

**Mayor’s Fund to Advance New York City
FY16 Performance Goals**

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Connections to Care

At least one in five adult New Yorkers is likely to experience a mental health disorder in any given year. And it's not only adults who are suffering—we also know that 50 percent of all lifetime cases of mental illness begin by age 14, and 75 percent begin by age 24. In July 2015, the Mayor's Fund to Advance New York City, the Corporation for National and Community Service's Social Innovation Fund, the NYC Center for Economic Opportunity, and the Department of Health and Mental Hygiene announced the Connections to Care program, a \$30 million public-private partnership to evaluate the integration of mental health support at community-based organizations serving low-income and at-risk populations that struggle with unmet mental health needs. Connections to Care will give staff at 15 community-based organizations the training to provide mental health services—such as screenings for common mental health and substance use disorders and mental health first aid—and track the impact of the Connections to Care program on those who will receive services to test its effectiveness.

In its first program year from July 2015 to July 2016, Connections to Care aimed to launch a competitive Request for Proposals in order to select the community-based organizations that would serve as subgrantees. Between August 2015 and March 2016, the Mayor's Fund partnered with an evaluation firm and fully completed the subgrantee selection process. Between April and June 2016, the Mayor's Fund and CEO, with the assistance of the evaluation firm, worked closely with subgrantees to do intensive implementation planning through the development of Operational Plans.

Center for Youth Employment

Despite its unmatched scale and pockets of excellence, New York City's publicly administered workforce programs for youth and young adults face significant challenges: capacity still falls well short of demand, the quality of services is uneven, and programs do not connect to deliver an integrated and holistic service experience. Specific areas of concern include far too few program slots (roughly 8,000 per year) for the approximately 155,000 New Yorkers ages 16 to 24 who are neither in school nor working; limited connection between youth workforce programs and the public school system; and the struggles of contracted service providers to effectively engage employers as partners and customers. The Mayor's Fund established the Center for Youth Employment in 2015 to dramatically expand and improve opportunities for young adults in New York City to gain work experiences, develop new skills, and explore potential career interests—all with an eye towards improving youth development outcomes and supporting pipelines of talented workers into high value sectors of the City's economy. CYE's goal is to support 100,000 jobs, internships, mentorships and related experiences each year by 2020—up from 65,000 in 2014—and to make sure that each of those opportunities is meaningful and valuable for youth and young adults.

To this end, the Center quickly met its first major goal by dramatically increasing available program slots in some of the City's largest youth workforce programs. The Center helped to more than double the number of internships available to New York City students through the City's Ladders for Leaders internship program—from just 475 internships in 2014 to 1,035 positions in 2015. In the summer of 2015, more youth landed summer jobs and internships through the City's Summer Youth Employment Program than at any other point in the program's 50-year history—a total of 54,263 young people, up from 47,126 last year and up by 50 percent

compared to two years earlier. That includes more than 2,000 vulnerable young people in shelter or foster care—more than double the number in summer jobs from 2014. Overall, between the expanded Summer Youth Employment Program, the Department of Youth and Community Development’s new City Council-funded “Work Learn Grow” initiative and other programs led by City agencies and offices, the Center helped increase the overall number of City-supported jobs, internships and related opportunities for youth to approximately 70,000 in 2015—an increase of nearly 15 percent over the previous year.

Ladders for Leaders

Despite strong employment growth in recent years, young New Yorkers are still struggling to successfully transition from school to a career pathway: as many as 170,000 young people are considered “disconnected” youth who are out of work and out of school. Simultaneously, employers in high-growth industries—such as hospitality, professional services, media and entertainment, and fashion—struggle to recruit and train diverse, work-ready talent. To create true pipelines of talent into these growing sectors, the Mayor’s Fund and the Center for Youth Employment launched the Ladders for Leaders Industry Funds. The Funds expose, train, and guide diverse youth through the nationally-recognized Ladders for Leaders summer internship program, which provides paid work experiences in participants’ fields of interest, pre-employment training, and life skills workshops. At the same time, employers help to shape and connect with this rising wave of talent in their field.

For the summer of 2016, Ladders for Leaders increased the number of employer partners to 475 from 191 in 2015. Furthermore, the program increased the number of interns hired to 1538 from 1035 in 2015. Thirty four percent of the participating interns in 2016 received an offer to continue employment after the summer.

NYCitizenship

Increasing immigrant access to citizenship is a powerful tool for fighting poverty: it leads to better pay, higher rates of home ownership, and political participation amongst other benefits. And yet, there are over 700,000 lawful permanent residents in New York City who have not taken the final step of becoming U.S. citizens. To assist these New Yorkers, the Mayor’s Fund and the Mayor’s Office of Immigrant Affairs launched NYCitizenship, a partnership established with New York City’s library systems to provide free, comprehensive information to residents interested in applying for citizenship and legal assistance in completing applications as well as financial education to help new citizens on their path to financial sustainability.

In its first program year from April 2016 to April 2017, NYCitizenship aims to serve 2,800 immigrant New Yorkers with citizenships services. Of this total population, NYCitizenship hoped to serve 1,500 clients in the libraries with eligibility screenings, informational workshops, and case management assistance and to also serve 1,300 participants in the Human Resource Administration (HRA) WeCARE program—which addresses the needs of cash assistance clients with medical and/or mental health barriers to employment—with intensive outreach and client coordination services. From the program’s launch in April 2016 through September 2016, NYCitizenship served over 1,400 New Yorkers, including 797 through the libraries and 621 through the WeCARE program. In the first program year, NYCitizenship also aims to complete over 1,000 naturalization applications and 500 fee waiver applications. In the period from April

2016 to September 2016, NYCitizenship was on track to meet this goal having completed 158 naturalization applications and 90 fee waivers. Finally, in its first program year, NYCitizenship aims to complete 280 one-on-one financial counseling sessions. In the period from April 2016 to September 2016, 63 one-on-one sessions were completed.

ActionHealthNYC

Many New York City residents remain uninsured, including unauthorized adults who are not eligible for Medicaid or are not permitted to purchase coverage through the New York State of Health, the state health insurance marketplace established by the Affordable Care Act. To meet the needs of some of our most underserved residents, the Mayor's Fund, the Department of Health and Mental Hygiene, and the Mayor's Office of Immigrant Affairs launched ActionHealthNYC, which offers low or no-cost coordinated health care services to immigrant New Yorkers who make up the overwhelming majority of residents ineligible for insurance. Through the program, participants have access to primary and specialty health care. The program also features a primary care home model, in which patients have an opportunity to build a relationship with health professionals who understand their individual medical history and health care needs as well as additional care support mechanisms for individuals with high-risk chronic conditions.

The first program year of ActionHealthNYC from January 1, 2016 to March 31, 2017 includes: 1) an outreach and enrollment period originally from January 2016 to April 2016 but later modified to January 2016 through August 2016 and 2) a randomized controlled trial with over 2,400 participants over the course of 13 months from April 2016 to March 2017. The goal of the outreach and enrollment period was to reach 3,000 eligible individuals and to enroll 2,400 total individuals across both the treatment and control groups. During the extended enrollment period, the ActionHealthNYC team was able to exceed its goals with a total of 6,101 people going through the application process and a total of 2,428 applicants becoming research participants in the ActionHealthNYC study.

NYC Civic Corps

Through NYC Civic Corps, a program supported by the Mayor's Fund and NYC Service, Corps members are dispatched to local organizations where they develop and strengthen sustainable impact volunteer programs. By deploying this critical resource, NYC Service is able to substantially increase volunteerism, to engage more New Yorkers in efforts to help neighbors in need, to tackle the City's toughest challenges, and to promote active citizenship. NYC Civic Corps members serve full-time at one of 50 City agency and community based organization (CBO) host sites for service terms lasting 10 months. These corps members serve full-time to build volunteer management systems and to leverage 50,000 volunteers who address impact areas that are priorities of New York City and the nation, including disaster services, economic opportunity, education, and healthy futures.

In the 2015-2016 program year, the NYC Civic Corps set a goal to engage 115 AmeriCorps in building organizational capacity to manage sustainable volunteer programs at 50 city agencies and nonprofits that are strategically positioned to impact community challenges throughout all five boroughs of New York City.

From the start of the program in 2015 to August 31, 2016, NYC Civic Corps successfully engaged 115 AmeriCorps members to manage sustainable volunteer programs across 51 City agencies and community based organization host sites.

NYC Community Schools Corps

In 2014, the de Blasio administration announced an initiative to transform public schools into Community Schools – a breakthrough strategy in support of 60,000 City public school students – to build evidence-based structure and supports needed to address each school’s challenges so they can better serve New York City’s children and prepare them for the future as well as help build stronger families and healthier communities. Launched in the fall of 2015, the NYC Community Schools Corps is an Operation AmeriCorps program that coordinates several AmeriCorps service streams to work toward decreasing chronic student absenteeism, increase parent engagement, and strengthen academic engagement at Community Schools. The Mayor’s Fund and NYC Service, in partnership with the Department of Education, leverages three groups: AmeriCorps state and national members at Community Schools to serve for 10-months as Mentoring Coordinators or Parent Organizers (direct service) and leverages AmeriCorps VISTA members to support capacity building efforts across the Community Schools for a period of 12 months, and one AmeriCorps NCCC team that organizes beautification projects through civic engagement at schools (physical service).

From September 2015 to June 2016, NYC Community Schools Corps set a goal to engage 147 AmeriCorps members to contribute to the transformation of 128 New York City schools in low income communities into Community Schools. Additionally, NYC Community Schools Corps aimed to: provide 96 staff and community volunteers with training, match 1,280 students with Success Mentors, and to support 665 mentees in no longer being “chronically absent” (missing 20 or more days of school).

During this period, NYC Community Schools Corps successfully enrolled 146 AmeriCorps members. Members serving as Parent Organizers successfully surpassed the training target by recruiting 598 parents for school-based Family Leadership Meetings. Furthermore, 1,311 Success Mentor-Mentee relationships were established through the program and 944 mentees were no longer chronically absent.

Implementing Emergency Food Improvements and Advancing Strategic Food Policy Priorities in New York City

Over 1,000 community-based food programs distribute about \$130 million dollars worth of food to New Yorkers annually. Despite this considerable investment, demand for emergency food assistance continues to exceed the supply of available food. At the same time, with so many food assistance providers, it is difficult to assess where unmet needs are greatest and how those in need are being served. To address this challenge, the Mayor’s Fund and the Office of the Director of Food Policy launched the New York City Emergency Food Assistance Collaborative, which improves access to emergency food assistance for the city’s residents, particularly those in the least- served neighborhoods. The Collaborative began with a Comprehensive Action Plan (CAP) to improve the presence, efficiency, and reach of individual food providers in priority neighborhoods; to improve data about the emergency food assistance system to enable more efficient delivery of food and services; and to pilot an application to improve client service.

During the program's term from January 1, 2016 to March 31, 2018, the Office of the Director of Food Policy aims to achieve two goals. The first goal is to implement changes outlined in the CAP that will result in approximately 10 million additional pounds of healthy and nutritious emergency food each year for New York City's least-served neighborhoods, better coordination and efficiency among the main distributors of emergency food, and improved service to the clients throughout the emergency food system. In the first program year from January 1, 2016 to December 31, 2016, the New York City Food Assistance Collaborative reached agreements with over 20 pantries in priority neighborhoods to help them increase capacity and distribute more food and migrated all pantries to the newly launched data sharing system for the city's food suppliers, which provides a central database on food supply and agency capacity. Furthermore, the Collaborative developed a new common site visit form to standardize site visits across agencies.

The second goal of the program is to identify the outcomes, policies, activities, and partnerships with which the Office of the Director of Food Policy can most effectively support the three principles recognized in the CAP: 1) public and nonprofit institutional food service is nutritious and high quality; 2) neighborhood retail and restaurant food is healthy, high-quality, and affordable; and 3) the food supply infrastructure supports these goals. In its first program year, the Office of the Director of Food Policy helped a cross-agency group select two focus areas and projects for the Office to address; developed a measure of retail affordability in New York City and analyzed data to present the first-ever picture of affordability by chain; established a detailed plan for increasing retail access to affordable, healthy food across the City, including a shortlist of neighborhoods, sites, and retailers to target; and created a plan to pilot healthy eating incentives at retail supermarkets.

Social Innovation Fund (2010)

Mayor Michael Bloomberg created New York City's Center for Economic Opportunity (CEO) to test innovative solutions to poverty with the goal of improving the lives of low-income people while optimizing limited resources. During CEO's initial years, other cities expressed interest in replicating some of CEO's 40 program models, but lack of coordination and funding for implementation impeded formal collaborations. In 2010, CEO and the Mayor's Fund received a \$5.7 million Social Innovation Fund (SIF) annual grant from Corporation for National and Community Service (CNCS) to support replication and evaluation of five of CEO's most promising anti-poverty programs in New York City and seven other urban areas around the country. The program models include: Jobs-Plus, a site-based employment initiative for public housing residents; WorkAdvance, a sector-focused employment program for low-income individuals; Family Rewards, a conditional cash transfer program to reduce current and future poverty; \$aveUSA, a savings initiative linked to the Earned Income Tax Credit; and Young Adult Internship Program, a work exploration program for disconnected young adults. Collaborators in this effort include MDRC, a nonprofit, nonpartisan education and social policy research organization, and seven partner cities: Cleveland, OH; Kansas City, MO; Memphis, TN; Newark, NJ; San Antonio, TX; Tulsa, OK; and Youngstown, OH. Over the five years of the program, the Mayor's Fund and CEO worked with subgrantees in these cities to serve over 18,000 low-income individuals with high quality social services.

Over the past five years, Project Rise served nearly 1,300 participants in New York City, Newark, and Kansas City with 32 percent of participants receiving a high school equivalency

(HSE), surpassing the target of 30 percent. Overall, 35 percent of participants completed an internship, and nearly a third of all participants were connected to an unsubsidized job, exceeding outcomes for similar programs serving similar populations.

Over the project's life, the Jobs-Plus programs enrolled over 2,700 public housing residents and provided high quality employment services. The program connected almost 1,200 participants to jobs, and more than 350 participants advanced in their employment. In addition, more than 550 Jobs-Plus participants achieved some sort of financial empowerment outcome during the program, including opening a bank account, raising their credit score by more than 10 points, or having more than \$250 in savings.

Over the project's life, SaveUSA supported participants in opening over 7,100 matched savings accounts, with a combined balance of over \$5.5 million in savings over the program period. Despite having an average annual income of less than \$20,000, participants were still able to commit more than \$600 as an initial deposit, and received more than \$300 in match on average—a total of \$900 of savings per year. More than two-thirds of participants successfully saved for a full-year in order to get the savings match.

WorkAdvance has served over 3,500 participants since 2011, connecting more than 1,300 to jobs, and close to 50 percent of those placed have achieved career advancement. Nearly 1,200 participants have attained a license or certification in their target sector.

Over the life of the Family Rewards program, 1,213 families earned rewards for completing milestones in education, health, or workforce, earning an average of \$6,260 per family over five years.