread fruition.

SECTION V: CONCLUSION

As underscored by its mission statement, DYCD's primary goal is to invest in programs and organizations that "alleviate the effects of poverty and provide opportunities for New Yorkers and communities to flourish." In addition, DYCD's guiding principles include opportunities for all, inclusiveness, holistic approaches, and community voice. This report on DYCD's 2016 CNA speaks directly to these objectives. The causes and conditions of poverty in NYC are powerful forces that shape the lives of all New Yorkers. Data cited in this report reveal significant disparities in the distribution of poverty across racial groups, neighborhoods, and immigration status. Black, Hispanic, and Asian populations in NYC have higher poverty rates than other groups; the south Bronx and central Brooklyn show patterns of concentrated poverty; and poverty among immigrants from non-English speaking countries is typically compounded by language barriers. Other nuances of disparity are noted in the report. The well-being and sustainability of NYC as a whole can only be achieved by reducing these disparities.

DYCD introduced the 2016 CNA to hear directly from New Yorkers and document their views on what is needed to improve the well-being of members of their own communities. The findings from the CNA survey demonstrate that programs and services in the categories of Education, Employment and Career Advancement, and Basic Needs are the top priorities, i.e., programs and services that would especially benefit low-income New Yorkers. The de Blasio administration has invested tremendous resources to begin to address these priorities, including expanding DYCD services and programs.

DYCD's recent program integration, systems upgrades and new analytics platforms support efforts such as the 2016 CNA survey and the NAB process, allowing the agency to tap stakeholder feedback to inform program design and assess program success as part of a continuous quality improvement process. Given results of the 2016 CNA survey, DYCD will scale up its efforts to partner with other NYC agencies and community organizations to reduce barriers and better connect participants to existing resources. Working with local leaders, such as the NABs, DYCD can make known and leverage its presence in high-need neighborhoods, helping providers connect to one another on behalf of program participants to provide holistic services. These strategic actions will help DYCD to carry out its vision "…to improve the quality of life of New Yorkers by collaborating with local organizations and investing in the talents and assets of our communities to help them develop, grow, and thrive."

APPENDIX A – GLOSSARY OF TERMS AND ACRONYMS

ACS: Administration for Children's Services

Basic Needs: The following activities, programs, and services comprise the B*asic Needs* category: food and nutrition assistance, health care (dental, medical, mental health services), financial assistance, legal services, transportation, heating/utility assistance, income tax assistance, housing assistance, emergency shelter, eviction prevention, substance abuse assistance, and safety/crime prevention.

CAB: Community Action Board

CBO: Community Based Organization; a nonprofit organization that works at the local level to improve the lives of residents.

COMPASS: DYCD's Comprehensive After-School System of NYC (COMPASS NYC) comprises more than 900 programs serving young people enrolled in grades K-12.

CSBG: Community Services Block Grant

DHS: Department of Homeless Services

Discover DYCD: Discover DYCD is a technology platform that allows users to search for DYCD-funded providers by program type, borough, neighborhood or zip code, and provides contact information, lists of activities offered, and a mapping feature with navigation. Advanced search features also allow users to narrow results through keywords**.**

DYCD Connect: DYCD Connect is a technology platform that serves as a "one-stop shop" or single point of access to three applications for tracking participants, capturing and tracking program evaluation and monitoring, and requesting capacity building support. This new system brings together several separate systems under a single user-friendly umbrella platform.

Education: The following activities, programs, and services comprise the category of *Education*: English classes, adult education/literacy, college preparation, and financial education/literacy.

Employment & Career Advancement: The following activities, programs, and services comprise the category of *Employment and Career Advancement*: education/career counseling, job skills/employment training, and assistance for starting a business.

ESOL: English for Speakers of Other Languages

Faith-based Organization: a religious organization

Family Supports: The following activities, programs, and services comprise the *Family Supports* category: child care/Head Start, domestic violence assistance, family counseling, parenting support, and interpersonal conflict resolution and mediation.

HRA: NYC Human Resources Administration

Key Informants: The key informants that were surveyed as part of the 2016 Community Needs

Assessment were members of the Community Board leadership and local elected officials.

Ladders for Leaders: Ladders for Leaders is a DYCD-funded program that offers high school and college students the opportunity to participate in paid professional summer internships with leading corporations, non-profit organizations and government agencies in New York City. The program is supported by the NYC Center for Youth Employment and the Mayor's Fund to Advance New York City.

MOIA: Mayor's Office of Immigrant Affairs

NAB: Neighborhood Advisory Board

NDA: Neighborhood Development Area

Out-of-School Time: The following activities, programs, and services comprise the category of *Out-of-School Time*: afterschool programs and summer recreation.

Supports for Special Populations: The following activities, programs, and services comprise the category of *Supports for Special Populations*: veteran's services and senior citizen services.

APPENDIX B – NYC INITIATIVES TO ADDRESS CAUSES AND CONDITIONS OF POVERTY

Lifting New Yorkers out of poverty and building a more equitable city are fundamental aspects of the de Blasio administration's policy agenda. The Mayor has set a goal to lift 800,000 New Yorkers out of poverty or near poverty by 2025.[47] Some of the major City initiatives to combat poverty are outlined below, followed by website links for NYC agencies.

Poverty and Income

- NYC is raising the minimum hourly wage to $15 by 2018 for City workers as well as for those working in City-funded programs. NYC's fast food industry will also be required to pay hourly wages of at least $15 by 2019.

- The NYC Young Men's Initiative (YMI) aims to improve the lives of boys and young men of color by: (1) identifying service and system needs, 2) managing and enhancing the performance of existing programs, and 3) expanding successful initiatives. YMI's goals include helping to ensure children are reading on grade level and that young adults complete post-secondary education or training; providing mentors for high school students; employing youth who are out of school; and, ensuring youth are safe from violent crime. Recent accomplishments include: 1) expanding an early childhood literacy intervention program to reach 60 schools in NYC's highest need communities, and 2) growing referral networks for the City University of New York (CUNY) Fatherhood Academy (CFA), which provides parenting workshops, educational services and work readiness programs for young fathers.

- The Young Women's Initiative (YWI) aims to identify and address service gaps for young women ages 12 to 24, with a focus on women of color. YWI is an outgrowth of the NYC Commission on Gender Equity, which was established in 2015 and in 2016 mandated by local law to study inequities affecting women and girls, and propose strategies to mitigate them. Citywide, YWI will propose programming, policy changes, data collection, and long-term research to develop strategies for change, keeping young women at the center of the conversations through #SheWillBe, a multiplatform campaign being supported by the City Council Speaker. YWI recommendations have already spurred changes in youth employment and housing policy (see further details regarding youth workforce development, below). In addition, in response to the Commission's recommendations, in 2016, the Administration placed Gender Equity Liaisons at several City agencies, including DYCD, to work with agency staff to establish gender equity frameworks, assess existing data and policies, devise reforms and determine next steps.

Immigrants

- In 2015, the de Blasio administration launched IDNYC, the largest municipal ID program in the country. IDNYC offers all New York City residents (14 years and older) a government-issued identification card, regardless of immigration status. Once enrolled, participants can reap its benefits, including (but not limited to): 1) using their card as proof of identification (including for opening bank accounts at select institutions), 2) gaining access to City services and 3) free one-year memberships at 40 of NYC's leading museums, zoos, concert halls, and botanical gardens.

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[47] NYC Center for Economic Opportunity, Mayor's Office of Operations, *The CEO Poverty Measure, 2005-2014*, 2016.

ActionNYC, available through the Mayor's Office of Immigrant Affairs (MOIA), connects New Yorkers to free and safe immigration legal services. In addition, the New American Corners initiative, a partnership between the public libraries in Brooklyn and Queens, MOIA, and the federal U.S. Citizenship and Immigration Services (USCIS), provides individuals with information and resources that support and promote citizenship.

- In 2014, the de Blasio administration convened City officials, immigrant advocates, public health experts, and health care providers to address disparities in health care access for the immigrant community in NYC.[48] Following on their recommendations, in 2016, the administration designed a pilot entitled Direct Access as a preliminary step toward a citywide model for delivering healthcare to uninsured immigrants, and is working to enhance public education about health care options and supports for health care providers serving immigrant patients, and improve medical interpretation services.

- NYC's Immigrant Business Initiative, led by the NYC Department of Small Business Services, offers immigrant entrepreneurs, multi-lingual free business services such as pro-bono legal help, financing and marketing resources.

Education and Employment

- To improve educational outcomes, the Administration's student achievement agenda, *Equity and Excellence for All*, comprises a range of efforts that fall into three key areas: academic excellence, student and community support, and innovation.

  o *College Access for All* aims to ensure that, by the 2018-19 school year, every student graduates from high school with an individual college and career plan and access to resources that will help them pursue that plan. Other initiatives include *AP for All*, that will provide every high school student with access to Advanced Placement (AP) courses by 2022, including specialized supports for English Language Learners and students with disabilities. Already, the percentage of NYC seniors who have taken at least one AP exam during their four years of high school has increased to 31.1 percent.[49]
  o In District 7 in the South Bronx and District 23 in Brownsville, DOE's *Single Shepherd* initiative is pairing every student in grades 6-12 with a dedicated school counselor or social worker who will support them in their school on the path to graduation and college enrollment. This school year, approximately 120 Single Shepherds are serving all 16,000 grade 6-12 students at all 51 middle and high schools in Districts 7 and 23.
  o To promote early childhood learning and school-readiness, the Administration's signature initiative, *PreK for All*, provides free, full-day pre-school.
  o In partnership with community-based organizations, the Department of Education has established 150 *Community Schools* in high-need neighborhoods that provide access to health care, mentoring, expanded learning programs, adult education, and other services that support the whole child, engage families, and strengthen the entire community.[50]

[48] Press Release available through the official website for New York City, October 8, 2015. Retrieved at http://www1.nyc.gov/office-of-the-mayor/news/701-15/mayor-de-blasio-plan-improve-immigrant-access-health-care-services.
[49] New York City Department of Education, *Preliminary Mayor's Management Report*, October 2016. Retrieved at http://www1.nyc.gov/assets/operations/downloads/pdf/pmmr2017/doe.pdf.
[50] NYC Community Schools website: https://www1.nyc.gov/site/communityschools/news/news.page.

- In 2014, Mayor de Blasio created the Office of Workforce Development (WKDEV) to coordinate workforce and economic development in all five boroughs and to connect New Yorkers seeking employment to opportunities for advancement. The Career Pathways: One City, Working Together report and framework sets out a transformative, multifaceted strategy to help New Yorkers build the skills employers seek and improve job quality, particularly for NYC's lowest earners. For adults, the Administration's goal is the creation of good paying jobs in a variety of sectors throughout NYC city over the next decade. To this end, the de Blasio administration is developing industry partnerships in the construction, food service, and industrial/ manufacturing sectors; investing in occupational skills and entrepreneurship training; stepping-up efforts to help small businesses grow; and actively investing in neighborhood organizations to build stronger business communities and improve commercial corridors. New training opportunities are being offered across an array of sectors: for example, CUNY has expanded occupational health care trainings and the Department of Small Business Services (SBS) now provides four technology trainings designed to lead to high-wage, career-track jobs that require no previous experience.

- For youth, the de Blasio administration and City Council have launched the following initiatives to ensure that workforce preparation is aligned and developmentally appropriate across systems, including in the spheres of afterschool, school and the community. Major initiatives include the following:

  o The NYC Center for Youth Employment (CYE) is a public-private initiative which was launched in 2015 to help young people prepare for 21st Century jobs and to meet the Mayor's goal securing of 100,000 jobs, internships and mentorships for young people annually by 2020. As a project of the Mayor's Fund to Advance New York, and with funding commitments from private sector employers and the buy-in of NYC's philanthropic and business communities, CYE supports workforce initiatives at City agencies, the Department of Education and the Economic Development Corporation.
  o In 2015, CYE teamed up with DYCD to assist in the crafting of procurements for federally-funded year-round programs for in-school and out-of-school youth. These programs, which provide youth with up to two years of support and guaranteed employment experience, are key components of the de Blasio administration's Career Pathways framework. Updated federal requirements, including an emphasis on contextualized instruction as an aid to career readiness, reflect the field's shift from a focus on job placement to skill-building.
  o DYCD's Summer Youth Employment Program (SYEP) provides six weeks of paid employment for youth ages 16 to 24. In keeping with recommendations of the Young Men's and Young Women's Initiatives, this critical program has been significantly enlarged from 35,957 jobs in 2013 to 60,113 jobs in 2016. Now base-lined by the Administration, SYEP is slated to grow to 65,000 job placements in summer 2018. In addition:
    - 40 percent of SYEP worksites are now in the private sector. Participating industries include fashion, healthcare, finance, and technology.
    - Ladders for Leaders, a component of SYEP that provides professional internships for youth 16 to 22 years of age, has expanded to 1,538 slots.
    - SYEP's expansion has included more than doubling program slots for vulnerable youth (3,050 slots), who receive specialized services and include justice-involved, foster care, runaway/homeless, and youth receiving preventative services from the NYC Administration for Children Services.
    - Over the coming months, DYCD will be working with an interagency task force to develop the next SYEP solicitation. A Concept Paper will be circulated broadly and published on DYCD's website inviting additional stakeholder input, followed by a new SYEP procurement by fall 2017. Recommendations of the Young Women's Initiative (YWI), including adopting strategies to make SYEP more LGBTQ-friendly, will be considered throughout this process.

- o Work, Learn, Grow is a Council-funded, pilot that was launched in 2016 and responds to a recommendation by YWI that youth be afforded opportunities to work year-round and throughout their high school years. WLG provides school-year employment to youth who worked in SYEP, providing them with continued career-readiness training and employment from October through April.

- o Reconfiguration of 7 Young Adult Literacy (YAL) programs. YAL serves young adults who are out of school and either unemployed or underemployed, with reading and math skills at the 4th to 8th grade levels. Seven of DYCD's 16 YAL programs have adopted a "bridge model," pairing educational instruction and workforce development, helping participants build the competencies necessary for work and education while receiving career services. An evaluation to gauge the success of the model is underway. Results will be used to inform future policy and program decisions, in alignment with the Career Pathways effort.

- o Expansion of Cornerstone Mentoring. Group mentoring for youth participants of DYCD's Cornerstone community center programs, which are located at NYCHA developments, has been supported and funded by YMI. Mentoring especially helps youth during critical transitions (e.g., elementary to middle, and middle school to high school) by cultivating positive personal relationships and community involvement. While it previously served youth in 5th through 9th grades, the program has expanded to serve youth through 12th grade at 34 sites. Having served close to 400 participants in FY16, the program aims to serve 744 youth in FY17.

- o To help youth access resources and opportunities, DYCD and its sister agencies are adopting new tools and strategies to ensure they are fully informed about the de Blasio administration's initiatives to engage New Yorkers in job, internship and workforce training opportunities. To this end, DYCD has introduced a new on-line tool, *discoverDYCD,* which allows users to search for DYCD-funded providers by program type, borough, neighborhood or zip code, and provides contact information, lists of activities offered, and a mapping feature with navigation.

- As part of the de Blasio administration's effort to increase Minority and Women Owned Business Enterprises (M/WBEs), the Mayor's Office of M/WBEs was created to foster the success of minority- and women-owned businesses and serve as a one-stop shop for M/WBEs to connect with various City agencies. With the de Blasio administration's support, community partners are helping M/WBEs get certified or re-certified as M/WBE contractors and providing advice on how to compete for contracts. The goal is to award at least 30 percent of the dollar amount of City contracts to M/WBEs by 2021. To help DYCD meet this goal, the agency has retained an expert in policy development and compliance monitoring to serve as M/WBE Officer. This officer will work with agency staff and executives to develop, execute and manage an agency-wide program to increase M/WBE utilization at DYCD.

Health and Wellbeing Disparities

- In 2014, NYC established the Children's Cabinet, a multi-agency initiative focused on addressing the needs of vulnerable children and youth and their families. This cabinet works to strengthen communication and coordination of services and resources among NYC agencies to better support the safety, health and wellbeing of young people and families in NYC. In 2016, the Cabinet released Growing Up NYC, a digital resource for parents and care-givers and a policy framework to help City agencies make strategic, evidence-based investments in programs that promote child health, development, and safety.

- Take Care NY 2020 is the de Blasio administration's comprehensive blueprint for improving the health of all New Yorkers, with a particular focus on advancing health equity and making greater

strides in groups with the worst health outcomes, so that our city becomes a more equitable place for everyone. As part of this work, between October 2015 and March 2016, the NYC Department of Health and Mental Hygiene (Health Department) held community consultations in 28 New York City neighborhoods to learn which issues were most important to residents.[51] In 2016 First Lady Chirlene McCray launched Thrive NYC, a multi-pronged mental health action plan to close treatment gaps across NYC, strengthen prevention and interventions services, and engage the public to promote awareness and reduce stigmas associated with mental illness.

- Through community-wide and inter-agency health initiatives, and with input from the new Center for Health Equity, the Health Department dedicating targeted funding to neighborhoods that bear the highest disease burden as a result of historic deprivation: North and Central Brooklyn, the South Bronx, and East and Central Harlem. The Health Department has revamped the previous District Public Health Offices into *Neighborhood Health Action Centers* to provide an integrated holistic and public health approach to primary care. These Health Action Centers offer space for health care providers, community-based organizations and other non-profits to co-exist and engage in the planning, coordination and advocacy.

- Through several inter-related initiatives, the NYC Health + Hospitals Corporation (HHC) is also strengthening NYC's public healthcare system.[52] Hours of operation (including nights and weekends) have been expanded and HHC is partnering with other healthcare providers to improve coordinated patient-centered care at the neighborhood level.

Access to Affordable Housing and Housing Instability in NYC

- In 2014, the Mayor announced the Housing New York Plan, a five-borough, ten year plan to expand affordable housing in NYC. Major components of this plan include the preservation of 120,000 affordable housing units and the building of 80,000 new units. The Extremely Low and Low Income Affordability (ELLA) program aims to create 2,000 units over the next two years for families (three person family) making less than $23,000 a year.

- Homeless Outreach & Mobile Engagement Street Action Teams *(HOME-STAT)* is one of the largest homeless outreach efforts in the country. Recently expanded, it will mobilize 500 workers to help homeless people transition from the street to shelters, and connect them to vital health, housing and job training services. Driven in large part by wages not keeping up with the escalating cost of housing, NYC's homeless population now includes a very high proportion of working families with children (70 percent).[53] Recognizing that these individuals may particularly benefit from shelter and services in their own neighborhood, the de Blasio administration recently released a comprehensive plan to stem this crisis, neighborhood by neighborhood.

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[51] For Take Care New York 2020's Annual Updates, visit https://www1.nyc.gov/site/doh/health/neighborhood-health/take-care-new-york-2020.page.

[52] http://www1.nyc.gov/assets/home/downloads/pdf/reports/2016/Health-and-Hospitals-Report.pdf.

[53] See, http://www1.nyc.gov/site/dhs/about/tide.page.

<div align="center">**LINKS TO NEW YORK CITY AGENCY WEBSITES**</div>

Department of Youth and Community Development (DYCD)
o http://www1.nyc.gov/site/dycd/index.page
o *Resources for nonprofits*
http://www.nyc.gov/html/dycd/html/resources/publications.shtml
o *Youth Connect Information Service*
http://www.nyc.gov/html/dycd/html/youth/youth.shtml
o *Locator tool for DYCD-funded programs*
http://discoverdycd.dycdportal.nyc/#/home
o *Guide to Using the Core Competencies–Youth Work Professionals and Supervisors* http://www1.nyc.gov/assets/dycd/downloads/pdf/Strong_Directors_Skilled_Staff-Guide_to_Using_the_Core_Competencies.pdf

Administration for Children's Services,
o *Office of Community Partnerships* (child welfare services*)*
http://www.nyc.gov/html/acs/html/support_families/services.shtml [looking for an updated link]
o *Adult Protective Services*
http://www1.nyc.gov/site/hra/help/adult-protective-services.page
o *Preventive Services*
http://www1.nyc.gov/site/acs/child-welfare/preventive-services.page
o *Keeping Children Safe*
http://www1.nyc.gov/site/acs/child-welfare/keeping-children-safe.page
o *Juvenile Justice Programs*
http://www1.nyc.gov/site/acs/justice/juvenile-justice.page

Department for the Aging
o *General Information*
http://www.nyc.gov/aging
o Seniors Centers
http://www.nyc.gov/html/dfta/html/services/centers.shtml
o Elder Abuse and Crime Victim Services
http://www.nyc.gov/html/dfta/html/services/crime-victims.shtml
o Home Delivered Meals and In-Home Services
http://www.nyc.gov/html/dfta/html/services/meals.shtml
o Job Training and Advocacy
http://www.nyc.gov/html/dfta/html/volunteering/job_training.shtml

Department of Consumer Affairs
Office of Financial Empowerment (financial education and counseling)
http://www1.nyc.gov/site/dca/consumers/manage-money.page

Department of Education

o *District 79 Living for the Young Family through Education Program* (support for student parents)
http://schools.nyc.gov/Offices/District79/default.htm
o *Division of Family and Community Engagement* (support for public school families)
http://schools.nyc.gov/Offices/FACE/default.htm
o *Division of English Language Learners* (support for public school immigrant families) [need a link]

Department of Finance (rent increase exemption programs for seniors and persons with disabilities)
www.nyc.gov/html/dof/html/property/tenant_programs.shtml

Department of Health and Mental Hygiene

o *NYC Teen and Bronx Teens Connection*
http://www.nyc.gov/html/doh/teen/html/home/home.shtml
o *Family Resource Centers*
http://www.nyc.gov/html/imm/html/recently-arrived/health-services.shtml
o *District Public Health Offices* (Brooklyn, Bronx, Harlem)
http://www.nyc.gov/html/doh/html/diseases/dpho-homepage.shtml
o *Newborn Home Visiting Program* (support for new mothers)
http://www.nyc.gov/html/doh/pregnancy/html/after/care_newborn.shtml
o *Nurse Family Partnership* (support for first-time mothers and their children)
http://www.nyc.gov/html/doh/pregnancy/html/during/prenatal_nfp.shtml
o NYS Department of Health: Women, Infants, Children (WIC)
www.health.ny.gov/prevention/nutrition/wic
o *Medicaid application*:
www.health.state.ny.us/health_care/medicaid/program/contact.htm

Department of Homeless Services

o General Information
www.nyc.gov/html/dhs

o Homebase
http://www1.nyc.gov/site/dhs/prevention/homebase.page

Department of Small Business Services
Workforce 1 Career Centers Community Partners Program
http://www.nyc.gov/html/sbs/wf1/html/home/home.shtml

Human Resources Administration/Department of Social Services'⁊J TC+
http://www1.nyc.gov/site/hra/index.page
o *Cash Assistance*
http://www.nyc.gov/html/hra/html/services/cash.shtml
o *Food Stamp application*
www.nyc.gov/html/hra/html/directory/food.shtml
o *Domestic Violence Support*
http://www.nyc.gov/html/hra/html/services/domestic_violence.shtml
o *Office of Child Support Enforcement* (OCSE) (resources for custodial and noncustodial parents)
http://www.nyc.gov/html/hra/html/services/child.shtml

HRA Continued
- *Office of Citywide Health Insurance Access*
  http://www.nyc.gov/html/hra/html/services/health_coverage.shtml
- *SNAP benefits and food programs*
  http://www.nyc.gov/html/hra/html/services/snap.shtml
- *Employment Services*
  http://www1.nyc.gov/site/hra/help/employment-services.page

Mayor's Office to Combat Domestic Violence
Healthy Relationship Training Academy (for workshops on the topics of dating violence and healthy relationships for adolescents, young adults, and parents)
http://www.nyc.gov/html/ocdv/html/academy/academy.shtml

Mayor's Office of Immigrant Affairs (immigrant concerns)
www.nyc.gov/html/imm/html/home/home.shtml

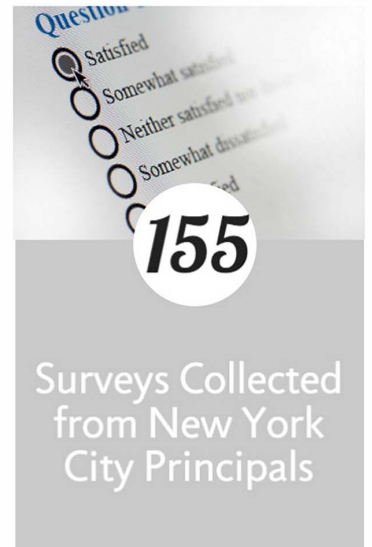**APPENDIX C- DATA RESULTS BY SURVEY**

NYC
Department of Youth & Community Development

PRINCIPAL NEEDS ASSESSMENT

METHODOLOGY

Survey Purpose

Determine and Address Needs & Service Gaps in the School Community

Data collected between July and November 2016

155

Surveys Collected from New York City Principals
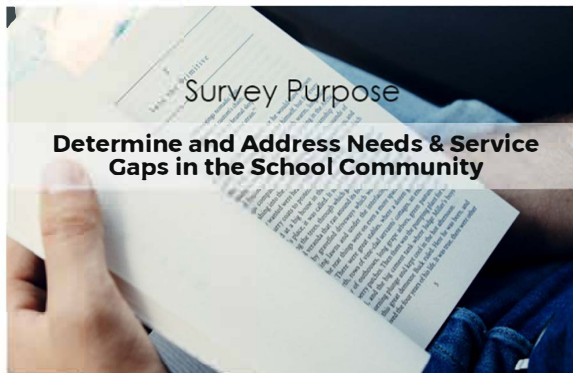
SCHOOL COMMUNITY NEEDS

What programs and services are most needed by the students and their families in your school community?

#1	#2	#3	#4	#5
82%	52%	56%	51%	45%
AFTERSCHOOL PROGRAMS	FAMILY COUNSELING	SUMMER RECREATION	PARENTING SUPPORT	ENGLISH CLASSES

What programs and services did students and their families need, but were unable to access within the last 12 months?
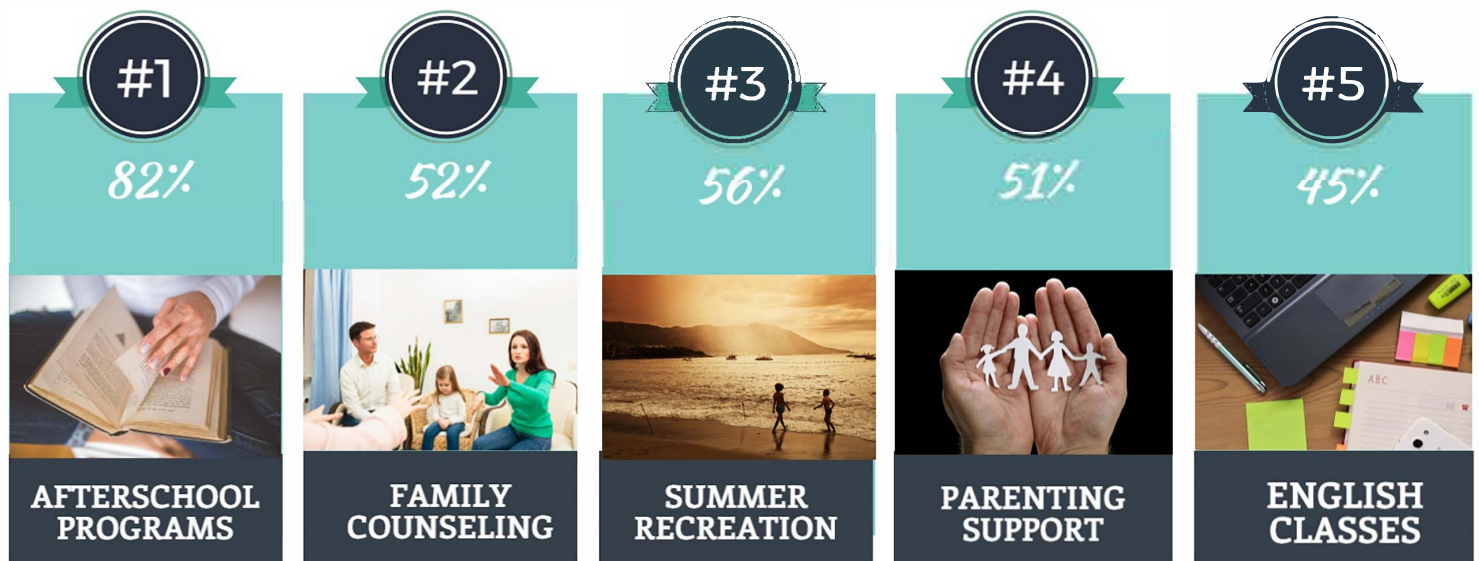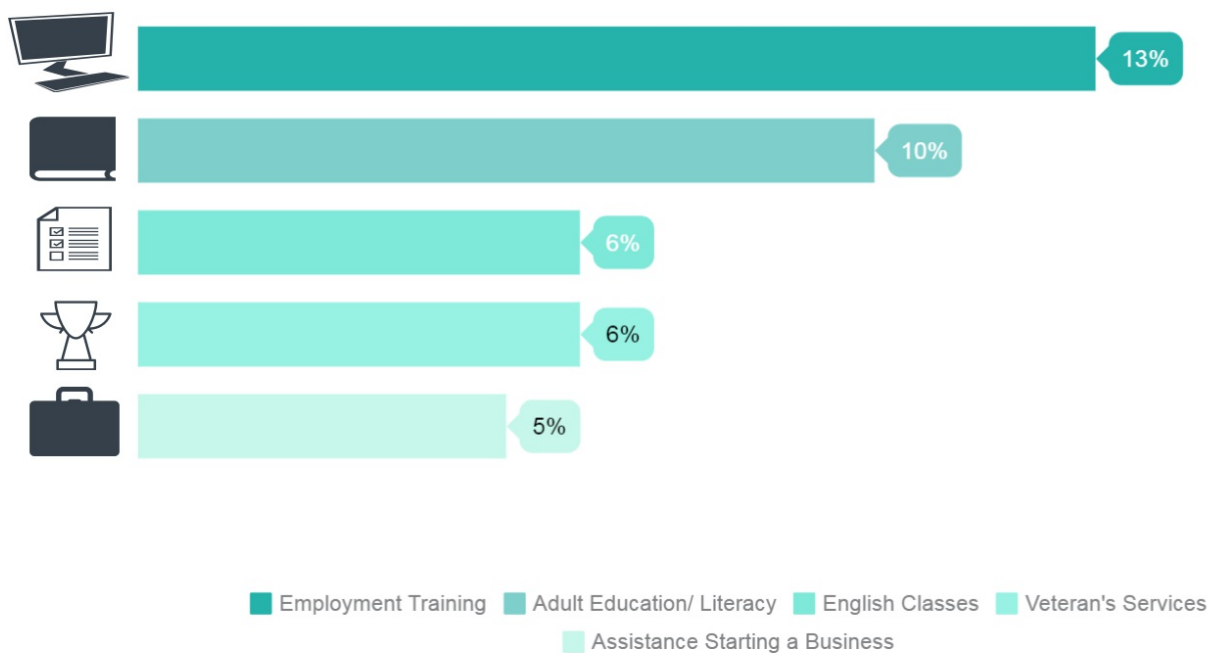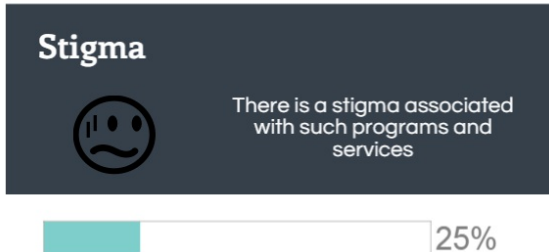
- 13%
- 10%
- 6%
- 6%
- 5%

■ Employment Training ■ Adult Education/ Literacy ■ English Classes ■ Veteran's Services
■ Assistance Starting a Business

PROGRAM AND SERVICE AREA GAPS

Why do you think the programs and services you identified as high priority are currently needed by your students and their families?

Resources

Resources for such programs and services are scarce

61%

Lack of Information

There is a lack information about such programs and service available to students and their families

52%

Communication

Students and/or their families identified and informed us of their priorities.

46%

Stigma

There is a stigma associated with such programs and services

25%
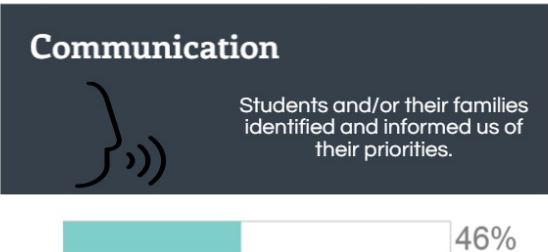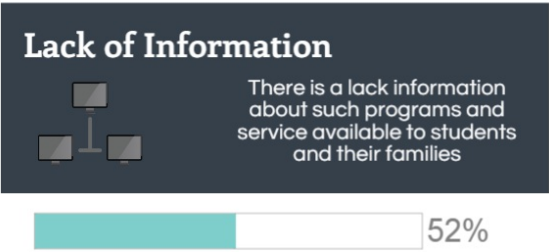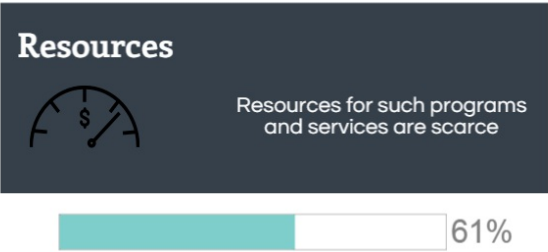
Over the past three years, have you observed any changes in programs and services needed by students and their families? If so, can you please describe these changes?

- More at-risk families are not receiving the services that they need
- Mental health and socio-emotional supports are in high demand

- There is a greater need for parenting support
- Affordable housing is scarce and more assistance is required

- More immigrant supports are needed, particularly legal services and English classes
- More substance abuse counseling services are needed

INFORMATION PROCUREMENT

How does your school usually get information about programs, services, and activities available and applicable to your students and their families?
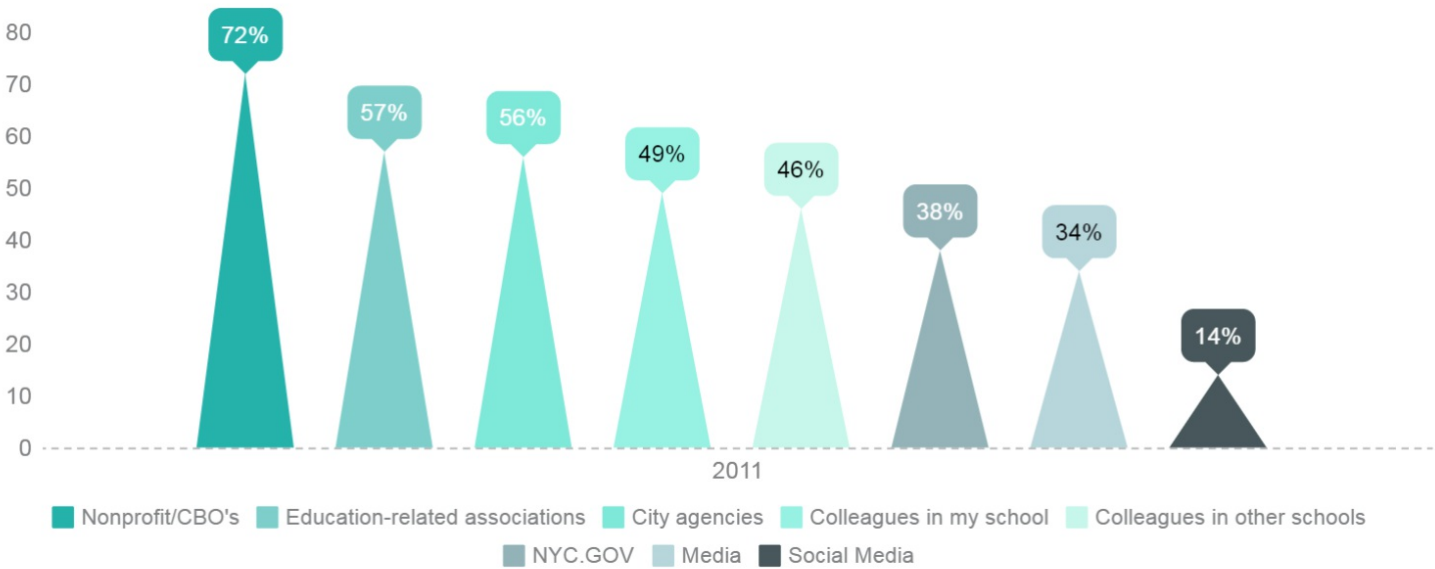
Chart values:
- Nonprofit/CBO's: 72%
- Education-related associations: 57%
- City agencies: 56%
- Colleagues in my school: 49%
- Colleagues in other schools: 46%
- NYC.GOV: 38%
- Media: 34%
- Social Media: 14%

2011

Legend: Nonprofit/CBO's • Education-related associations • City agencies • Colleagues in my school • Colleagues in other schools • NYC.GOV • Media • Social Media

APPENDIX D- NEIGHBORHOOD DEVELOPMENT AREA PROFILES AND SUPPLEMENTARY DATA

NYC

**Department of
Youth & Community
Development**

Community Needs Assessment

Neighborhood Development Area Bronx 2:
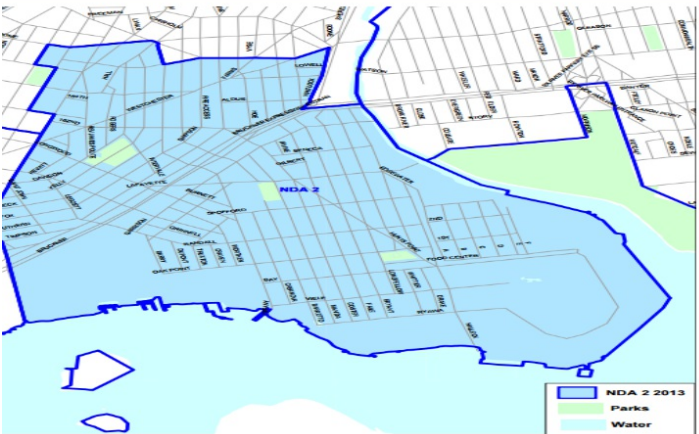## Hunts Point/Longwood

NDA Bronx 2
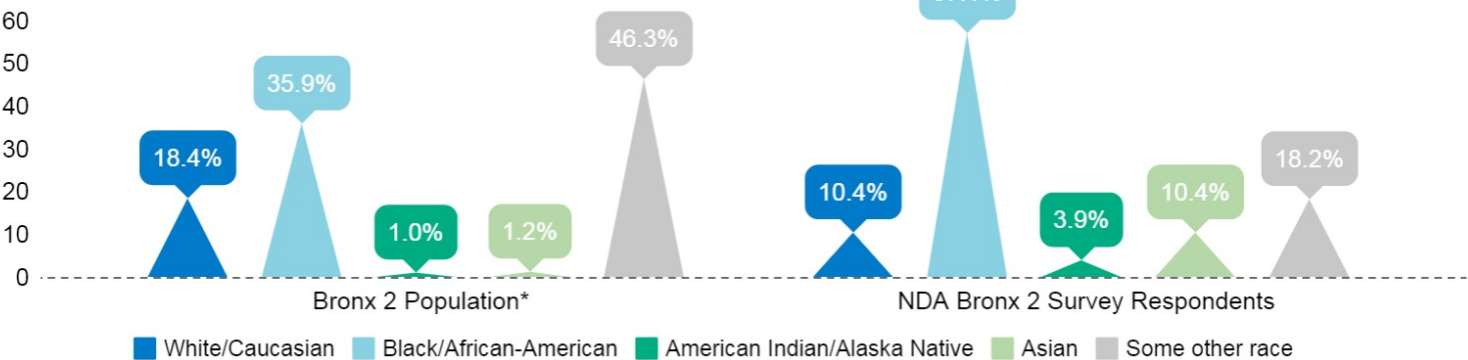
Demographic Profile

NDA 2 2013
Parks
Water

INTRODUCTION

Overall, 116 people in NDA Bronx 2 participated in the Community Needs Assessment Adult Survey. The average age of survey respondents was 44. In terms of gender, 49 percent of respondents selected Female and 51 percent selected Male.

NDA Bronx 2 Population Snapshot*

Total Population	157,561
Total Population, 18 Years Old +	111,389
Population below poverty level	42.8%

Race

Bronx 2 Population*: White/Caucasian 18.4%, Black/African-American 35.9%, American Indian/Alaska Native 1.0%, Asian 1.2%, Some other race 46.3%

NDA Bronx 2 Survey Respondents: White/Caucasian 10.4%, Black/African-American 57.1%, American Indian/Alaska Native 3.9%, Asian 10.4%, Some other race 18.2%

■ White/Caucasian   ■ Black/African-American   ■ American Indian/Alaska Native   ■ Asian   ■ Some other race

Top Languages Spoken at Home**

Bronx 2 Population*
1. Spanish
2. Kru, Ibo, Yoruba
3. French

NDA Bronx 2 Survey Respondents
1. Spanish
2. Creole
3. Chinese
4. Arabic

Ethnicity

Hispanic/Latino Origin

Bronx 2 Population* 68.8%

NDA Bronx 2 Survey Respondents 51.9%

Population

28.5%

Foreign Born

*Census data is only given for the combined areas of Bronx 1 & Bronx 2. All demographic data includes both areas.   **Other than English

Program, Service & Activity Needs

UNMET NEED

Adults in NDA Bronx 2

SUMMARY OF NEEDS

With respect to programs, services, and/or activities under the CNA categories:

Respondents indicated that those categorized as Basic Needs were identified as most "utilized," "needed, but not received," and most "needed" in their community.

Although respondents indicated that those categorized as Family Supports and Education were most "utilized" and "needed, but not received", they were not among the most "needed" in their community.

In contrast, respondents indicated that those categorized as Out-of-School Time and Employment and Career Advancement were among the "most needed" in their community, but they were not among the most "utilized" or "needed" by respondents.

STAKEHOLDER INPUT

Key Informants
(Elected Officials & Community Board Leadership):

The most needed program or service categories identified by key informants in NDA Bronx 2 were Basic Needs and Employment and Career Advancement.

Public Hearings:

The most referenced issues that emerged from a public hearing conducted by DYCD in NDA Bronx 2 on February 27, 2017 was housing/homelessness, followed by school quality, senior citizen services, child care, and immigrant support.

Utilization Trends

Programs, services, and/or activities that respondent and their household members received within the last 12 months

#1 Basic Needs

#3 Education

#2 Family Supports

Service Gaps

Programs, services, and/or activities that respondent and their household needed, but did not receive within the last 12 months

#1 Education

#2 Basic Needs

#3 Family Supports

Programs, services, and/or activities that respondents believe is most needed in NDA Bronx 2

#1 Basic Needs

#2 Out of School Time
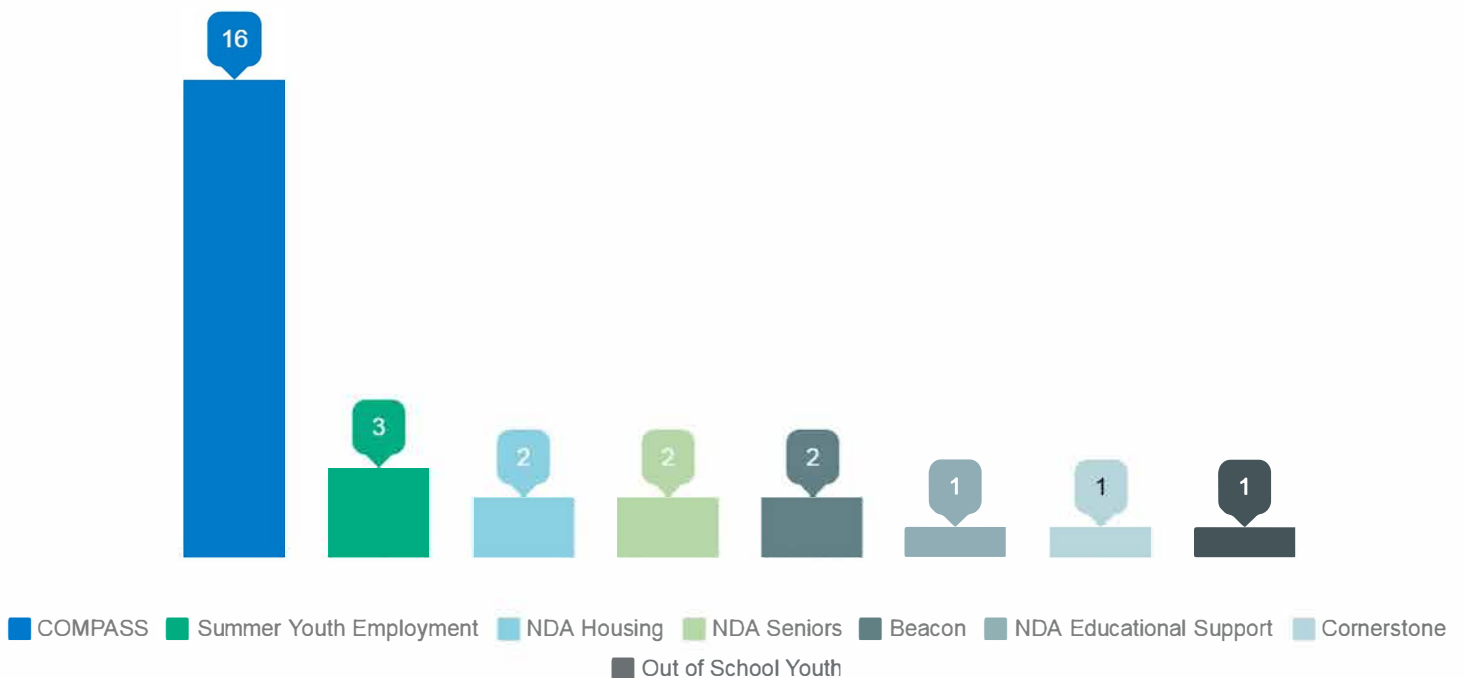
#3 Employment & Career Advancement

NDA Bronx 3

Resources Available in Your NDA

DYCD Programs in Bronx 2***

16

3

2

2

2

1

1

1

■ COMPASS ■ Summer Youth Employment ■ NDA Housing ■ NDA Seniors ■ Beacon ■ NDA Educational Support ■ Cornerstone
■ Out of School Youth

*This chart represents number of programs as of 4/5/17. Numbers are not exhaustive and are subject to change

Other City Agencies****

Basic Needs

Mayor's Office of Immigrant Affairs
Administration of Children's Services:
- Juvenile Justice Program

Department for the Aging:
Home Delivered Meals & In-Home Services

Department of Health & Mental Hygeine:
-NYC Teens Connection
-Family Resource Centers

Human Resources Administration:
-Cash Assistance
Supplemental Nutrition Assistance (SNAP)
-Office of Child Support Enforcement
Office of Citywide Health Insurance Access

Education

Department of Consumer Affairs:
- Office of Financial Empowerment

Department of Education
-Living for the young family through Education Program
-Division of English Language Learners

Employment & Career Advancement

Department for the Aging:
-Job Training & Advocacy

Department of Small Business Services:
-Workforce 1 Career Center
Community Partners Program

Human Resources Administration
-Employment Services

Family Supports

Human Resources Administration
- Domestic Violence Support
-Office of Child Support Enforcement

Department for the Aging:
-Elder Abuse & Crime Victim Services

Department of Health & Mental Hygeine:
-District Public Health Offices
-Newborn Home Visiting Program
-Nurse Family Partnership

Administration for Children's Services
-Adult Protective Services
-Preventive Services
-Keeping Children Safe

Mayor's Office to Combat Domestic Violence
-Healthy Relationship Training Academy

Supports for Special Populations

Department for the Aging
- General Office
-Senior Centers

Social Security Administration

Department of Finance
-Senior Citizen Rent Increase Exemption
-Disability Rent Increase Exemption

**** Citywide agencies listed here are not exhaustive and are subject to change

What are the programs or services that you and your household received within the last 12 months?

Bronx NDA 2: Activity, Program, or Service: Needed and Received	
Legal Services	**6%**
Food and Nutrition Assistance	**6%**
Health Care (Dental, Medical, Mental Health Services)	**5%**
Child Care/Head Start	**4%**
College Preparation	**4%**
Domestic Violence Prevention	**4%**
Adult Education/Literacy	3%
Afterschool Programs	3%
English Classes	3%
Eviction Prevention	3%
Heating/Utility Assistance	3%
Housing Assistance	3%
Transportation	3%
Education/Career Counseling	3%
Financial Assistance	3%
Parenting Support	3%
Safety/Crime Prevention	3%
Job Skills/Employment Training	2%
Summer Recreation	2%
Veteran's Services	2%
Substance Abuse Assistance	2%
Assistance Starting a Business	1%
Emergency Shelter	1%
Family Counseling	1%
Financial Education/Literacy	0%
Income Tax Assistance	0%
Interpersonal Conflict Resolution/Mediation	0%
Senior Citizen Services	0%

What are the programs or services that you and your household were unable to access for any reason within the last 12 months?

Bronx NDA 2: Activity, Program, or Service: Needed, but Did Not Receive	
Adult Education/Literacy	**7%**
Housing Assistance	**6%**
English Classes	**5%**
Assistance Starting a Business	**4%**
Child Care/Head Start	**4%**
College Preparation	**4%**
Legal Services	3%
Food and Nutrition Assistance	3%
Income Tax Assistance	3%
Summer Recreation	3%
Domestic Violence Prevention	2%
Financial Assistance	2%
Financial Education/Literacy	2%
Heating/Utility Assistance	2%
Safety/Crime Prevention	2%
Senior Citizen Services	2%
Transportation	2%
Emergency Shelter	1%
Interpersonal Conflict Resolution/Mediation	1%
Job Skills/Employment Training	1%
Afterschool Programs	0%
Education/Career Counseling	0%
Eviction Prevention	0%
Family Counseling	0%
Health Care (Dental, Medical, Mental Health Services)	0%
Parenting Support	0%
Veteran's Services	0%
Substance Abuse Assistance	0%

What are the programs or services that you believe are most needed in your community?

Bronx NDA 2: Activity, Program, or Service: Most Needed in the Community	
Afterschool Programs	**20%**
College preparation	**14%**
Eviction Prevention	**14%**
Job skills/Employment training	**13%**
Education/Career Counseling	**11%**
Housing Assistance	**10%**
Summer recreation services	**10%**
Financial assistance	9%
Veterans services	9%
Child care/Head Start	8%
Emergency Shelter	8%
Adult Education/Literacy	7%
English Classes (ESL)	7%
Food and nutrition assistance	7%
Senior citizen services	7%
Heating/Utility assistance	6%
Legal Services	6%
Safety/Crime prevention	6%
Parenting support	5%
Assistance Starting a Business	4%
Health Care (Dental, Medical, Mental Health Services)	4%
Interpersonal Conflict Resolution/Mediation	4%
Substance abuse assistance	4%
Family counseling	3%
Income Tax Assistance	3%
Domestic violence assistance	2%
Transportation	2%
Financial education/literacy	1%