

# NEW YORK CITY PARTNERSHIPS

Strategic Partnerships for a More Inclusive and Equitable City

2014 – 2018



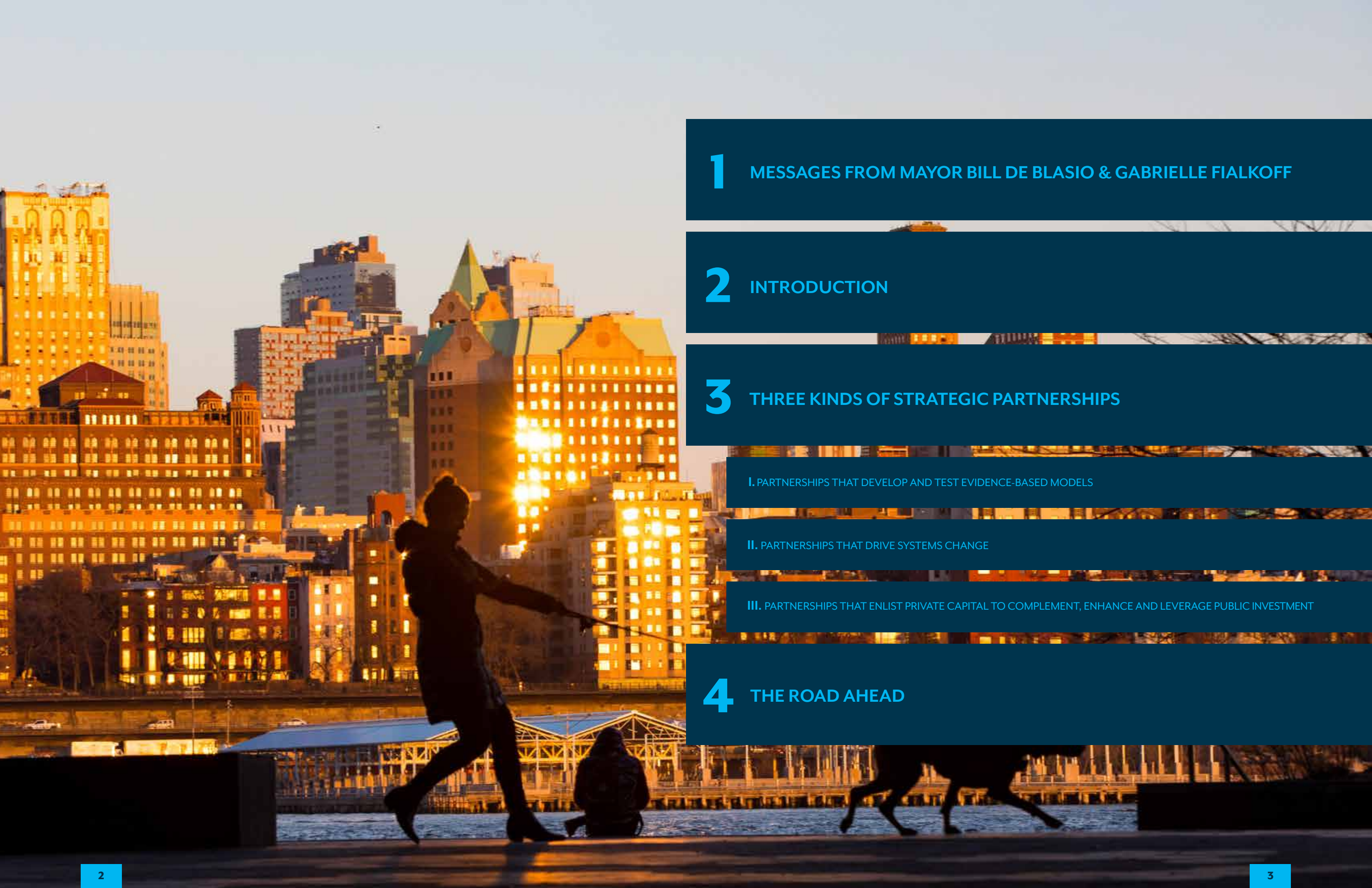
**The City of New York**  
**Mayor Bill de Blasio**

**Gabrielle Fialkoff**

Senior Advisor to the Mayor and Director of the Office of Strategic Partnerships







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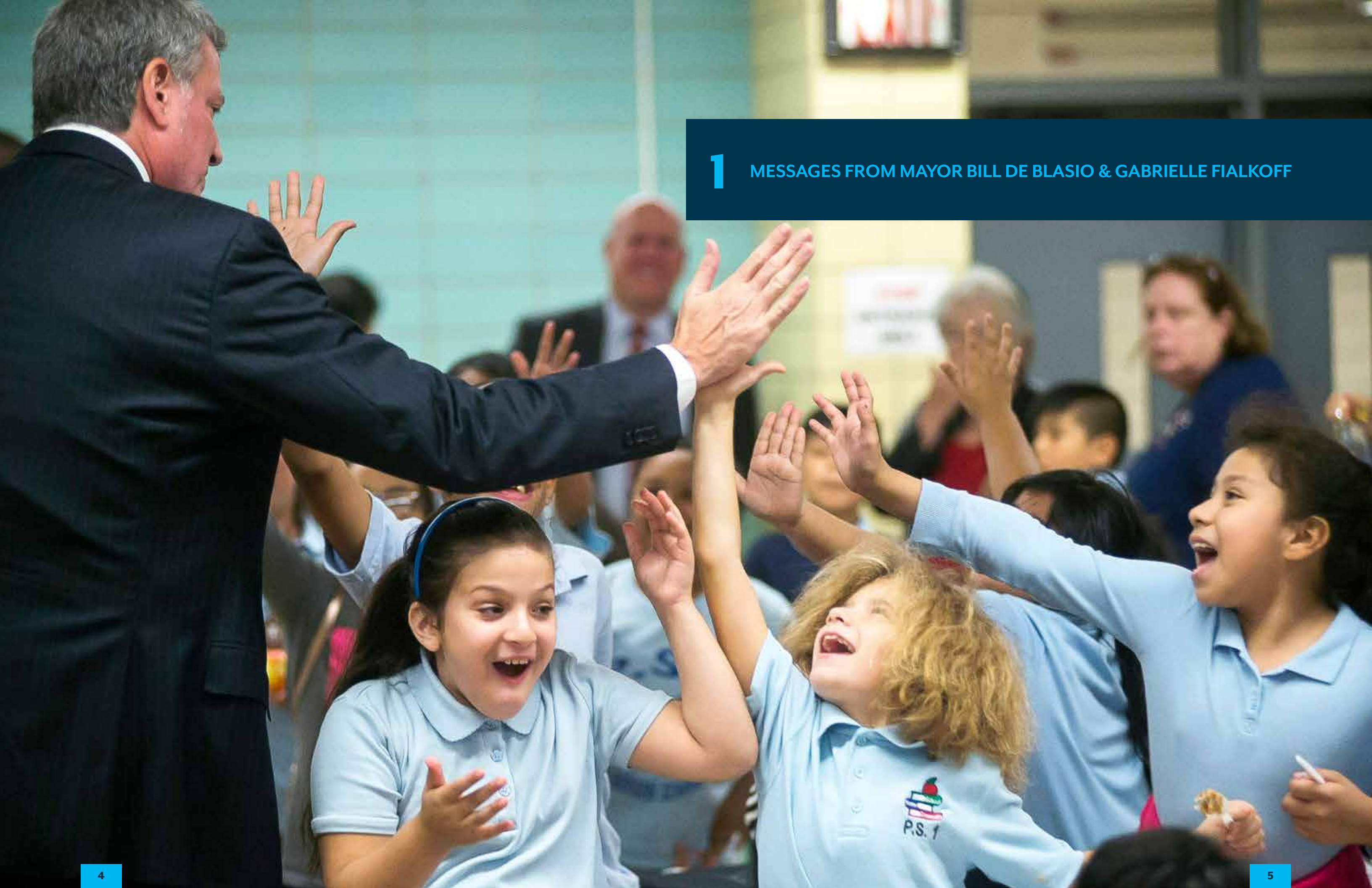
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## MESSAGE FROM MAYOR BILL DE BLASIO



**Bill de Blasio**

Mayor of New York City

**Friends,**

**City government can do a great deal, but I created the Office of Strategic Partnerships four years ago to ensure we are harnessing our most precious resource: the talent, drive and generosity of 8.6 million New Yorkers. Since then, the Office of Strategic Partnerships has been hard at work with our partners in the philanthropic, business and nonprofit communities to create and fund innovative solutions to some of New York's greatest problems and bring us closer to our goal of making this the fairest big city in America.**

We've achieved major results. Employers have stepped up to help our Center for Youth Employment provide summer jobs, internships and mentorships, helping to put more young New Yorkers on a path to successfully enter and compete in the local workforce. We're ensuring that each of the 1.1 million students in our public schools receives computer science education. We are training more than 1,000 community-based frontline staff who are on track to help tens of thousands of New Yorkers to identify and manage their mental health conditions.

The triumph of these public-private partnerships isn't measurable in dollars alone. A far more important metric is the services and resources that are changing the lives of real New Yorkers. We are working in common cause with thousands of people of good will, toward a day when every New Yorker, in every zip code, has the same chance to thrive.

I am proud of the collaborative work described in this report because it represents the City at its best—New Yorkers from all quarters coming together to fight for change. We still have a long way to go and we invite you to join us. The pages that follow should provide inspiration, and, I hope, a roadmap, for partnerships to come.

**Sincerely,**

*Bill de Blasio*



## MESSAGE FROM GABRIELLE FIALKOFF



### Gabrielle Fialkoff

Senior Advisor to the Mayor and Director of the Office of Strategic Partnerships

Friends,

**The de Blasio Administration is committed to making New York City the fairest big city in the nation. Over the last four years, we have made significant strides towards this goal, working to reduce inequality, expand opportunity and ensure that the strength and vibrancy of our great city derives from, and champions, the success of all New Yorkers.** While we are proud of the Mayor and the City's leadership on these critical issues, they cannot, and should not, be addressed by government alone. Public-private partnerships—those that engage diverse stakeholders in the city's well-being—have long been the lifeblood of New York's civic life.

In 2014, Mayor Bill de Blasio created the Office of Strategic Partnerships (OSP) to advance these partnerships further. The OSP was created to take a global view of New York's needs and resources, and then harness the energy, enthusiasm and support of the nonprofit, philanthropic and private sectors to solve problems in ways that are both innovative and consistent with our vision for fairness and greater equality. The OSP aims to improve collaboration, efficiency and alignment of the City's public-private partnerships—across issue areas and across the five boroughs.

In the course of the first term, over \$400 million has been raised from private and philanthropic partners to support critical initiatives in education, housing, immigration, health, workforce development and public safety—all to support our goal of an inclusive city. We have also learned much about how this work gets done, how to provide a dedicated platform to seek out, design and deepen alliances across sectors, test innovative solutions and bring what works to scale. Under Mayor de Blasio's leadership, we've put a premium on the collective impact of strategic partnerships and knocked down the walls between sectors to deliver it.

This report describes some of what can be achieved when New Yorkers commit to work together to tackle our toughest challenges and create greater opportunities for us all to thrive. We highlight partnerships in which government, the City's non-profit Funds, the private sector, philanthropy and community-based organizations have joined forces to achieve improved outcomes for vulnerable New Yorkers. We believe these case studies offer us a blueprint for our own work for the next few years, and we hope potential models of collaboration and social change for other cities across the country.

Of course, all of this work is possible thanks to our steadfast partners across the city—and the insights, solutions and resources they bring. And while we're proud of our collective progress, there remains much to be done. We're up for the challenge, and we are delighted that you are joining us.

Sincerely,

A handwritten signature in blue ink, reading "Gabrielle Fialkoff". The signature is fluid and cursive.





## 2 INTRODUCTION



## INTRODUCTION

New York has a long and important history of engaging diverse stakeholders in the city’s well-being. Today, we call these collaborations public-private partnerships: alliances that bring together and harness the diverse energy, resources and talent of the public, nonprofit and private sectors to common purpose to meet needs and to serve the city’s most vulnerable.

In 2014, Mayor Bill de Blasio created the Office of Strategic Partnerships expressly for this work; in the course of the first term, more than \$400 million has been raised from private and philanthropic partners and public grants to support critical initiatives in education, housing, immigration, health and workforce development, and to advance the Administration’s goal of creating a more equitable and inclusive city.

**“To implement lasting and meaningful societal change and make New York the fairest big city in a America, the private, nonprofit and business sectors must work together. Through the Office of Strategic Partnerships, we’ve connected our philanthropic and business partners across the city to bring services and opportunities to more New Yorkers than ever before. Yet these partnerships represent much more than the dollars raised; they have unlocked the creativity and ingenuity of New Yorkers from all walks of life—across the boroughs, across issue areas and across industries. An inclusive New York is one in which there is opportunity for all, and one in which all New Yorkers are engaged in forging solutions to our shared challenges—and our shared future.”**

- Mayor Bill de Blasio

We find ourselves at a unique moment in the history of this country, and of this City—when the need for collaboration has never been greater. Many of the bedrock values we embrace and champion in New York—the importance and dynamism of diversity, equal opportunity, the sanctity of the democratic process and institutions—are under attack in Washington. Cities like New York must lead, and that leadership can and must come from our elected officials. But as importantly, it should come from allies in business, philanthropy and the civic and nonprofit sphere. We are fortunate that the groundswell for partnership has never been greater. Foundations recognize that government is a critical partner in their quest for systems change work and impact at scale. In the private sector, firms of all sizes view social responsibility and civic engagement as critical paths to profitability, as a wide variety of stakeholders—employees, communities and consumers—have shown companies that they do well by doing good.

In the pages that follow, New Yorkers will recognize the kind of joint leadership from across the sectors that have made change, and social impact, possible.

## The Public-Private Architecture of New York City

New York has an unusual—and unusually effective—approach to public-private partnerships. Although the Office of Strategic Partnerships is new, the tradition and practice of strategic alliances across the sectors is not. Several of the partnerships highlighted in this report build on the shoulders and important work of previous Administrations and have been sustained and expanded over the last four years.

Much of the partnership work the City has accomplished in the last four years is achieved through City-affiliated philanthropic nonprofits, called Funds, that have long been affiliated with and dedicated to particular City agencies—the Fund for Public Schools, for example, was created in 1982 to support the City’s public schools. The Mayor’s Fund to Advance New York City has facilitated public-private partnerships for a broad range of needs for more than two decades. Today there are roughly seven dedicated funds, including the Fund for Public Health in New York City, the FDNY Foundation, the New York City Police Foundation, the Aging in New York Fund and the recently launched Fund for Public Housing. These organizations are critical to the successful design and implementation of strategic partnerships, allowing them to access and combine the speed, flexibility and risk tolerance of private and philanthropic resources with the scale, reach and impact of the public sector’s policy and financial reach. As trusted intermediaries, the Funds can align priorities of the City and the private and nonprofit sectors, and allow for efficient interactions and communication. They can also focus on initiatives at the pilot, project, program or policy level, support the creation of a wide variety of tools—from technology to public awareness and policy advocacy—and raise funds for things that are often necessary but hard to fund publicly, like capacity-building or research and evaluation. The Funds are at the heart of New York’s successful public-private partnerships; they steward resources, and as importantly, they create accountability on all sides and provide the feedback loops vital for collaboration and innovation.



NAME	MISSION	SCOPE OF WORK
<b>New York City Police Foundation</b> (1971)	The New York City Police Foundation is an independent, nonprofit organization to promote excellence in the NYPD and improve public safety in New York City.	The Foundation invests in innovative programs designed to help the NYPD keep pace with rapidly evolving technology, strategies, and training and works closely with the Police Commissioner to develop a strategic program agenda.
<b>FDNY Foundation</b> (1980)	The FDNY Foundation is the official nonprofit organization of the New York City Fire Department. The FDNY Foundation assists the FDNY in its mission to prevent and respond to fires, medical emergencies, disasters and terrorist acts, protecting the lives and property of residents and visitors in New York City. The FDNY Foundation funds programs to help meet the Department's training, equipment, and education needs.	The FDNY Foundation serves the city's Fire Department and runs initiatives related to awareness and outreach, training and support, and technology and equipment.
<b>Fund for Public Schools</b> (1982)	The Fund for Public Schools facilitates partnerships between the philanthropic community and the NYC Department of Education (DOE) to pilot innovative projects; accelerate promising, outcome-driven initiatives; and respond quickly and strategically to emerging needs across the NYC public school system.	The Fund for Public Schools works with the City's Department of Education and aims to seed fundings, track impact and learn, and scale solutions across the system. The Chancellor of the NYC Department of Education serves as Chair of the Board of Director.
<b>Aging in New York Fund</b> (1983)	The Aging in New York Fund (ANYF) is a nonprofit that responds to the unmet needs of older New Yorkers. ANYF secures grants in support of the New York City Department for the Aging (DFTA).	Since its inception the Fund has generated a variety of legacy projects, some of which continue today. Currently, efforts are focused on three priority programs—connecting community-based organizations to the health system, improving oral health and addressing social isolation. The Commissioner of DFTA serves as the President.
<b>Mayor's Fund to Advance New York City</b> (1994)	The Mayor's Fund to Advance New York City is a 501(c) (3) nonprofit organization that serves as the primary vehicle for New York City's business, foundational and philanthropic communities to engage city government, contribute to public programs and enhance our city's ability to serve its residents.	Chaired by First Lady Chirlane McCray, the Mayor's Fund's current areas of focus include mental health, youth workforce development, and immigration and citizenship. The Mayor's Fund works with over 40 city agencies and offices.
<b>Fund for Public Health in New York City</b> (2002)	The Fund for Public Health's mission is to incubate innovative public health initiatives that lead to improved health for all New Yorkers.	The City created the Fund for Public Health in New York City to connect the NYC Health Department and Mental Hygiene with public and private sector partners to build public health programs that make our city healthier and safer.
<b>Fund for Public Housing</b> (2015)	The Fund for Public Housing invests in the well-being of New York City Housing Authority (NYCHA) residents and their communities. We collaborate with public and private partners to dramatically improve the way public housing in New York City works.	The Fund for Public Housing works closely with NYCHA to address the disinvestment in New York City public housing by enabling outside investment to better serve public housing residents. The operational flexibility of the nonprofit structure will allow the Fund to activate public-private partnerships to better provide resources to NYCHA residents and their communities.



## STRATEGIC PARTNERSHIPS 2014-2018

### Office of Strategic Partnerships (OSP)

In 2014, the Mayor's Office of Strategic Partnerships (OSP), led by Gabrielle Fialkoff, was created in part to coordinate and oversee the various activities of these Funds, with an eye on bringing greater collaboration, efficiency and alignment to the City's public-private partnerships, and deliver on this Administration's mission to tackle income inequality and serve the most vulnerable. From its unique vantage point in City Hall, the OSP has a global view, matching the needs of communities and service providers with the varied resources of the City's diverse private and philanthropic partners in a way that is deeply aligned with and resonant of the governing principles and priorities of the Administration. This means more than a one-stop-shop for civic engagement and investment; the OSP can elevate, harness and often co-create the City's public-private partnerships in a way that ensures that communities, agencies and the Funds are working in concert, across silos and across the city to meet the needs of all New Yorkers.

### Principles, Priorities and Partnerships

The result of this innovation in the partnership architecture has been a sum of impact greater than its contributing parts, and a set of path-breaking public-private partnerships deeply reflective of the themes and guiding principles that have defined this Administration's priorities and work in the first term: a strong commitment to equity and excellence, to good and effective government, to a holistic and inclusive view of community needs, health and well-being and to governing and leading one New York by embracing democracy in times of crisis and joy.

Accordingly, the OSP has lent support to public-private partnerships that **1. cut across geography and discipline** and to those that **2. ensure that community voice and perspective** are central to the design and delivery of interventions and solutions. The OSP succeeds because it can also take a broad and long view, ensuring that certain tools or approaches **3. make services more effective** and city life fairer. At the same time, it can **4. move nimbly to respond to urgent needs** in support of the Funds and agencies working in emergency situations—a fire or a hurricane's flood.



# PRINCIPLES, PRIORITIES AND PARTNERSHIP

## 1. Cross-Cutting Partnerships: Holistic Solutions to Complex Challenges

The de Blasio Administration and the Office of Strategic Partnerships have taken an interdisciplinary and holistic approach to many of the challenges facing New Yorkers; partnership solutions therefore often upend traditional and siloed tracts, recognizing instead that multiple agencies and sectors have a role to play in advancing change.

As we will see in this report, this includes:

- Reframing the problem of gun violence as a public health issue, intervening with research, data and “credible messengers” in community hotspots who succeed where others have failed with education and behavior change (Cure Violence)
- Addressing some of the problems of chronic absenteeism in schools as a housing issue, focusing on the particular needs of children in temporary housing (Chronic Absenteeism for Students in Temporary Housing)
- Acknowledging the breadth and depth of untreated mental illness across the city, the far reaching effect of this crisis in areas of housing, substance abuse, criminal justice, employment, education and broader health and well-being—and therefore the opportunity to integrate mental health support in the other services already provided at community-based organizations across the city (Connections to Care)
- Achieving health equity through a holistic approach to health and well-being in underserved communities, including a place-based approach that promotes safe and vibrant public spaces, increased opportunities for physical activity and improved access to healthy and affordable food (Building Healthy Communities) and co-locates community health centers, public hospital clinical services and other community service providers for integrated and community-centric care (Neighborhood Health Action Centers)

## 2. Every Voice: Community Solutions to Community Challenges

Too often, the voice and perspective of local communities, particularly the poor and underserved, are lost or ignored in shaping policy and programmatic interventions. This is precisely inverted, as people know what they need, and know how best to solve complex problems affecting their families and neighborhoods. Elevating local solutions and the voices of those most affected is at the heart of many of the partnerships of the last four years. These include, for example:

- A pioneering new online portal that allows public housing residents and community-based organizations to source volunteers, partners and funders for their sustainability initiatives (Ideas Marketplace)
- An increased use of community members—“credible messengers,” patient and community navigators, service providers trained in new areas—to provide critical supports on the front lines where their reach and credibility have deep and lasting impact (Cure Violence, Strengthening Immigrant Communities, Connections to Care)
- The creation of a cross-agency initiative focused on using “human centered” service design principles to improve the design and delivery of public services, particularly those for low-income New Yorkers (Service Design Studio)

## 3. Progressive Government is Effective Government: Technology for Good

Progressive government today requires excellence and equity; good governance and innovation that reduces, rather than exacerbates, inequality. To that end, many of the partnerships the Mayor and the Office of Strategic Partnerships have pursued involve, to some extent, harnessing the power of technology to improve lives. Though technological breakthroughs are not viewed as ends in themselves, innovations in the ways technologies can be adapted to meet the underserved has been a priority of this Administration. Sample partnerships along these lines include:

- A re-designed online screening tool for New Yorkers to determine eligibility for City, state and federal health and human service benefit programs (ActionHealthNYC)
- A mobile-first, accessible platform that brings together the City’s family- and child-related resources to make it easier for parents to raise strong, healthy children and for young people to find helpful information (Growing Up NYC)
- An electronic referral system that is both directory and referral software that allows community members to find health care, social services and public health programs, and enables clinical providers, care coordinators and case workers to make referrals and follow-up with clients (Neighborhood Health Action Centers)
- An \$81 million commitment to ensuring that by 2025, all New York City students will receive computer science education in elementary, middle and high school by 2025 (Computer Science for All)

## 4. One New York: Nimble Response in Emergency Situations

In times of crisis, New Yorkers rise to the occasion to care for one and meet urgent needs. The Mayor’s office and the OSP can be the conduit for this good will; while most of the City’s public-private partnerships focus on solving long-term needs, the ongoing relationship-building the OSP maintains with various philanthropic and private funders means that they can also respond quickly and effectively to emergencies, helping mobilizing private and philanthropic resources to help make critical services available to communities in need. For example:

- The Mayor’s Fund mobilized New Yorkers and partners (including New York Disaster Interfaith Services, Delivering Good, Macy’s and Target) to raise \$1.7 million dollars in donations and goods, including winter clothing and bedding, for residents displaced by Hurricane Maria during the fall of 2017. Airline partners—including JetBlue, Delta and United Airlines—transported the donated goods to meet the needs of displaced residents, and the Mayor’s Fund supported the Hispanic Federation’s UNIDOS Disaster Relief & Recovery Program for health services in Puerto Rico.
- During the dangerous 2018 flu season, the Mayor’s Fund worked with the Department of Health and Mental Hygiene, Walgreens and Duane Reade to provide 1,000 vouchers for free flu shots in neighborhoods with high concentrations of uninsured or underinsured families.
- Following tragic explosions in East Harlem (2014) and the East Village (2015), public-private partnerships were established to raise money for victims, find housing for displaced individuals, and support longer-term case management. In the aftermath of a December 2017 apartment fire in the Bronx that killed 13 people, the Mayor’s Fund partnered with JetBlue and United Airlines to provide reduced-cost flights for relatives of the deceased traveling overseas for family burials.
- The Aging in New York Fund, dedicated to enhancing the quality of life for older New Yorkers and their families, has long focused on both long-term and immediate needs. For example, in the wake of Hurricane Sandy, this Fund led the Sandy Mobilization, Assessment, Referral and Treatment for Mental Health (SMART-MH) initiative (2013-2016), a collaborative effort with the New York City Department for the Aging, Weill Cornell and Peer Place, supported by the Super Storm Sandy Social Services Block Grant, to provide a variety of innovative interventions and supports for the mental health of distressed older adult Sandy survivors. (Neighborhood Health Action Centers)



## THREE KINDS OF STRATEGIC PARTNERSHIPS:

In the context of an \$89 billion City budget, just what does \$418 million in philanthropic and public grants achieve? It turns out, strategically deployed, these resources and the allies behind them can be truly catalytic in the design and delivery of critical supports for all New Yorkers, and it turning the tide against inequality. Broadly speaking, we have found that the successful public-private partnerships of the last four years take three different forms.

### Partnerships that Develop and Test Innovative, Evidence-Based Models

The first are partnerships that seek to **develop and test innovative, evidence-based models**. Here, private or philanthropic funds are truly risk capital, deployed to pilot a new approach, and rigorously evaluate whether or not it works: a fundamentally new approach to health and well-being that integrates mental health supports at community-based organizations already serving New Yorkers with an array of other social services; focused supports for students in temporary housing to help them maintain attendance at school; improved access to healthcare for low-income, uninsured immigrants who are ineligible for public health insurance; a re-examination of maternal health (and disparities in health) by focusing on morbidity and mortality in research and clinical settings; and an online crowdfunding portal matching sustainability initiatives led by New York City Housing Authority (NYCHA) residents with volunteers, partners and funders. Once they are proven to be effective, the hope and intention is that these models can be scaled or replicated across the City or exported to other urban centers. Sample partnerships in this category include:

Connections to Care  
ActionHealthNYC  
Severe Maternal Morbidity Project  
Ideas Marketplace  
Chronic Absenteeism for Students in Temporary Housing

### Partnerships that Drive Systems Change

The second category of partnerships are those focused on larger **systems transformation**, that is, interventions that institutionalize new methods of effective service delivery—often a boldly different approach to a problem—and where a relatively small dollar investment can **drive significant and systemic change**. For example, this Administration has led the way in its systemic approach to the relationship between education, workforce readiness and the city’s larger economic vibrancy. Through public-private partnerships, New York has committed to provide every student computer science education in elementary, middle and high school by 2025. At the same time, the City has worked with a wide range of employers to dramatically improve the youth workforce system with “more and better” experience and skill-building internships and jobs across growing industries. In some cases “systems transformation” means radically rethinking the design of service delivery so that it is actually informed by the needs, motivations and preferences of the people who actually use these programs and services, from free tax-prep to an online screening tool for benefit eligibility. “Systems transformation” can also mean simply using government resources to scale the kinds of innovative models above that have been developed and proven by philanthropy: for example, the City has significantly expanded the use of “credible messengers” in local communities who help dramatically reduce gun violence. Similarly, a recent pilot of emergency legal assistance to people at risk of eviction so dramatically reduced eviction rates that New York City recently passed the country’s first “right to counsel” legislation guaranteeing representation for low income New Yorkers and committing \$155 million to this work. Sample partnerships in this category include:

Computer Science for All  
Center for Youth Employment  
Service Design Studio  
Cure Violence  
Housing Help



### Partnerships that Enlist Private Capital to Complement, Enhance and Leverage Public Investment

The third and final kind of partnership includes those where relatively small amounts of private capital can **complement, enhance and leverage already significant public investment** to achieve improved outcomes and fully realize the potential of these commitments. Often these kinds of partnerships enlist a private or philanthropic partner to provide a discrete, complementary but critical, piece of the initiative’s successful implementation, whether it is capacity building or making possible a particular slice of programming. For example, New York’s broad-based commitment to immigrant opportunity, safety and well-being has taken many important partnership forms in the first term. The City’s major focus on health equity, and on a holistic conception of health and well-being support systems designed and provided at the community level, has woven private support into the fabric of these community efforts. Similarly, when the City significantly expanded its free vision screening program to middle school and high school students at all 130 Community Schools, it joined forces with Warby Parker to provide free glasses. A major fire and safety outreach initiative involved numerous City and federal agencies and local community organizations to educate, distribute and install alarms, provided by a partner manufacturer of smoke detectors. And the rollout of universal Pre-K has relied on private support for teachers and program leaders for arts and math focused professional development and training. Sample partnerships in this category include:

Strengthening Immigrant Communities in NYC  
Building Healthy Communities  
Vision Care at Community Schools with Warby Parker  
Get Alarmed NYC  
Pre-K Create and Explore  
Neighborhood Health Action Centers

The pages that follow include just a few illustrations of the many public-private partnerships across the City that have moved the needle on poverty, inequality and on Mayor de Blasio’s pledge to make New York a fairer and more inclusive City.

These approaches—the unique architecture facilitating collaboration and the partnerships themselves—have not only improved the lives of millions of New Yorkers, they have also served as exemplars of collaborative municipal governance for other cities across the nation and across the globe. As we will describe, the Office of Strategic Partnerships has taken to heart the lessons from the public-private partnerships of this first term to lay the groundwork for the next.





## IMPACT SNAPSHOT

- ✓ \$418 million raised from private and philanthropic sources to advance public-private partnerships across the city.
- ✓ All 1.1 million NYC public school students will receive computer science education by 2025 through Computer Science for All.
- ✓ 100,000 internships, mentorships and summer jobs per year for NYC's youth supported by The Center for Youth Employment.
- ✓ 1,000 community-based organization staff trained in evidence-based mental health interventions providing screening and referrals to 9,000 New Yorkers to date and 40,000 over five years via Connections to Care.
- ✓ 40,000 Community School students received eye exams and free, stylish prescription glasses from Warby Parker with over 150,000 students screened for vision issues.
- ✓ \$20 million committed annually by the City to expand proven gun violence reduction programs to 17 precincts—based on the success of the Cure Violence public-private partnership.
- ✓ A commitment to health and wellness in 12 historically-underserved neighborhoods through Building Healthy Communities: established five urban farms on public housing property (the first in the nation)—delivering 25,000 pounds of free fresh food to NYCHA residents, 4,500 pounds of food scraps diverted, 800 resident volunteers, 70 young residents trained in farming and sustainability; 150 local volunteer instructors trained to give free bilingual exercise classes; 50 mini soccer fields committed with free programming for 10,000 young people; 11 community gardens brought to food-producing quality; four youth produce markets; 20,000 health & wellness neighborhood maps printed; and over 150 community partners engaged.
- ✓ 400,000 low-income New Yorkers facing eviction to receive legal assistance under the City's "Right to Counsel" initiative, borne out of the success of the Housing Help Initiative.
- ✓ 155,000 free photoelectric combination smoke/carbon monoxide alarms installed in homes of tens of thousands of city residents in at-risk communities.
- ✓ 9,000 immigrants engaged through NYCitizenship, 1,600 screened for citizenship eligibility, 800 applications assisted resulting in 200 new citizens in year one of program.
- ✓ Service Design Studio provided 80 office hour sessions for more than 29 City agencies to provide human-centered design in their work.
- ✓ 723 Pre-K classrooms participating in Pre-K Explore math curriculum, reaching more than 11,000 children. 989 classrooms participating in Pre-K Create arts curriculum, reaching more than 15,000 children.
- ✓ Absenteeism interventions in place in all 227 Community Schools for Students in Temporary Housing, including 525 STH students supported by mentors with social work expertise.





### 3 THREE KINDS OF STRATEGIC PARTNERSHIPS

#### I. PARTNERSHIPS THAT DEVELOP AND TEST EVIDENCE-BASED MODELS

Some partnerships seek to develop and test innovative, evidence based models. Here, private or philanthropic funds are truly risk capital, deployed to pilot a new approach and rigorously evaluate whether or not it works. Once they are proven to be effective, the hope and intention is that these models can be scaled or replicated across the City or exported to other urban centers. Sample partnerships in this category include:

- Connections to Care
- Action Health NYC
- Severe Maternal Morbidity Project
- Ideas Marketplace
- Chronic Absenteeism for Students in Temporary Housing



## CONNECTIONS TO CARE (C2C)

### Mayor's Fund to Advance New York City

**Connections to Care (C2C)** is a \$30 million public-private partnership that integrates mental health supports into the work of non-health based community organizations serving low-income and at-risk populations. Part of the City's larger ThriveNYC mental health initiative, C2C has to date supported the training of over 1,000 staff, with 15 community-based organizations, and is expected to serve more than 35,000 New Yorkers over five years.

#### PARTNERS

**Government:** Federal Corporation for National and Community Service's Social Innovation Fund (SIF), Department of Health and Mental Hygiene (DOHMH), Mayor's Office for Economic Opportunity (NYC Opportunity)

**Philanthropy and Corporate:** Allergan Foundation, Altman Foundation, Astoria Energy, Benificus Foundation, Chapman Perelman Foundation, Ford Foundation, The Ira DeCamp Foundation, JPMorgan Chase Foundation, Kresge Foundation, Like a River Fund, The Marc Haas Foundation, MJS Foundation, New York Community Trust, Otsuka Pharmaceuticals, Rockefeller Foundation, SOMOS Community Care, Tiger Foundation

**Nonprofit and Community-Based Organizations:** Arab American Association of New York, Bedford Stuyvesant Restoration Corporation, Brookdale University Hospital, Brooklyn Community Services, CAMBA, CASES, Catholic Charities of Brooklyn & Queens, Center for Employment Opportunities, Committee for Hispanic Children & Families, Dean Hope Center for Educational and Psychological Services at Teachers College - Columbia University, Hetrick-Martin Institute, Hudson Guild, Hunter College Silberman School of Social Work, Jewish Board of Children & Family Services, Northern Manhattan Improvement Corporation, NYU Lutheran Family Health Centers, NYU McSilver Institute for Poverty Policy and Research, RAND Corporation, Red Hook Initiative, Safe Horizon, Safe Space, Sheltering Arms Children & Family Services, STRIVE International, The Door, The HOPE Program, Union Settlement Association, University Settlement, Voces Latinas

**“This program is grounded in the issues central to challenging inequality and breaking down barriers to justice. Mental health cuts across so many of the issues we work on as a social justice foundation, such as criminal justice reform and housing.”**

- Darren Walker, President, Ford Foundation

#### THE CHALLENGE

Ensuring the positive mental health of New Yorkers is critical to creating a healthy City. Yet one in five New Yorkers experiences a mental health disorder in a given year and there are significant disparities in access to care across the City. Among New Yorkers who experience psychological distress—which disproportionately affects low-income individuals, the uninsured and those receiving public assistance—40% reported a time in the prior year when they needed treatment but did not receive it. Left untreated, mental health issues negatively impact other facets of life, including physical health, education, housing, and employment. In ad-

dition to this human toll, it is estimated that mental illness and related substance abuse issues cost New York City approximately \$14 billion annually in productivity loss.

Direct service staff members at community-based organizations who have frequent and meaningful contact with low-income New Yorkers have noted for decades that, at times, their clients appear to be experiencing emotional challenges that are likely to interfere with the clients' abilities to achieve their programmatic goals. And yet many providers are not trained and equipped to address these mental health issues with participants.

#### THE PARTNERSHIP SOLUTION

In 2015, as part of the ThriveNYC, the City's \$850 million historic and holistic approach to address mental health needs, the Mayor's Fund, the Mayor's Office for Economic Opportunity (NYC Opportunity) and the Department of Health and Mental Hygiene (DOHMH) developed and launched Connections to Care (C2C), a \$30 million public-private partnership that integrates mental health support at community-based organizations serving low-income New Yorkers. This innovative model, supported in part through a 2015 grant from Corporation for National and Community Service's Social Innovation Fund (SIF), supports collaborations between community-based organizations and licensed mental health providers, with the goal of increasing on-site care for program participants with lower-level mental health conditions and improving referral relationships with clinicians for participants in need of treatment.

Connections to Care builds the evidence base for “task-shifting,” which maximizes the ability of program staff to support the mental health of their clients and better assess when clinical expertise is required. While task-shifting is still a relatively new practice in the United States, there is evidence that non-mental health professionals, with training and supervision, are able to detect, screen for





and provide initial support and care for individuals living with mental illness. Such practices have also been shown to be cost-effective in low resource settings. This approach serves to expand capacity in an overburdened mental health system by better allocating the attention of clinical professionals.

C2C funds 15 high performing community-based organizations focused on workforce development, youth development and early childhood services to access the support and services of licensed mental health providers who conduct ongoing training and coaching in mental health practices for their staff. Non-clinicians are trained in screenings for common mental health and substance use disorders; motivational interviewing, or treatment that facilitates changes in behaviors that impact mental health; mental health first aid, which teaches the skills to respond to signs of mental illness and substance abuse; and psychoeducation, which provides information to individuals with a mental health condition and their families to help them understand and deal with particular conditions. The C2C partnership with mental health providers also establishes robust referral relationships for clients in



need of more in-depth clinical care. C2C targets three groups particularly at risk for unaddressed mental health needs: expectant parents and/or parents of children up to the age of four; out-of-school, out-of-work young adults ages 16 to 24; and unemployed or underemployed adults ages 18 and over.

The project is supported through a series of unique funding arrangements, with C2C's community-based partners each committing to fund half of their own annual program budget, which is then matched 1:1 through a Mayor's Fund grant. Additionally, the Mayor's Fund is responsible for matching each public dollar it receives through the Social Innovation Fund—resulting in a 2:1 total private-to-public match for the program.

## IMPACT

Over five years, C2C is expected to serve more than 35,000 New Yorkers through staff members working in non-clinical settings. In addition to increased access to mental health services, partners also hope to achieve improved outcomes across the underlying social services offered to clients. RAND Corporation will evaluate the program, sharing reports in 2020.

As of March 2018, the 15 participating community-based organizations had trained over 1,200 staff in at least one Connections to Care modality and 15,000 clients had received services through Connections to Care. As a result, Connections to Care has led to:

- **Expanded expertise:** With over 1,200 staff trained in at least one Connections to Care service, leaders of community-based organizations report that this training is increasing staff awareness and confidence in supporting their clients' mental health needs.
- **Increased identification of risk:** Almost one in three clients has screened positive for mental health needs at the 15 community-based organizations, indicating that the non-clinicians may be effectively detecting mental health challenges.
- **Increased capacity:** Because of limited capacity in the field to provide training and coaching in Motivational Interviewing, the Mayor's Fund C2C team at NYC Opportunity created a Motivational Interviewing Institute that trained over 120 staff members across C2C sites. Since this training, one of the mental health provider partners and at least two community-based organizations have replicated the training for clinicians and others who are not participating in C2C.

Going forward, the Mayor's Fund, DOHMH, and NYC Opportunity teams are exploring how to scale the work of C2C, including providing training and technical assistance to additional community-based organizations.

**“Mental health challenges touch every family, in every neighborhood, in every borough. The good news is that mental health problems are treatable. But far too many people are unable to access the services that would help them get well. That’s why, in New York City, we are taking an innovative approach to expand access to mental health care. By partnering with community leaders and community organizations, we will be able to provide services where people already are—where they live, work, worship and study, and get those services from people they already trust”**

- First Lady Chirlane McCray, Chair, Mayor's Fund



## ACTIONHEALTHNYC

### Mayor's Fund to Advance New York City

**ActionHealthNYC (AHNYC)**, a one year demonstration program, aimed to increase access to healthcare for low-income, uninsured immigrants who were ineligible for both public health insurance and subsidized insurance offered through New York State. Launched in 2016 with \$2.9M in philanthropic investments by the Rockefeller, Robin Hood and Altman Foundations, AHNYC provided access to primary care for more than 1,200 people in need of preventive healthcare services by providing an initial baseline health visit with a primary care provider followed by additional visits as necessary.

#### PARTNERS

**Government:** Department of Health and Mental Hygiene (DOHMH), Department of Information Technology and Telecommunications (DOITT), Human Resource Administration (HRA), Mayor's Office of Immigrant Affairs (MOIA), Mayor's Office of Operations, NYC Health + Hospitals

**Philanthropy and Corporate:** Altman Foundation, Robin Hood Foundation, Rockefeller Foundation

**Nonprofit and Community-Based Organizations:** American Institutes for Research, Brooklyn Chinese-American Association, Charles B. Wang Community Health Center, Community Healthcare network, Council of Peoples Organization, Inc., Desis Rising Up & Moving, Korean Community Services of Metropolitan New York, Make the Road New York, South Asian Council for Social Services, Urban Health Plan, William F. Ryan Community Health Center

#### THE CHALLENGE

Evidence suggests that in the absence of access to health coverage people are unlikely to seek out health services and care—except in emergency situations. In 2014, a Mayoral task force found that many uninsured immigrants had limited or no access to regular primary care, and therefore did not receive preventive services or ongoing management of chronic conditions that could in turn prevent hospitalization and emergency department use.

#### THE PARTNERSHIP SOLUTION

To improve uninsured immigrants' access to health care, in 2016 the New York City Department of Health and Mental Hygiene (DOHMH), the Mayor's Fund to Advance New York City, Mayor's Office of Immigrant Affairs (MOIA), NYC Health + Hospitals and numerous other city agencies and offices jointly launched ActionHealthNYC (AHNYC), a low-cost health care access demonstration program.

Using IDNYC, a free, government-issued photo identification card as its membership card, AHNYC offered New York City resident adults who were ineligible for both public health insurance and subsidized insurance offered through New York State of Health (New York State's Affordable Care Act Marketplace) and with incomes at or below 200% of the federal poverty level the following services: (1) a Primary Care Home (PCH) of either NYC Health + Hospitals or a community health center where members received visits with a regular doctor and preventive screenings and services; (2) access to NYC Health + Hospitals facil-

ities that provide specialty care and procedures; (3) an affordable fee schedule across the network; (4) basic care coordination services including appointment reminders and missed appointment outreach and Enhanced Care Coordination (ECC) services for members with uncontrolled chronic conditions or in need of additional social support.

Patients who received ECC received more frequent follow-up calls and contacts from their Primary Care Home, received assistance in coordinating their prescription medication refills, and were provided support from Primary Care Home staff to undo barriers and facilitators to care.

#### IMPACT

A randomized controlled trial was used to assess program impact. Approximately 2,400 individuals participated in the research study; of these, over 1,200 were in the "member" group and the remainder in the "study" group were not enrolled in the program. Members chose from one of nine PCHs in Lower Manhattan and Queens, two of which were Health + Hospital facilities and seven of which were federally qualified health centers. The baseline survey results indicated that before the program, participants reported physical health, health care utilization and patient experience that were substantially poorer than the general NYC population. This reinforced the need for a program that improved access to healthcare for the uninsured immigrant population.

Based on the results of the evaluation, AHNYC had multiple effects on improving access to care for the eligible population. Participants reported having a regular source of care and using primary and specialty care and receiving preventative services. During the program period, 64% of the members used primary care compared with 19% of the study participants, controlling for other factors. For specialty care, 37% of the members used specialty care compared with 13% of the study group. The share

**"The success of ActionHealthNYC and many of the engagement strategies that were developed under the demonstration project served as a model for our new, system-wide care management program. ActionHealth reinforced the benefits of meeting at-risk patients and underserved populations where they are in order to successfully provide more New Yorkers with the type of longitudinal care that can truly improve their health and financial security."**

- Dr. Mitchell Katz, President and CEO, NYC Health + Hospitals

of members receiving preventive services include those addressing hypertension, diabetes, weight, cholesterol, tobacco use and depression screenings were also significantly higher than the study group. Participants also reported improvements in accessing care when they needed it and in the quality of health care received, as well as the ability to address previously undiagnosed mental health conditions. Given the limited nature of the one year study, the evaluation did not find evidence of other long-term outcomes such as reduced hospital admissions.

These findings demonstrate that when primary care is accessible, uninsured New Yorkers ineligible for public insurance options will utilize them. Based on the learnings from the program, the City continues to look to and learn from elements of this model to inform ways of improving health care access for immigrants in New York City. NYC Health + Hospitals is rolling out a system-wide care management program throughout 2018 and beyond that will build on the success of ActionHealthNYC by incorporating some of its enhanced care coordination strategies to improve the health of at risk and high risk patients, connecting them to immigration legal services, and screening them for coverage they might be eligible for.



# THE SEVERE MATERNAL MORBIDITY PROJECT: REDUCING RACIAL INEQUITIES IN SEVERE MATERNAL MORBIDITY IN NYC

## Fund for Public Health in New York City

With **The Severe Maternal Morbidity (SMM) Project: Reducing Racial Inequities in Severe Maternal Morbidity in New York City**, New York becomes the first city in the nation to examine severe maternal morbidity, alongside mortality, to better understand and address racial disparities in pregnancy-related complications and maternal health outcomes and the structural causes of the problem. Public-private partnerships have been critical to reframing the research and the nature of the problem and to setting up the appropriate interventions to reduce maternal morbidity and mortality across the city.

### PARTNERS

**Government:** Centers for Disease Control and Prevention, Department of Health and Mental Hygiene Bureau of Maternal, Infant, Reproductive Health

**Philanthropy and Corporate:** Merck for Mothers

### THE CHALLENGE

Maternal morbidity and mortality in New York City remain critical public health concerns. Despite recent declines in the pregnancy-related mortality ratio (PRMR), PRMR remained higher than national estimates for every year from 2001 to 2010. In New York City, the PRMR was 17.6 deaths per 100,000 live births in 2010, and Black non-Latina women had 12 times greater risk of a pregnancy-related death than White non-Latina women. Moreover, this gap has widened since 2001-2005, driven by a 45% decline in PRMR among White women compared to a limited reduction (9%) among Black women.

**“We are optimistic that generating and acting on better data about women’s experiences during pregnancy and childbirth—both in the hospital and outside the healthcare system—will provide the insights needed to reduce the stark disparities in maternal health outcomes. We are pleased to support New York City’s efforts—a first to integrate survivor perspectives in its response to reducing maternal deaths and disability. This is an important step toward ensuring that women have safer pregnancies and healthier lives.”**

- Dr. Mary-Ann Etiebet, Executive Director, Merck for Mothers.

Unlike maternal deaths, Severe Maternal Morbidity (SMM)—a life-threatening event related to childbirth—has increased by nearly 30% in NYC from 2008 to 2010. Similar to the disproportionate PRMR trends discussed above, Black women in NYC are about three times more likely to have SMM as White women. Strikingly, a Black woman with a college degree or higher is still more likely to have a severe pregnancy-related complication when compared with a White woman who did not graduate from high school. Severe maternal morbidity rates were highest among women living in the poorest neighborhoods, where most residents are Black or Latino. The observed and enduring disadvantage of Black women regarding pregnancy experience—across

time and social position—support the Department’s conclusion that structural racism underlies these risks. Structural racism refers to the totality of ways in which societies foster racial and ethnic discrimination through culture, policies and institutional practices. Together these affect access to resources for a healthy life, including high quality food, decent housing, employment, respectful health care and more.

### THE PARTNERSHIP SOLUTION

Inspired by the work of Dr. William Callahan at the Centers for Disease Control and Prevention (CDC), the Department of Health and Mental Hygiene (DOHMH) sought, and in 2013 received, funding from Merck through Merck for Mothers (MfM), the company’s 10-year \$500 million initiative to help create a world where no woman dies giving life. This investment facilitated the development of the first ever citywide Severe Maternal Morbidity surveillance system. DOHMH issued an SMM report based on this work, finding that for every woman who dies of a pregnancy-related cause in New York City (about 30 women each year), about 100 almost die or experience SMM. This means that around 2,500-3,000 are harmed by SMM each year.

Using this report as a call-to-action, DOHMH established the NYC Maternal Mortality and Morbidity Review Committee to review all maternal deaths in NYC and make recommendations to City Hall, hospitals, and other stakeholders.

In 2018, Merck for Mothers gave an additional grant of \$1.8 million over 26 months to the Fund for Public Health in NYC, in collaboration with the DOHMH, to strengthen and enhance maternal health work. In particular, this partnership sought to address SMM through multiple means: interviews with women who have experienced SMM, development of a toolkit for other jurisdictions, integration of SMM case reviews into ongoing hospital quality improvement processes, and notably, the addition of SMM into the Maternal Mortality and Morbidity Review Committee structure. As SMM occurs with much greater frequency than mortality, the addition of SMM data to the Review Committee affords critical insight into the disparities in maternal death and morbidity.

This new effort also builds on the City’s significant commitment to improve maternal health, including increased screening for maternal depression through the ThriveNYC Maternal Depression Learning Collaborative and the Birth Justice Initiative’s establishment of a community engagement and advocacy group.

### IMPACT

DOHMH has identified three local hospital partners who will integrate severe maternal morbidity reviews into their existing quality improvement work. Department staff have developed SMM case review tools for the hospitals and a platform for SMM data storage is under development. DOHMH has also developed a draft interview tool for a qualitative study with a sample of women who experienced an SMM event in any of the three hospitals. The Review Committee will begin to review aggregate SMM data from the three hospitals this year, in addition to the mortality data. Through this initiative, DOHMH continues to disseminate data and information to raise awareness, inspire activism and enhance organizing for improved maternal health in communities of color.

Others have expressed a call-to-action based on DOHMH’s work: in 2017, the City Council mandated annual reporting of maternal deaths and recommendations to reduce the deaths and the media have used DOHMH’s data to inform reporting on the unacceptable racial and ethnic disparities in maternal outcomes. DOHMH has also presented these data at meetings with community-based organizations (CBO), provoking concern and urgency for working together to reduce maternal deaths and morbidity.



## IDEAS MARKETPLACE

### Fund for Public Housing

Launched in 2017, **Ideas Marketplace** is an online portal that enables New York City Housing Authority (NYCHA) residents and community based organizations to source donations, volunteers and partners for projects that green and improve NYCHA developments across the city. A partnership between NYCHA, the Fund for Public Housing and ioby, Ideas Marketplace is designed to support resident engagement, voice and leadership on issues of sustainability and community well-being.

### PARTNERS

**Government:** New York City Housing Authority (NYCHA)

**Philanthropy and Corporate:** New York Community Trust, New York State Health Foundation

**Nonprofit and Community-Based Organizations:** BIG Reuse, Bronx Institute for Urban Systems, Fifth Avenue Committee, Green City Force, ioby, Mothers on the Move, Rockaway Youth Task Force

### THE CHALLENGE

The New York City Housing Authority (NYCHA), and the nearly half a million city residents who live in NYCHA properties, are working to re-imagine what sustainability looks like in local communities; this involves issues of “greening” facilities and spaces and improving access to environmentally friendly and healthy resources. Community voice and participation are critical to achieving NYCHA’s Sustainability Agenda, yet low-income New Yorkers—and NYCHA residents in particular—often lack access to the resources that other community members may use to influence the way their neighborhoods look and function.

**“The online portal, called Ideas Marketplace, acts not only as crowdfunding tool, but as a means to connect community organizations and generate excitement for local projects across the five boroughs. This is the first time in NYCHA’s history that we’ve launched something like this. It is a bread-and-butter example of our Fund’s role as ‘an innovation escape hatch’ or laboratory for potential NYCHA programs.”**

- Rasmia Kirmani-Frye, Founding President, Fund for Public Housing

### THE PARTNERSHIP SOLUTION

In order to support NYCHA resident engagement and leadership on sustainability and a number of related issues, NYCHA, together with the Fund for Public Housing and ioby, a neighborhood-driven, resourcing nonprofit organization, launched the Ideas Marketplace in 2017. Ideas Marketplace leverages the existing ioby platform to enable NYCHA residents and community-based organizations to raise donations, seek volunteers and identify partners to undertake projects that green and improve NYCHA developments throughout the city. Underlying the creation of the Ideas Marketplace is

the acknowledgement that NYCHA residents may need guidance around seeking desired resources and a platform for collecting them.

The Ideas Marketplace provides each project with a webpage to raise individual donations, seek volunteers, find like-minded partners from across NYCHA communities and enhance philanthropic fundraising capability. In addition to pooling funds, the platform also gives users the ability to organize different types of capital—social networks, in-kind donations, volunteer time, advocacy—to make the neighborhood a better place to live. It also enhances the ability of the Fund for Public Housing to identify grassroots projects and provide a transparent framework for groups interested in working with NYCHA and the Fund.



### IMPACT

To launch the partnership, NYCHA recruited and hosted a workshop for 10 community-based nonprofit organizations (in partnership with ioby and the New York Community Trust) to share the operations of how the Ideas Marketplace works and to discuss crowdfunding strategies. In October 2017, the platform’s first organization, Rockaway Youth Task Force, launched its project on the Ideas Marketplace to raise funds for community gardens at Ocean Bay Houses in Far Rockaway, sourcing over \$30,000 within weeks. Five projects of various sizes have leveraged the Ideas Marketplace so far, raising almost \$50,000.



## CHRONIC ABSENTEEISM FOR STUDENTS IN TEMPORARY HOUSING

### Fund for Public Schools

**Chronic absenteeism** — missing 10% or more of school days in a single year — is highly correlated with lower academic performance and higher drop-out rates, and students in temporary housing (STH) are often at greater risk for missing school. The City’s Community schools serve a disproportionate number of STH students and are a natural entry point for targeted interventions. Through a partnership with Deutsche Bank Americas Foundation, Community Schools have taken important steps to combat absenteeism among students in temporary housing.

### PARTNERS

**Government:** Department of Education Office of Community Schools (OCS)

**Philanthropy and Corporate:** Deutsche Bank Americas Foundation

**Nonprofit and Community-Based Organizations:** Advocates for Children, The Floating Hospital, Food Bank of NYC, Institute for Children, Poverty and Homelessness (ICPH), La Canasta

### THE CHALLENGE

Roughly 275,000 NYC students were chronically absent during the 2016-17 school year, meaning they missed more than a month, or 10%, of school each year. Additionally, 111,000 students lived in temporary housing that school year which includes the City’s homeless shelters, those doubled up in apartments with other families, and students residing in hotels or in foster care. Students in Temporary Housing (STH) are particularly at-risk for chronic absenteeism, and to date, experience higher rates of chronic absenteeism compared with their housing stable peers.

**“At Deutsche Bank, we recognize the impact of housing instability on educational engagement. This initiative aims to address the educational needs of homeless students and to further their well-being through a coordinated continuum of resources and support. Given the large number of children and youth experiencing homelessness, it is vital to understand the unique challenges that homeless students face and to promote education interventions and opportunities that can help them. We believe these seven organizations will develop innovative strategies and solutions toward these goals.”**

- Nicole Leach, Head of Education Programming, Deutsche Bank Americas Foundation

### THE PARTNERSHIP SOLUTION

To better provide support for these most vulnerable youth, the Fund for Public Schools, the Office of Community Schools (OCS) and the Deutsche Bank Americas Foundation have partnered to offer supports to 22 Community Schools, which are schools that contract with a community-based organization and hire a Community School Director to leverage resources and render services to students

in need. Community Schools are a central element of Mayor Bill de Blasio’s vision to reimagine the City’s school system, and are well situated to employ new and innovative programmatic interventions. Although Community Schools vary in the programs they offer and the ways they operate, depending upon their local context, four key features, or pillars, appear in most Community Schools: family engagement, expanded learning time, health and wellness programs and attendance supports. Community Schools serve high needs communities and students, over 17,000 of whom are STH in the 2017-18 school year and face barriers to getting to school every day.

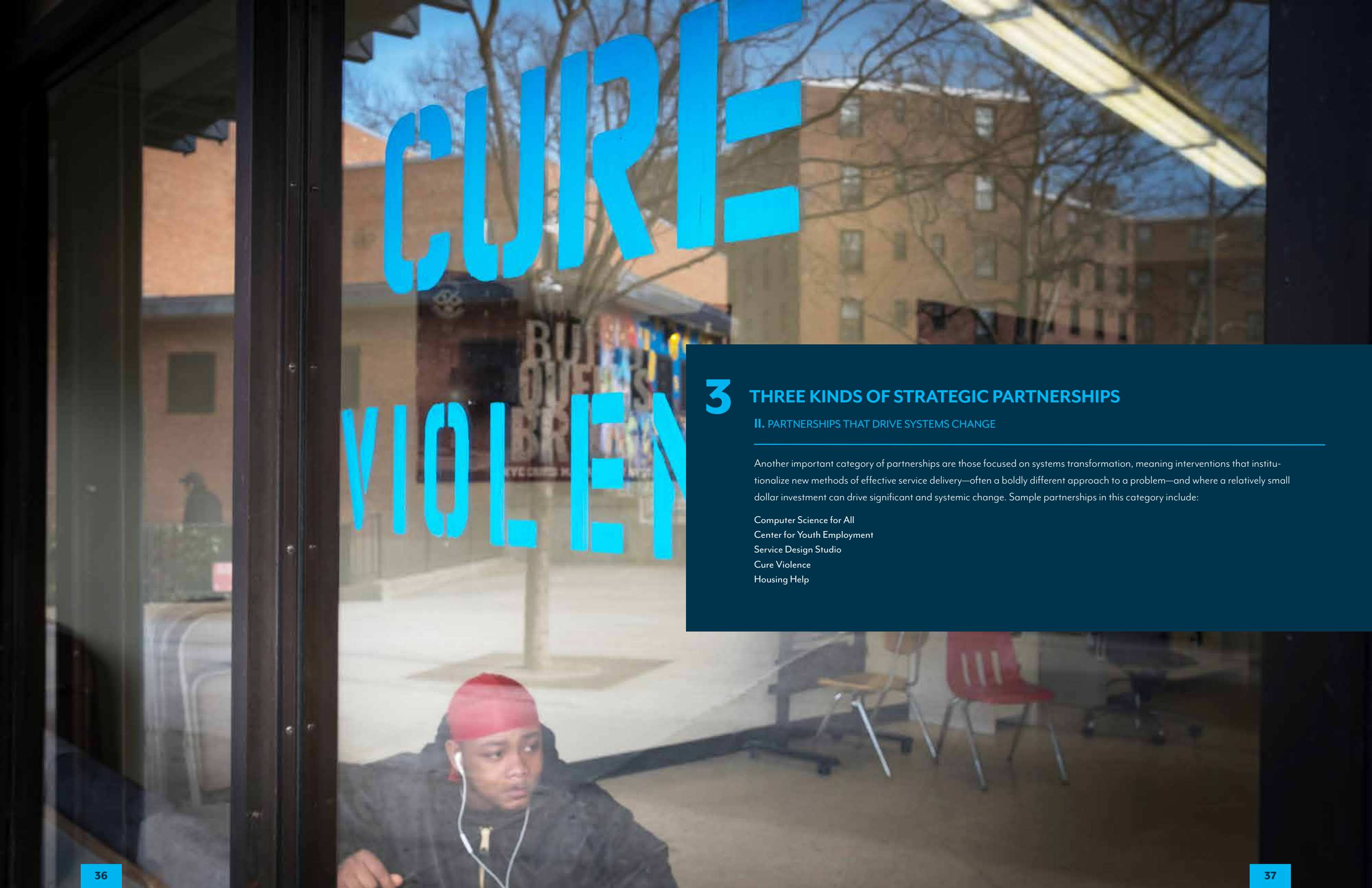
Originally, a grant in 2016 from Deutsche Bank to the Fund for Public Schools, as well as later grants in 2017 and 2018 totaling \$370,000, enabled the Office of Community Schools to hire staff who developed and piloted in 22 Community Schools an array of attendance supports designed specifically for STH populations, whose unique needs go beyond the traditional barriers that housing stable peers face in attending school every day. These supports include: (1) an evidence-based “Social Worker Success Mentor” program, which involved recruiting Social Work interns from five New York City universities to mentor and bring trauma-informed supports to STH who are also chronically absent; (2) partnerships with businesses, community organizations, universities and City agencies to bring a wealth of resources, health and wellness programs and donations to support STH and their families; and (3) an innovative, user-friendly data tool that in real time allowed school and CBO staff to flag students who are STH, assign interventions and measure and monitor impact based on trends in attendance, behavior and coursework over time.

### IMPACT

The supports created through this partnership solution over the last two years have engendered positive results, such as: helping over 2,600 STH attend school more often—in some cases up to a week more of school—and through these partnerships, schools have benefited from thousands of dollars in services, trainings and professional development, health and wellness programs and badly needed resources such as over 50 boxes of hygiene kits, 1,700 backpacks and over 4,000 winter coats to meet needs of STH and families. Today, the Office of Community School is focused on scaling the supports from this partnership solution to 227 Community Schools. The proposal to scale includes a sustainability plan to ensure these best practices continue beyond the end of the partnership. The plan includes, but is not limited to, ongoing trainings—from webinars to in-person conferences—to build the capacity of educators and CBO staff to meet the needs and understand the STH population, a formal recruitment pipeline for second-year Social Work students to serve STH as Success Mentors, securing additional public funding for new staff and more professional development in the arena of trauma-informed supports for Community Schools and developing new and sustainable partnerships to render pro bono and in-kind services and data tools to assist Community Schools as they help STH and their families.







# CURE VIOLENCE

## 3 THREE KINDS OF STRATEGIC PARTNERSHIPS

### II. PARTNERSHIPS THAT DRIVE SYSTEMS CHANGE

Another important category of partnerships are those focused on systems transformation, meaning interventions that institutionalize new methods of effective service delivery—often a boldly different approach to a problem—and where a relatively small dollar investment can drive significant and systemic change. Sample partnerships in this category include:

- Computer Science for All
- Center for Youth Employment
- Service Design Studio
- Cure Violence
- Housing Help



## COMPUTER SCIENCE FOR ALL

### Fund for Public Schools

**Computer Science for All (CS4All)** is an \$81 million public-private partnership committed to bringing computer science education to every one of New York City's 1.1 million students over the next ten years. The largest and most ambitious public-private partnership of the de Blasio Administration, CS4All creates pathways for all students in New York City public schools to learn computer science; to not just be consumers of technology, but rather to use technology as a tool to create new ideas and to solve current and future problems. Since launching in the 2015-16 school year, CS4All has trained 1,000 teachers in more than 500 schools. During the 2016-17 school year, approximately 93,000 students across New York City schools were learning computer science.

### PARTNERS

**Government:** Department of Education (DOE)

**Philanthropy and Corporate:** ABNY Foundation, Accenture, Alexandria Real Estate Equities, Inc., Arconic Foundation, Capital One, Hearst Foundations, Hutchins Family Foundation, Math for America (M/A), the May and Samuel Rudin Family Foundation, Medidata, Oath Foundation, Paulson Family Foundation, the Robin Hood Foundation, the Robin Hood Learning + Technology Fund, the Ron Conway Family, the Rudin Foundation, Wachtell, Lipton, Rosen & Katz, WorldQuant Foundation

**Nonprofit and Community-Based Organizations:** New York City Foundation for Computer Science Education (CSNYC), New York University, 50+ professional development and curriculum partners



### THE CHALLENGE

In an increasingly digital world, knowledge of and competency in computer science is fundamental to being an informed user, consumer, and creator of technology. Currently, the New York City tech sector boasts 300,000 jobs and \$30 billion in annual wages with tech-related jobs expanding rapidly. The Department of Labor projects a 200,000 gap in workers for tech jobs nationally by 2020. Companies in all industries are effectively becoming technology companies, and the talent pipeline needs to match this shift. Data suggests that the soft skills that computer science imparts, like critical thinking, communications, working in teams and creativity are the skills employers most seek. As of 2015, only 5% of New York City's 1.1 million students were receiving computer science (CS) education. Further, many of those students who were receiving CS education were white or Asian and male, and attending specialized high schools. In 2014, only 738 New York City public high school students took the CS AP exam, of which 63.3% passed. Among them, nearly 50% were from the elite schools Stuyvesant, Bronx Science and Brooklyn Tech. Fewer than 30% of exam takers were female.

**“Computer Science is a fundamental skill for success in school and the workplace and CS4All gives every student in New York City, no matter their zip code or background, the opportunity to learn CS. CS4All is a bold initiative in the largest, most diverse school population in the country but it’s going to succeed thanks to investments from private companies and the commitment of the public sector.”**

- Fred Wilson, Partner, Union Square Ventures; Founder, CSNYC

### THE PARTNERSHIP SOLUTION

In 2015, Mayor Bill de Blasio and Chancellor Carmen Fariña made a commitment that every student would receive computer science education by 2025 with the launch of Computer Science for All (CS4All), part of the Mayor's Equity and Excellence agenda. Encouraged by a pilot funded by venture capitalist Fred Wilson and his organization CSNYC, the parties collaborated on a model that would train existing teachers in computer science education, work with school leadership and teachers on how best to incorporate computer science into their schools and fund a rigorous evaluation. The cost of this ambitious \$81 million dollar initiative is borne 50/50 between the public and private sectors with Wilson leading the campaign on behalf of the private sector. There are several governance structures committed to furthering the initiative—a Founders Committee of the lead private partners responsible for overseeing the private budget, evaluation and fundraising and an Advisory Committee giving guidance and expertise to the DOE.

The initiative emphasizes early exposure for all students, with a particular focus on populations of children who are typically underserved by technology and computer science education, including females, underrepresented minorities, English language learners and students with disabilities. The initiative aims to expose and create pathways for all students in New York City public schools to not just be consumers of technology, but rather to use technology as a tool to create new ideas and to solve current and future problems.

The centerpiece of CS4All is the training of nearly 5,000 teachers who will bring computer science education into their classrooms. For up to 100 hours each year teachers receive professional development in CS skills and concepts that align to a menu of computer science implementation options for schools: 1) as part of an in-depth, multi-year sequence; 2) as a standalone CS course (e.g. Advanced Placement Computer Science Principles); or 3) shorter-cycle workshops enabling teachers to integrate CS into an existing course as a robust, interdisciplinary unit of CS (e.g. integration of robotics into Algebra, coding into art).





school year, over 1,400 students from more than 60 middle and high schools participated in the first ever citywide CS4All Hack League, a year-long, bracket-style coding competition in which students from across the five boroughs create and design games for the chance to win special recognition and prizes for their projects. The Pathfinders internship program, launched in 2015, has placed over 200 students in corporate locations in order to help them learn about workplace fundamentals and have opportunities to explore technology careers.

CS4All is expanding the reach of CS education, with an emphasis on female, black and Latino students and is on track to meet the goal of universal CS education by 2025.

**“We know that many young people miss out on careers in technology, because they just don’t have the chance to uncover their passion for it. By giving New York City students from all backgrounds the exposure to computer science, they are gaining skills and experiences they will need to achieve success in their academic careers and beyond in our tech-enabled world. The Oath Foundation is proud to support this groundbreaking program alongside CSNYC, Robin Hood, the DOE and other leading partners to make a real difference in the lives of New York City students.”**

- Sara Link, President, Oath Foundation

Together with veteran New York CS teachers and other stakeholders including industry professionals, the higher education community and CS education providers, the DOE has developed a Blueprint that answers key questions raised by schools and teachers about how to teach computer science. The Blueprint outlines the core skills students should be mastering at each grade band, and includes resources to aid educators in converting national recommendations and standards into units and lessons; videos of teachers differentiating instruction to reach all learners and assessing learners through different modalities; and guides and scripts for school leaders and educators to build a local school culture around CS. For teachers, the beta version of the Blueprint for CS Education serves as a digital academic and pedagogical guide to deliver rigorous and equitable CS education in schools.

The initiative is being evaluated on implementation and teaching and learning outcomes by New York University’s Research Alliance for New York City Schools and the Education Development Center. Research will be conducted on teaching practices, assessment tools and model comparison for integrating CS within schools.

CS4All is a compelling example of partners coming together with government to tackle a challenge and achieve City-wide scale that not only supports educational outcomes but leads to a continued pipeline for success for students to gain the skills to enter the 21st century workplace.

## IMPACT

Since launching in the 2015-16 school year, CS4All has trained 1,000 teachers in more than 500 schools. During the 2016-17 school year, approximately 93,000 students across New York City schools were learning computer science. The number of students taking an Advanced Placement CS exam rose more than threefold, from 1,137 students to 3,966 in 2017. During the 2017-18



## CENTER FOR YOUTH EMPLOYMENT

### Mayor's Fund to Advance New York City

**New York City Center for Youth Employment (CYE)** is a public-private partnership dedicated to better preparing New York City's young adults to compete in the 21st-century job market. CYE aims to facilitate a bigger and better system of youth employment services through partnerships with City agencies, employers, funders and other key stakeholders. Early areas of focus for the Center have included: expanding the number of internships, mentorships and summer jobs to at least 100,000 per year by 2020, better engaging with industry and employers, and increasing supports for vulnerable youth.

### PARTNERS

**Government:** Administration for Children's Services (ACS), City University of New York (CUNY), Department of Citywide Administrative Services (DCAS), Department of Consumer Affairs (DCA), Department of Design & Construction (DDC), Department of Education (DOE), Department of Information Technology and Telecommunications (DOITT), Department of Probation (DOP), Department of Small Business Services (SBS), Department of Youth and Community Development (DYCD), Human Resources Administration (HRA), Mayor's Office of Economic Opportunity, Mayor's Office of Media and Entertainment (MOME), Mayor's Office for People With Disabilities (MOPD), Mayor's Office of Tech and Innovation (MOTI), Mayor's Office of Workforce Development (WKDEV), New York City Economic Development Corporation (EDC), NYC Service, NYC Unity Project, Young Men's Initiative (YMI).

**Philanthropy and Corporate:** ABNY Foundation, AOL LLC, Arcus Foundation, Astoria Energy LLC, Bank of America Charitable Foundation Inc., BlackRock Inc., Boston Consulting Group, Brookfield Properties, CBS Corporation, Citi Foundation, Cities for Financial Empowerment Fund (CFE Fund), Clear Channel Outdoor Inc., Colleen A. Matthews, Computer Associates Technologies, Con Edison, Conde Nast, Deloitte, Delta Airlines Inc., Discovery Communications, Fetner Management LLC, Founders Entertainment LLC, GNYHA Management Corporation, Goldman Sachs Gives, Guardian Life Insurance Company of America, H. Van Ameringen Foundation, Hearst Corporation, iHeartMedia Inc., James Family Charitable Foundation, James H. Bennett, Jeffrey Gural, JP Morgan Chase Foundation, Lizzie & Jonathan M. Tisch Foundation Inc., L+M Development Partners, Macy's Corporate Office of Diversity, Maimonides Medical Center, Marriott International, Mastercard International, Inc., Modell's Inc, National Grid, NCS Pearson, New York Yankees Foundation, NYC & Company Foundation Inc., OUTFRONT Media LLC, Partnership for New York City, Penchant Capital LLC, Pfizer Inc., Pinkerton Foundation, PwC Charitable Foundation, RBC Foundation USA, Real Estate Board of New York (REBNY), Rockefeller Foundation, Rudin Management Company, Santander Bank NA, SL Green Management LLC, Teagle Foundation, Tishman Speyer Properties LP, Tides Foundation, Time Warner, Two Trees Management Company LLC, Wallace Foundation, Vornado Realty Trust

**Nonprofit and Community-Based Organizations:** JobsFirstNYC, Madison Strategies Group, Opportunities for a Better Tomorrow, Social Finance, Seedco

### THE CHALLENGE

Although New York City's economy has seen record job growth in recent years, far too many young New Yorkers are reaching adulthood without the skills, credentials, experiences and support system needed to launch successful careers of their choosing. While more youth are finishing high school and going to college, degree completion rates remain low. Many teens and young adults who



Above: Center for Youth Employment ad campaign

want jobs cannot find them, or are working part-time rather than full-time. More than 130,000 young New Yorkers are neither in school nor working at all. At the same time, many local employers are struggling to recruit and retain well-trained and skilled workers, and are falling short of their goals for a diverse workforce.

Over the years, a range of actors—in the private sector, the philanthropic community, City government and the service provider field—have attempted to address these challenges. Unfortunately, they have typically done so in isolation, leaving the City's youth workforce development system fragmented and failing to achieve results at scale.

### THE PARTNERSHIP SOLUTION

In May 2015, New York City Mayor Bill de Blasio and First Lady Chirlane McCray launched the Center for Youth Employment (CYE), a first-of-its-kind office charged with bringing coordination, focus and rigor to the work of helping young New Yorkers prepare for career success. A project of the Mayor's Fund, CYE was capitalized with an initial investment of over \$3 million to fund a staff of youth workforce policy experts that could help guide system expansion and improvement. CYE set initial priorities of reaching 100,000 in-

**“Perhaps most important is a clearer link between publicly funded secondary and post-secondary education and career services. Workforce development in New York City has a history of being fractured and disconnected from publicly funded education, and CYE is starting to repair that.”**

-Kelly Richardson, New York Managing Director, Per Scholas



ternships, mentorships and summer jobs per year across all publicly-funded programs by 2020, improving employer engagement to more effectively link the City's workforce development and education systems and supporting vulnerable youth across City agencies.

Uniquely positioned within the youth workforce ecosystem as a privately funded entity with considerable autonomy to fulfill its system-building role, CYE looks across subsystems, programs, funding streams and subpopulations to identify and solve system failures and programming gaps. The Center connects stakeholders in the public, private, philanthropic and nonprofit sectors, to ensure the collaboration necessary to build a system that serves every young New Yorker effectively. Building a coherent, consistent and holistic system is necessary to achieve CYE's three key goals of strongly supporting the most vulnerable young New Yorkers, more effectively engaging employers through a lens of self-interest rather than altruism and dramatically growing high-quality internships to build a pipeline of diverse, homegrown, custom-trained talent that can support key sectors across New York City economy.

## IMPACT

CYE has raised \$12.3 million in support of its programs, and with its partners has delivered a major win by exceeding the Mayor's goal of creating 100,000 jobs, internships and mentorships per year for young New Yorkers in Fiscal Year 2018, two years ahead of the 2020 target. The Center has also helped shape an emerging citywide policy agenda around supporting career success for youth through its work on the Youth Employment Task Force, which released its final report in spring 2017.

**Additionally, CYE has made strong progress on each of its three priority goals:**

**Vulnerable Youth:** CYE organized and managed a working group of City agencies to improve the quality of youth employment and workforce programming for at risk youth—those in the foster, shelter and juvenile justice systems.

- Through CYE's advocacy, the City tripled the number of vulnerable in the Summer Youth Employment Program.



**“An impactful way to create more jobs for our youth and to build the workforce of the future is to put more societal effort behind it. The Center for Youth Employment helps to create the public-private partnerships between employers, educational institutions, government and non-profits necessary to help young people gain the experiences and skills necessary to match companies' actual job needs.”**

- Deanna Mulligan, President and CEO, Guardian Life

- CYE has focused on the experience of LGBTQ youth in workforce programs, developing tools and resources to better serve them.
- CareerLift: a \$1.5 million initiative developed with nonprofit partners JobsFirstNYC and Social Finance, helps newly-hired young adults who were formerly out-of-school and out-of-work to stay employed and advance their careers. CareerLift will pilot a first-in-the-nation pay-for-success model to benefit employers by reducing costs of employee turnover and improving worker productivity.

**Employer Engagement:** Integral to workforce efforts is building a system in which employers are at the table to provide opportunities, build pipelines and give feedback.

- To message to employers that young adult talent adds value and that employers must be engaged to build their future workforce, CYE created an Employer Best Practices Playbook featuring proven success strategies and tools from businesses that effectively utilize interns.
- To amplify that message, in spring 2017, CYE launched a first-of-its-kind employer recruitment campaign comprised of a multi-media ad campaign that appeared throughout the city with the message “Get Help. Give Experience.” Amplified through social and earned media, the campaign contributed to CYE's engaging nearly 1,000 new employers to hire interns over the last three years.
- To create scale and interest in the growing sectors of the economy, CYE took an industry-focused approach with the creation of “Industry Funds” within seven high growth sectors: fashion and retail, business and professional services, hospitality and tourism, media and entertainment, healthcare, real estate and technology to drive scale and bring sector specific skills to youth while engaging employers. The Industry Funds built partnerships between City programs and industry intermediaries such as trade groups and associations as well as employers. Industry Funds helped connect 600 employers across targeted sectors that hired interns in 2017.

**High-Quality Internships:** Related to its employer engagement efforts, CYE has focused on expanding opportunities for motivated and talented young adults to gain meaningful professional work experience, with an emphasis on priority economic sectors.

- Working with the Department of Youth and Community Development, and strongly leveraging its Industry Funds to secure internships and financial support, CYE has helped scale the City's Ladders for Leaders internship program for high-achieving 16-21 year old students, from 475 in summer 2014 to more than 1,850 in 2017.
- For younger youth, CYE focused on developing an age appropriate summer work-based learning experience. Developed in partnership with the Department of Education, CareerCLUE (Community Learning, Understanding, and Experience) offers a mix of educational enrichment, career exploration, personal development and service learning activities for younger high school students. Students earn academic credit and a financial stipend, while exploring career paths and gaining work experience that helps prepare them for internships and jobs. The program is being integrated into the City's annual Summer Youth Employment Program, which serves 70,000 youth and young adults every year.
- For students in Career and Technical Education (CTE), CYE partnered with the leading corporate industry group, the Partnership for New York City, and the Department of Education to launch CTE Industry Scholars, which will place 1,500 CTE students into internships in 2018. The Center is working with CUNY to develop a similar program for college students.

## SERVICE DESIGN STUDIO

### Mayor's Fund to Advance New York City

The practice of harnessing customer experience to inform the design of products and services has long been a tool of the private sector. The New York City **Service Design Studio** is the nation's first-ever municipal service design studio dedicated to using design to improve services for low-income residents. Launched within the Mayor's Office for Economic Opportunity, the Studio team includes professionals well-versed in design tools and experienced in developing in-person and digital services—and now applies these principles and practices to poverty-fighting programs and services.

### PARTNERS

**Government:** Department of Consumer Affairs Office of Financial Empowerment (OFE), Mayor's Office for Economic Opportunity (NYC Opportunity), Mayor's Office of Immigrant Affairs (MOIA)

**Philanthropy and Corporate:** Citi Community Development

### THE CHALLENGE

Increasingly we understand that the answers and solutions to people's needs can be found in the communities in which they live and work; people often know what they need, and they know what circumstances and conditions will make it more likely for them to use and take advantage of services. And yet, there are few opportunities for them to shape services and products created to enable greater economic security and improve mobility. While “human centered design” has been a popular feature of consumer markets—companies selling everything from cars to coffee rely on customer input and feedback for product design—the field of human services has been slow to adopt this kind of participatory approach.



**“The tools of service design help us better recognize and respond to what our residents really need, not just what we think they need, and help us understand how initiatives actually work, not just how we intend them to work.”**

*-Matthew Klein, Executive Director, Mayor's Office for Economic Opportunity.*

### THE PARTNERSHIP SOLUTION

In 2014, the Mayor's Office for Economic Opportunity (NYC Opportunity) sought to employ different methodologies to improve services for low-income New Yorkers, including service design, a holistic and human-centered design approach that is rooted in the insights and experiences of those who use public services. Using designers who specialize in considering the needs and motivations of those who depend on poverty-fighting services to inform better solutions for programs, policies, digital products and communications, NYC Opportunity applied service design throughout its work, including, for example, to more comprehensively assess street homelessness through HOME-STAT or to re-design ACCESS NYC, a tool for New Yorkers to determine eligibility for City, state, and federal health and human service benefit programs.

At the same time, Citi Community Development spearheaded the creation of a new cross-sector collaboration to use service design to improve how financial empowerment services meet the needs of New Yorkers living on lower incomes. In 2014, the Department of Consumer Affairs' Office of Financial Empowerment, NYC Opportunity, the Mayor's Fund, Citi and Parsons DESIS Lab launched Designing for Financial Empowerment (DFE), a three-project initiative that used service design methodologies to improve the effectiveness and accessibility of public services like free tax preparation and one-on-one financial counseling and coaching.

As an evolution of the partnership with Citi, NYC Opportunity received additional support from Citi in 2016 to map the creation of a service design “studio.” The City and founding partner Citi Community Development launched the New York City Service Design Studio in October 2017. Housed within City government and focused exclusively on improving services for lower-income residents, it is the first studio of its kind in the nation.

### IMPACT

By adopting this approach, the City has developed new ways of conducting business. One of the Studio's first products was Civic Service Design Tools + Tactics, a resource for those in government interested in applying a service design approach to their work. The Service Design Studio has provided over 80 office hour sessions to more than 29 agencies to assist them in applying service design approaches to their work.

In January 2018, the Studio issued an open call—Designing for Opportunity—for agencies to apply to Service Design Studio to take on projects that could benefit from this approach. The New York City Administration for Children's Services (ACS) Division of Prevention Services was selected as the winner of the open call. Over the following twelve months it has the opportunity to partner with the Service Design Studio on an innovative project to increase the number of families who voluntarily seek services to prevent children from entering foster care.

The Studio is working on building a “community of practice” of public servants in New York who are trained in and familiar with service design tools and practices to improve existing programs along these lines and create new ones. In addition to its Civic Service Design Tools + Tactics publication, the Studio will continue to host weekly office hours, and citywide convenings and workshops, and will improve and expand the resources under the Civic Service Design Tools + Tactics. The Studio and Citi Community Development are also exploring how to scale this approach to other cities. The Studio and Citi Community Development have been sharing this approach as well as NYC's service design efforts with municipal and nonprofit leaders in Miami, Washington D.C., San Francisco, Los Angeles, Oakland and Philadelphia.

Abt Associates is undertaking an evaluation of the Service Design Studio. This assessment will be the first of its kind to understand and measure the effect of employing a service design approach within city government.



## CURE VIOLENCE

### Mayor's Fund to Advance New York City

**Cure Violence** is a public private partnership that treats gun violence as a public health epidemic and employs “credible messengers” in disadvantaged neighborhoods to reduce and prevent gun violence. Launched in 2012 with a philanthropic investment of \$4.7 million, the program dramatically reduced homicide rates, gun injuries and shootings and improved attitudes towards violence and law enforcement. Its success unlocked public support beginning in 2015 with a \$20 million annual commitment from the Mayor's Office and the City Council to scale Cure Violence and complementary gun reduction strategies to 17 targeted precincts around the City.

### PARTNERS

**Government:** Department of Health and Mental Hygiene (DOHMH), Mayor's Office of Criminal Justice: Office to Prevent Gun Violence, New York City Council, Young Men's Initiative (YMI)

**Philanthropy and Corporate:** Bloomberg Philanthropies, Robert Wood Johnson Foundation

**Nonprofit and Community-Based Organizations:** John Jay College of Criminal Justice Research and Evaluation Center (REC)

### THE CHALLENGE

Though New York City is now the safest big city in America, and despite all major crimes—including gun-related crimes—standing at historic lows, gun violence remains a particular problem within the city's concentrated socially and economically disadvantaged neighborhoods. The pernicious effect of such violence creates tangible strains on children, families and communities, and undermines social cohesion and economic growth.

**“People who have previous justice system involvement and have turned their lives around to build their community, along with clergy and other community leaders, are important emissaries for violence prevention and conflict resolution. This program is showing us that community members are critical agents of peace.”**

- Eric Cumberbatch, Executive Director, Mayor's Office to Prevent Gun Violence

### THE PARTNERSHIP SOLUTION

Research suggests that the gun violence epidemic is often “treatable” by training carefully-selected members of the community to anticipate where violence might occur and intervene before it erupts. This is particularly true in communities where young men, disproportionately perpetrators and victims of gun violence, may lack skills to avoid or mediate conflict or understand the long term and damaging consequences to themselves, their families and their neighbors.

Launched in 2012 to focus on the issue of gun violence, Cure Violence was an important pillar of the New York City Young Men's Initiative (YMI) the City's large-scale public-private partnership initiated to address increasing disparities among black and Latino men between the ages of 16 and 24 in education, employment, health and justice.

Cure Violence was established with an investment of \$4.67 million over five years from Bloomberg Philanthropies, alongside \$5.16 million in City funding, and implemented through the Mayor's Fund and the Department of Health and Mental Hygiene. The program relies on an evidence-based model that originated in Chicago in 2000, and was replicated in New York City and Baltimore, with technical assistance from Cure Violence, the eponymous Chicago-based organization that originated the program model. Cure Violence leverages experiences of young men of color who then serve as “credible messengers” of anti-violence, to prevent and reduce youth violence. Community-based organizations working with staff at public hospitals replicated the Cure Violence model in three New York City communities with high rates of gun violence, focusing on behavior change among the youth at highest risk of victimization and perpetration.

### IMPACT

The early results of this program were sufficiently strong that the City Council and Mayor's Office, with additional support from the Robert Wood Johnson Foundation, expanded the Cure Violence model in 2013 and added “wraparound” services in 2015 to meet the needs of communities impacted by gun violence. In 2015, the City Council and the Mayor's Office also created the “Gun Violence Crisis Management System,” a citywide initiative to reduce gun violence, extending the initial focus from three precincts to the 14 that account for 51% of the city's shootings. The City continued to expand this proven model in 2015 with close to a \$20 million annual commitment in public funds from the Mayor's Office and the City Council, and private funding from the Robert Wood Johnson Foundation.

Additionally, in 2015 John Jay College of Criminal Justice Research and Evaluation Center (REC) conducted an extensive, independent evaluation of the Cure Violence program in New York City. REC found an 18% decline in homicide rates in neighborhoods served by YMI Cure Violence sites (Central Harlem, East New York and Crown Heights), compared to a 69% increase in matched comparison neighborhoods. Findings also indicated that the interventions helped bring about a 63% reduction in shootings in the South Bronx (a non-YMI neighborhood) and a 50% reduction in gun injuries in East New York, Brooklyn. In addition to decreasing shooting and homicide rates, further research by REC shows improved attitudes toward violence and law enforcement in the neighborhoods served. Pre-post survey results found respondents were less likely to see violence as an appropriate response to conflict, and had substantially greater confidence in law enforcement and slightly greater willingness to contact police in the event of violence.



## HOUSING HELP PROGRAM

### Mayor's Fund to Advance New York City

**Housing Help** was a program designed to combat housing instability and prevent homelessness by providing families at risk of eviction with a series of targeted neighborhood and court-based supports, including legal and social services. In addition to providing direct support to thousands of New Yorkers, the program helped inform the strategy and planning for the implementation of the City's Universal Access to Legal Services law, enacted in 2017. The City's Universal Access program makes New York the first city in the United States to commit to providing legal assistance to every tenant facing eviction in housing court; it is expected to serve 400,000 New Yorkers annually by 2022.

### PARTNERS

**Government:** Department of Social Services (DSS), Human Resources Administration (HRA)

**Philanthropy and Corporate:** Betty & Norman F. Levy Foundation, Robin Hood Foundation

**Nonprofit and Community-Based Organizations:** BronxWorks, The Legal Aid Society

### THE CHALLENGE

The devastating impacts of increasing economic inequality have contributed to a local and national homeless crisis. Between 2005 and 2015, rents in New York City increased by 18.4% while household income increased by only 4.8%. Across the City, an overall vacancy rate of 3.5% is a housing challenge for people of all incomes; for those who can only afford an apartment with rent of \$800 or less, market vacancies are even tighter at 1.15%.

**“Robin Hood believes that keeping New Yorkers stably housed is of utmost importance. The Housing Help Program is a great example of what can be accomplished if we all work together towards a common goal. Robin Hood is very proud to have supported the Housing Help Program, which has provided New York City with a helpful roadmap to enact the nation's first universal access to counsel.”**

- Bea de la Torre, Managing Director of Housing, Robin Hood Foundation

### THE PARTNERSHIP SOLUTION

Children, families and communities thrive when families remain in their homes, close to their anchors of life such as schools, houses of worship, jobs and medical care. It is not only beneficial for families to remain connected to the communities they call home; this is far more cost effective for the City than to have families enter the shelter system.

Originally launched in 2005, Housing Help was designed to be a three-year pilot in partnership with the Civil Court of the City of New York, United Way of New York City, Legal Services for New York City-Bronx, and Win (formerly Women In Need) to tackle homelessness head-on with a new way of handling of eviction cases. This approach involved judges who were specially trained in



homelessness issues, dedicated court teams that handled cases from start to finish, and supportive services for families—including job training, family counseling, and substance abuse programs—to address the underlying causes of nonpayment of rent.

In 2011, building upon the success of the initial pilot, the Mayor's Fund and the Department of Homeless Services, with the support of the Robin Hood Foundation, launched an expansion of the Housing Help Program to provide more families at risk of eviction with social services, financial planning, and legal assistance in housing court, by enlarging the geographical reach and caseload capacity of the program. With \$3.5 million over seven years in funding from the Robin Hood Foundation, the Mayor's Fund has supported this program in the Highbridge neighborhood of the Bronx with legal services provided by the Legal Aid Society and case management and arrears assistance provided by BronxWorks. The Department of Social Services/Human Resources Administration (DSS/HRA) also funded the Legal Aid Society to provide Housing Help legal services to low-income tenants in other neighborhoods in the Bronx, Brooklyn and Queens.

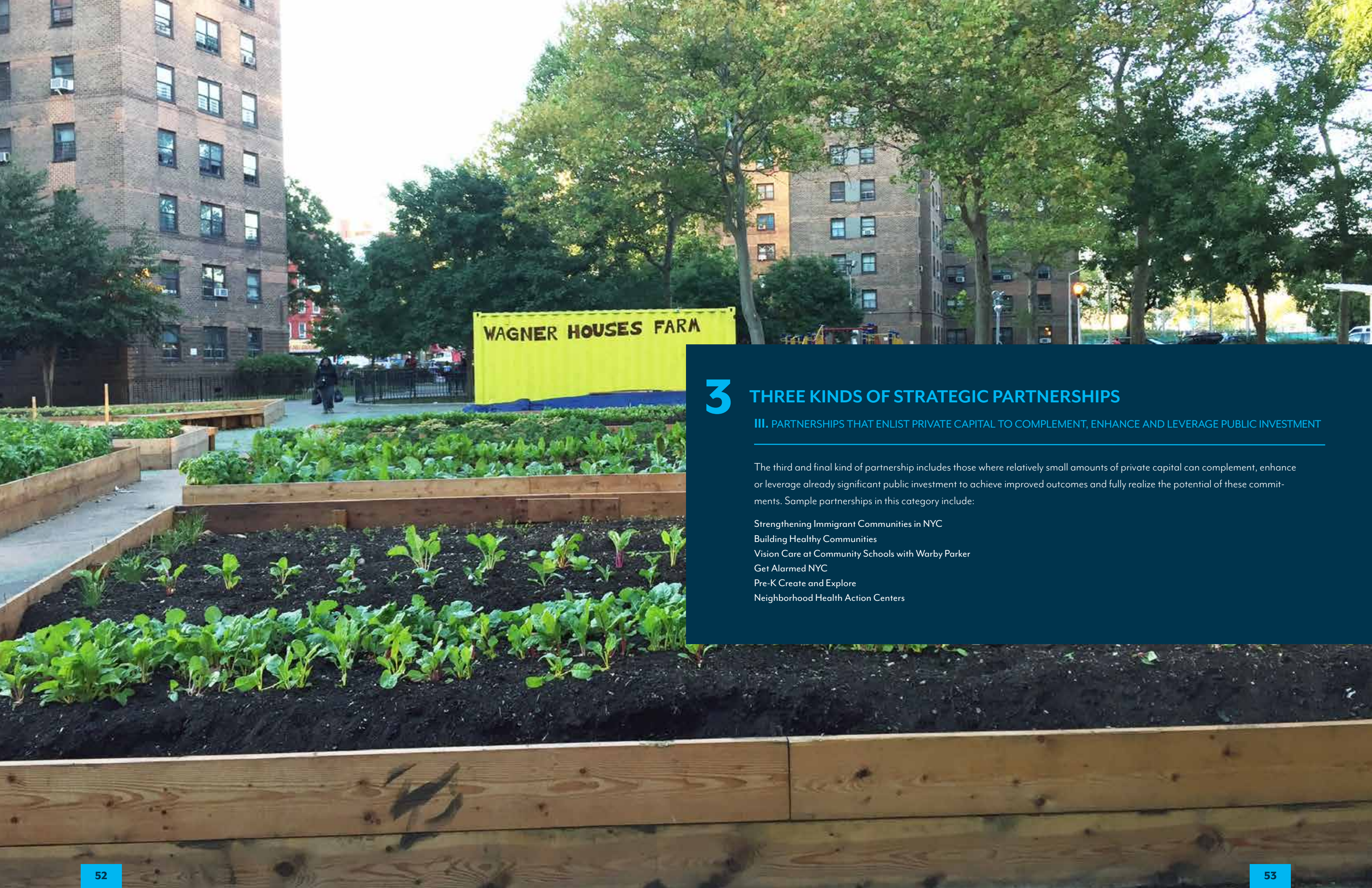
In 2017, recognizing the potential impact of providing more tenants with representation in Housing Court, New York City enacted the nation's first “universal access to counsel” law, which will provide all low-income tenants facing eviction with legal representation in housing court and is expected to serve 400,000 New Yorkers when it is fully implemented in 2022. This initiative, which was informed by efforts like the Housing Help Program, makes New York City the first city in the country to ensure that anyone facing an eviction case will have access to legal assistance.

### IMPACT

Legal services for low-income tenants in housing court, such as those provided through Housing Help, have helped to dramatically reduce evictions for New Yorkers. Residential evictions by marshals in New York City have declined by 27% in the last four years, a period in which the de Blasio Administration substantially increased funding for tenant legal services programs. Over this period, an estimated 70,000 New Yorkers have remained in their homes as a result of decreased evictions. Between 2016 and 2017 alone there was a five percent decrease in residential evictions.

This prevention-first strategy streamlines and focuses already successful initiatives that recognize and capture the many benefits of keeping New Yorkers stably housed and in their communities. At the most basic level, the financial cost of averting eviction, displacement, and homelessness for a family is significantly less than the cost of shelter. More importantly, every diverted eviction spares a family the trauma of homelessness, including disruption of education, employment, and medical care.





### 3 THREE KINDS OF STRATEGIC PARTNERSHIPS

#### III. PARTNERSHIPS THAT ENLIST PRIVATE CAPITAL TO COMPLEMENT, ENHANCE AND LEVERAGE PUBLIC INVESTMENT

The third and final kind of partnership includes those where relatively small amounts of private capital can complement, enhance or leverage already significant public investment to achieve improved outcomes and fully realize the potential of these commitments. Sample partnerships in this category include:

- Strengthening Immigrant Communities in NYC
- Building Healthy Communities
- Vision Care at Community Schools with Warby Parker
- Get Alarmed NYC
- Pre-K Create and Explore
- Neighborhood Health Action Centers



## STRENGTHENING IMMIGRANT COMMUNITIES NYC

### The Mayor's Fund to Advance New York City

**Strengthening Immigrant Communities NYC:** Perhaps no other time in recent memory has been as challenging for New York City's immigrant communities as right now; facing uncertainty over their rights and often facing hurdles around language access, employment and housing, New York City has deployed a series of critical public-private partnerships focused on citizenship, education and legal services, all building on unprecedented public investments by the City.

#### PARTNERS

**Government:** Department of Education (DOE), Department of Social Services/Human Resources Administration (DSS/HRA), Mayor's Office of Immigrant Affairs (MOIA), Mayor's Office for Economic Opportunity

**Philanthropy and Corporate:** Carnegie Corporation of New York, Center for Popular Democracy, Charles H. Revson Foundation, Citi Community Development, Open Society Foundations, Robin Hood Foundation

**Nonprofit and Community-Based Organizations:** Academy of Medical and Public Health Services, Arab American Association of New York, Brooklyn Public Library, Council of Peoples Organization, El Centro del Inmigrante, Emerald Isle Immigration Center, Faith in New York, Lutheran Social Services, Make the Road, Masa-Mexed Inc., New York Legal Assistance Group, New York Public Library, Queens Public Library, Young Women's Christian Association of Queens

#### THE CHALLENGE

Immigrant New Yorkers and their families are central to the prosperity of New York City. Nearly 40 percent of residents are foreign-born, making New York City home to more immigrant residents today than in over a century. Immigrants also make up nearly 50 percent of the city's workforce—particularly in core economic sectors, including technology, finance, entertainment, and healthcare—and 52% of New York City business owners are immigrants. However, 660,000 immigrants and Legal Permanent Residents who are eligible for naturalization face challenges accessing the legal services and financial counseling to help them complete the process of becoming citizens. Still others face uncertainty over their rights as New Yorkers under the current national political climate, or risk being taken advantage of by bad actors offering fraudulent services.

**“Immigrant New Yorkers face unique challenges in the current political climate, but New York City has stepped up to smartly and efficiently pool our resources to create more opportunity. Public-private partnerships help our immigrant communities better understand their rights, assist more of the 660,000 eligible New Yorkers take that last step towards citizenship, and give cities like ours a stronger platform to share local programs and advocate for better federal policies. The Mayor's Fund to Advance New York City is critical to our shared vision for NYC—becoming the fairest big city in the country.”**

- Bitta Mostofi, Commissioner, Mayor's Office of Immigrant Affairs.



#### THE PARTNERSHIP SOLUTION

Under the direction of Mayor Bill de Blasio, the Mayor's Office of Immigrant Affairs (MOIA) and the Mayor's Fund to Advance New York City, the City has worked with several private partners to advance three priority projects.

**NYCitizenship:** Helping put New Yorkers on a pathway to citizenship is the most effective way to provide greater access and opportunity for our immigrant neighbors. To that end, New York City has made significant public investments to advance this work. Launched in the spring of 2016 with partners including the Carnegie Corporation of New York, Charles H. Revson Foundation (providing coordinated but indirect support), Citi Community Development, and the Robin Hood Foundation, NYCitizenship is designed to provide free legal assistance with citizenship applications and financial counseling through the City's library systems and the City's Department of Social Services (DSS) and Human Resources Administration (HRA) to increase naturalization rates and help eligible New Yorkers access the right to vote and other benefits of citizenship. New Yorkers can make appointments by calling 311 to receive services including free legal assistance, eligibility screenings, application and fee waiver assistance, and free and confidential financial counseling. Particular emphasis has been given to reaching financially vulnerable New Yorkers, including disabled or senior citizens clients, who may be eligible for the federal social security program once naturalized.

**Know Your Rights (KYR):** Providing immigrant New Yorkers with a full understanding of their rights, how to assert their rights and how to access free and safe legal services is always valuable and during times of increased uncertainty such knowledge is essential. MOIA has long coordinated Know Your Rights forums with a range of community partners to bring information about City services to communities in all five boroughs. In 2017, with a change in federal posture and policies creating a climate of increased fear and uncertainty among New York's immigrant population, MOIA launched a citywide KYR initiative through a new partnership with the Mayor's Fund, Robin Hood, and 10 immigrant-serving community-based non-profits to organize



approximately 500 Know Your Rights forums addressing recent changes in federal immigration policies, interacting with federal immigration officers and avoiding immigration services fraud.

**Cities for Action (C4A):** Understanding the centrality of local government leadership in addressing the challenges impacting immigrant communities throughout the country, New York City and other key partners have developed the only coalition advocating for pro-immigrant policies and sharing local best practice that is organized by local government, for local government. In 2014, with support from the Open Society Foundations and in partnership with 25 other cities around the country, Mayor de Blasio launched Cities for Action (C4A), a bipartisan coalition of U.S. cities and local governments that strives to further federal and local policies and programs that serve immigrant residents. Through the building of city-to-city partnerships, annual convenings, regular organizing calls and briefings and technical support, the coalition has cemented its value among cities and built its advocacy across three priority areas: 1) ensuring the well-being and safety of all constituents; 2) defending and advancing immigrant rights; and 3) promoting and protecting the ability of immigrants to be fully integrated into civic life. By developing trusted relationships among city officials, the coalition has seen tremendous returns in terms of alignment and coordination on advocacy efforts and city programs and policies, from municipal ID cards to legal services programs.



## IMPACT

**NYCitizenship:** In 2017, NYCitizenship reached over 7,200 individuals and filed over 850 citizenship applications. Based on performance data and successes from the program's first year, which reinforced existing data on the economic benefits of naturalization, the Mayor's Office for Economic Opportunity invested \$795,000 in public funds in year two of the program.

**Know Your Rights:** As of Summer 2018, the Mayor's Fund and MOIA partnered with 10 community-based non-profits across New York City to deliver or schedule approximately 500 Know Your Rights presentations. Of the 14,494 people who attended a KYR presentation, 871 indicated a need for legal services, and MOIA estimates that 578 legal appointments were scheduled as a direct result of the KYR project.

**Cities for Action:** Since its launch, the C4A coalition has grown to more than 175 cities and counties by partnering on national advocacy efforts and offering a platform for exchange of municipal best practice across the country. C4A has developed a broad coalition of cities and municipalities to advocate collectively and share best practices. C4A has a track record for success in scaling national impact through convening city officials. In 2015, C4A gathered 27 city representatives for a conference on municipal ID program design and implementation. Over the past two years, C4A has convened two strategic planning meetings: one in March 2017 to reevaluate the role of cities' advocacy at the beginning of the new federal administration, and another in March 2018 to chart a strategic direction based on trends and policy changes in the prior year. A new "Cities Taking Action" conference in May 2018 was the coalition's first event focused on exchange of municipal best practice, covering topics including city/state collaboration, and establishing a new office for immigrant affairs.



## BUILDING HEALTHY COMMUNITIES

### Fund for Public Health in New York City

### The Mayor's Fund to Advance New York City

**Building Healthy Communities (BHC)** is a collective impact approach to improving health equity and public safety outcomes in 12 chronically underserved neighborhoods. A multi-agency, place-based initiative, BHC focuses on increasing opportunities for physical activity, expanding access to healthy and affordable food and promoting safe and vibrant spaces. BHC leverages \$318 million in public capital investments with \$12 million in private funding; to date, the partnership has forged a community approach to health and directly supported, among other activities, the creation of urban farms on public housing property, workforce training and volunteer opportunities for public housing residents, fresh produce youth markets and clubs, increasing the produce-growing capacity of community gardens, improvements to school play grounds and gardens, free exercise classes, dozens of community grants and the building of 50 new mini soccer pitches to serve 10,000 with free evidence-based programming.

## PARTNERS

**Government:** Community Affairs Unit (CAU), Department of Environmental Protection (DEP), Department of Parks and Recreation (DPR), Department of Transportation (DOT), Department of Mental Health & Hygiene (DOHMH), Mayor's Office of Criminal Justice (MOCJ), Mayor's Office of Food Policy, Mayor's Office of Operations, New York City Housing Authority (NYCHA), New York City Police Department (NYPD)

**Philanthropy and Corporate:** Adidas, Aetna Foundation, Astoria Energy LLC, The Durst Organization, Empire BlueCross BlueShield HealthPlus, the Laurie M. Tisch Illumination Fund, Merck Family Fund, New York Community Trust, New York State Health Foundation, Stavros Niarchos Foundation, Sonima Health & Wellness Foundation, Target, Unilever, The U.S. Soccer Foundation, Wakefern Food Corporation

**Nonprofit and Community-Based Organizations:** Asian Americans for Equality, Association to Benefit Children, Bed-Stuy Campaign Against Hunger, BMS Family Health and Wellness Centers, Brooklyn Public Library, Bronx Documentary Center, BronxWorks, Brownsville Community Justice Center, Brownsville Partnership, Bronx Lebanon Hospital, BxArts Factory, Center for Court Innovation, Chenchita's Community Garden, Children's Aid Society, Chinese American Planning Council, Citizens Emergency Response Network, City Harvest, City Parks Foundation, Claremont Healthy Village, Claremont Neighborhood Centers, Concrete Safaris, Directions for Our Youth, D.U.E.C.E.S., East New York Farms!, Family Cook Productions, Flushing Hospital, Friends of Brownsville Parks, Green City Force, Groundswell, GrowNYC, Harlem Grown, Harlem RBI, Harvest Home, Isabahlia Ladies of Elegance Foundation, KaBOOM!, Korean Community Services, La Finca del Sur, Make the Road New York, New York Road Runners, The POINT CDC, Police Athletic League, Polido Inc., Project Eats, Queens Museum, Restoration Project, SCAN, St. Mary's Marlins, Staten Island Partnership for Community Wellness, Two Bridges Neighborhood Council, Uptown Grand Central, Urban Health Plan, We Run Brownsville, WHEDco

## THE CHALLENGE

When it comes to health, ZIP code is sometimes more important than genetic code. Our health is affected by the environment in which we live and work and whether our neighborhoods have safe, clean, outdoor spaces where we can go to exercise, relax, play

and learn. While access to hospitals and other health care services are crucial to well-being, these other "social determinants" are the bedrock of health.

We know that longstanding and rising income inequality, combined with a history of racial residential segregation and public disinvestment, has led to startling health inequities among neighborhoods. As a result, neighborhoods with the most neglected parks and open space, unsafe public space and the lowest access to healthy food bear the heaviest burden of chronic disease and poor health. For example, life expectancy in Brooklyn's Brownsville is 10 years lower than life expectancy on the more affluent Upper East Side of Manhattan.



## THE PARTNERSHIP SOLUTION

To create vibrant neighborhoods that nurture health, the de Blasio Administration has reinvested in areas that have been deprived of resources for too long and has aimed to foster a "culture of health" that is designed to prevent disease and promote healthy living. As part of this effort, Building Healthy Communities (BHC) was launched in 2016 as a public-private partnership to improve health outcomes in 12 chronically-underserved neighborhoods across NYC's five boroughs: East Harlem, Brownsville, Canarsie, Mott Haven, Hunts Point, Morrisania, Bedford-Stuyvesant, Central Harlem, Corona, Flushing, Mariners Harbor, and Stapleton.

BHC takes a system approach to social impact that focuses on connecting City resources to community-based partners and facilitating cross-agency collaboration to maximize collective impact. Philanthropy, small business and corporations have all played a role, working in tandem with a range of City agencies—from the Department of Health and Mental Hygiene, to the Department of Transportation and the Department of Parks and Recreation, among others—to leverage \$318 million in public investment and unlock opportunities for private support to take this work further.

### The initiative focuses on three key goals:

- Increasing opportunities for physical activity
- Expanding access to healthy and affordable food
- Promoting public safety



BHC is founded on principles of giving residents the tools and resources to make empowered, collective decisions to shape their communities. The initiative includes a network of more than 150 community organizations and has awarded grants to 30 CBOs to increase access to physical activity, affordable foods and promoting public safety.

Through partnership with the private sector, BHC has tested innovative and replicable models for increasing access to healthy food. The Farms at NYCHA Initiative is a partnership with the Laurie M. Tisch Illumination Fund, the Merck Family Fund, the New York Community Trust, Target, Unilever and Wakefern to build urban farms within public housing complexes in Brownsville, Canarsie, East Harlem, Red Hook, Staten Island and the Bronx by fall 2018. These farms provide NYCHA residents with the opportunity to plant and harvest fresh vegetables, trade food scraps used for compost for fresh food and enjoy beautiful, vibrant, fertile land on historically underutilized space. The farms are built, operated and maintained by young NYCHA residents through Green City Force, a nationally recognized AmeriCorps program. As of January 2018, 64 young NYCHA residents had received training in farming and agriculture through the program, with a 94% job placement/college attendance rate.

As part of BHC, 2016 brought the launch of the New York City Soccer Initiative, a partnership with the US Soccer Foundation, the New York City Football Club, Adidas and Etihad Airways to build 50 mini soccer pitches and offer free programming for 10,000 youth in underserved neighborhoods across the five boroughs. These soccer pitches in schools, parks and public housing create safe spaces for youth and wider communities to gather, repurpose underutilized spaces in targeted neighborhoods and connect residents to exercise.

BHC has emerged as a model for community building work in neighborhoods where the city has made concentrated investments, to coordinate, align and leverage those resources and identify locally driven solutions in the places where it is needed most.

**“Increasing access to healthy food can be a vehicle for community change. This is an innovative neighborhood-based strategy to bring healthier food and economic opportunities to communities with higher levels of poverty and food insecurity, including Brownsville, Canarsie and East Harlem.”**

- Laurie M. Tisch, President, Laurie M. Tisch Illumination Fund

## IMPACT

### Expanding Access to Healthy and Affordable Food

The Farms at NYCHA provide over 25,000 pounds of fresh produce per year to community residents. The farms have environmental benefits, including diverting 4,500 pounds of food scraps from landfills through composting and 1.8 million gallons of added storm water absorption annually. They also activate underutilized NYCHA space—over 70 farm stands and cooking demonstrations have occurred on the farms and in 2016, over 800 NYCHA residents volunteered on the farms and 3,000 people visited the farms. Door-to-door research showed that residents of Robert F. Wagner Houses in East Harlem increased their at-home cooking, their purchase of vegetables and their consumption of vegetables after the Wagner Houses Farm was built. The Farms at NYCHA also played an important role in strengthening community connections. According to an evaluation being conducted by CUNY Graduate School of Public Health, residents state that the farms are helping improve their neighborhood’s fabric and bring the community together.

In addition, BHC is working with GrowNYC, Harvest Home and other citywide food leaders to expand access to fresh produce. BHC has supported four annual Youth Markets—farm stands run by young people and supplied by regional farmers—and four Fresh Food Boxes, fresh produce clubs that offer produce for up to 50 percent less than retail in Hunts Point, Morrisania and



Brownsville. BHC has also supported 11 community gardens growing and distributing fresh food locally and increased nutrition education through school gardens and healthy cooking programs.

### Increasing Opportunities for Physical Activity

In 2017, the first nine mini soccer fields were built in underserved neighborhoods as part of the New York City Soccer Initiative (NYCSI). Shape Up NYC—a free exercise program administered by the Parks Department—has expanded culturally appropriate and language-specific instruction for low-income residents, resulting in more than 150 new instructors in East Harlem, Brownsville and the South Bronx. BHC has also awarded 14 active design in school grants in BHC neighborhoods to make schoolyards more green and active.

### Promoting Safe and Vibrant Public Spaces

BHC has provided direct support to community organizations to improve neighborhood infrastructure and physical space, including awarding 30 small grants to community-based organizations to lead walking tours, community festivals and street closings for celebrations as well as park programs that encourage new and increased use of public spaces. In partnership with the Department of Transportation, BHC printed and distributed 20,000 Neighborhood Map & Guides to promote healthy local opportunities.



## VISION CARE AT COMMUNITY SCHOOLS WITH WARBY PARKER

**The Vision Care at Community Schools** initiative is a public-private partnership leveraging the resources and expertise of a homegrown tech and fashion company and the City's commitment to offer universal vision screening at Community Schools. As of May 2018, 149,678 students have been screened, 54,597 comprehensive eye exams provided, and 40,543 stylish prescription glasses distributed. This far exceeds the initial goal of the program to provide glasses to 20,000 Community School students over four years. The new program goal is to screen more 117,000 students annually, and provide nearly 20,000 pairs of glasses each year.

### PARTNERS

**Government:** Department of Education Office of Community Schools (OCS), Department of Education/Department of Health and Mental Hygiene Office of School Health (OSH)

**Philanthropy and Corporate:** Warby Parker

### THE CHALLENGE

It is estimated that at least 200,000 of New York City's 1.1 million public school students fall behind in school because they lack glasses and cannot see properly. Those who suffer most are disproportionately low-income children who often lack access to proper vision screenings and corrective eyewear. For many families, the barriers to accessing vision care are great, from lack of awareness of the long term risks of vision impairment, to the cost of eye exams and glasses, and the burden of a multi-step process that requires parents and guardians to navigate screenings, exams and glasses at different provider locations.

**“Our goal is to provide these students with their first pair of glasses for free so they can experience the immediate and direct positive impact that a pair of glasses can have on their life, especially academics,”**

- Neil Blumenthal, Co-Founder and CO-CEO, Warby Parker

### THE PARTNERSHIP SOLUTION

In 2015, the de Blasio administration was approached by Warby Parker, the New York-based eyewear company known for stylish, affordable glasses and its significant commitment to corporate social responsibility. The idea was to develop a partnership to provide vision care to New York City students in need at a large scale. The Vision Care at Community Schools Initiative builds on Warby Parker's existing philanthropic model, in which they distribute one free pair of glasses for every pair sold.

Under the initial effort, the Administration dedicated \$10 million to expand vision screening, exams and glasses distribution to all Community Schools, initially 130 schools and 65,000 students per year. By locating the vision program in Community Schools, which support the needs of the whole student—integrating academics, social services and other supports into the fabric of schools—the initiative meets students where they are and eliminates significant barriers to access that have historically prevented

them from receiving vision care. With the success of the program in its pilot period, the Vision Care initiative was expanded in 2018 as the number of Community Schools increased to reach 117,000 students in 227 Community Schools.

Nearly 33% of all students who receive vision screenings through the initiative are referred to the program's optometrists for additional examination. Of these, over 85% will require some kind of vision correction. The older a student becomes, the more challenging adopting eyeglasses for the first time can be. Receiving a pair of glasses that are high quality, fashionable and free helps students overcome these challenges and builds positive habits of wearing glasses regularly as prescribed. Warby Parker also works with students who lose or break their glasses, or whose prescriptions change, to make sure they receive a replacement pair.

### IMPACT

As of May 2018, 149,678 students have received vision screenings, 54,597 comprehensive eye exams have been provided, and 40,543 stylish prescription glasses have been distributed. As the program enters its third year, there has been a notable increase in attendance on vision screening days, further illustrating that families see this program as an important benefit for their children.





## GET ALARMED NYC

### The FDNY Foundation

**Get Alarmed NYC** is a \$4 million fire and life safety initiative to provide free smoke/carbon monoxide alarms and installations to tens of thousands of city residents, and targeting communities in all five boroughs that are at the greatest risk of fire. Launched by the FDNY and the FDNY Foundation, Get Alarmed NYC has catalyzed numerous City and federal agencies and local community organizations to educate, distribute and install these free alarms. By June of 2018, 155,000 alarms will be distributed and/or installed, exceeding the original goal of 100,000 alarms.

#### PARTNERS

**Government:** Department for the Aging (DFTA), Federal Emergency Management Agency (FEMA), Fire Department of New York City (FDNY), New York City Council, New York City Housing Authority (NYCHA), Mayor's Office of Immigrant Affairs (MOIA)

**Philanthropy and Corporate:** Kidde

**Nonprofit and Community-Based Organizations:** American Red Cross, numerous local community-based organizations

#### THE CHALLENGE

New York City households are “under alarmed”, lacking sufficient smoke alarms and putting New Yorkers at risk for fire. The National Fire Protection Association (NFPA) estimates that nationally, the risk of dying in a home fire is cut in half when there's a working smoke alarm present. In New York City, up to 70% of fire deaths in recent years have occurred in residences where there was no working smoke alarm—either with no alarm present, or missing or dead batteries in a device.

The Fire Department of New York (FDNY)'s Bureau of Fire Investigation uses fire statistics to identify the most at-risk neighborhoods. These include communities with high concentrations of poverty, people of color, the elderly and immigrant populations.

#### THE PARTNERSHIP SOLUTION

In 2015, after the tragic death of seven children in a fire in a Brooklyn home with inadequate protection from working smoke alarms, the FDNY and the FDNY Foundation launched a public-private partnership, Get Alarmed NYC, to reduce fire deaths and injuries by distributing and installing 100,000 smoke and carbon monoxide alarms throughout the city and particularly in the most at-risk neighborhoods.

**“The message cannot be simpler: smoke alarms save lives. The FDNY is committed—more than ever—to doing everything we can to protect New Yorkers, and that begins by making certain our residents have the first line of protection against fire and deadly carbon monoxide gas.”**

- Daniel Nigro, Commissioner, New York City Fire Department

The FDNY Foundation partnered with Kidde, a smoke and carbon monoxide alarm manufacturer, which donated \$1 million worth of in-kind fire alarms to support the initiative. These alarms are sealed devices that do not require new batteries and are designed to last for up to 10 years. The program targets at-risk communities through “MegaEvents,” high profile installation events that saturate neighborhoods with fire safety information and dispatch teams who help with installations. These events are made possible by taking an interagency approach: the FDNY working closely with the New York City Council, the Department for the Aging (DFTA), the Mayor's Office of Immigrant Affairs, the New York City Housing Authority (NYCHA), and the Federal Emergency Management Agency (FEMA) to reach communities in greatest need. The initiative leverages the American Red Cross, which has an existing installation program, as well as numerous other local community based organizations to reach more deeply into the communities.

#### IMPACT

Since 2015, the FDNY Foundation-funded Fire Safety Education Unit, in collaboration with the American Red Cross volunteers, installed 73,000 alarms, providing increased safety for tens of thousands of residents. The FDNY Foundation is continuing the program in a limited format with a goal of installing and or distributing 155,000 alarms by the end of the spring 2018 to help the FDNY continue to save lives.





## PRE-K CREATE & EXPLORE

### Fund for Public Schools

**Pre-K for All** is committed to providing free, full-day, high-quality pre-K to every four-year-old in New York City. Since the Pre-K for All expansion began in 2014, New York City has more than tripled the number of children enrolled in free, full-day, high-quality pre-K, from approximately 19,000 to over 68,000 four-year-olds. It is now the largest publicly funded pre-K system in the country. Pre-K for All partnerships are designed to ensure program quality, with grants for efforts such as professional development and learning experiences so that all full-day pre-K sites across the five boroughs receive the necessary and differentiated support at the classroom and site-level. Professional learning tracks in arts education (NYC Pre-K Create) and critical thinking and problem skills (NYC Pre-K Explore) were some of the first developed along these lines.

### PARTNERS

**Government:** Department of Education (DOE)

**Philanthropy and Corporate:** Altman Foundation, Jody and John Arnhold, Catherine & Joseph Aresty Foundation, Deutsche Bank Americas Foundation, Early Childhood Partners NYC at The New York Community Trust, The Edith Glick Shoolman Children's Foundation, The New York Community Trust, The Staten Island Foundation, The Stavros Niarchos Foundation, William Randolph Hearst Foundation

**Nonprofit and Community-Based Organizations:** 92Y Harkness Dance Center - Dance Education Laboratory, Bank Street College of Education, New Victory Theater, New York University, Studio in a School, Third Street Music School Settlement

### THE CHALLENGE

Numerous studies demonstrate that high-quality pre-K provides children with the math, reading, language and social-emotional skills they need to succeed in kindergarten and elementary school. With the dramatic expansion of full-day, high-quality pre-K under Pre-K for All in 2014, from 19,000 students to 53,000 students in year 1 and over 68,000 in year 2, New York City recognized a need to ensure that instructional quality kept pace with the dramatic expansion to full scale. Given the city's unprecedented scale, with more than 1,800 sites run by both schools and community-based providers, there was no one-size-fits-all solution. Program sites needed differentiated support to address the diverse needs of teachers, site leaders, families, and children across the five boroughs. High-quality professional learning experiences for pre-K educators are essential for the kind of instructional quality that will prepare all children for success in kindergarten and beyond.

**“Pre-K Create and Explore add an arts and math focus to what is now the largest publicly funded pre-K system in the nation. By leveraging private dollars to train even more teachers and site leaders to be able to provide our youngest students with these essential academic foundations, we can continuously raise the bar on the quality parents can expect for their kids in a Pre-K for All experience.”**

- Josh Wallack, Deputy Chancellor for Early Childhood Education and Student Enrollment



### THE PARTNERSHIP SOLUTION

As a component of Mayor Bill de Blasio's Pre-K for All initiative, the DOE developed and launched four interdisciplinary professional learning tracks aligned with national pre-K learning standards and guiding principles. Private investment has helped NYC to quickly recruit and engage with external experts to develop two of these learning tracks for pre-K site leaders and teachers: Pre-K Explore and Pre-K Create. Private support for these tracks has enabled the City to accelerate the implementation of these tracks as Pre-K for All has rapidly achieved scale citywide.

All four professional learning tracks support programs in meeting the Pre-K for All Program Quality Standards and focus on: 1) incorporating the visual arts, dance, theater and music into instruction (NYC Pre-K Create); 2) increasing children's critical thinking and problem solving skills through a comprehensive interdisciplinary learning experience (NYC Pre-K Explore); 3) incorporating rigorous and developmentally appropriate instruction and family engagement practices (NYC Pre-K Inspire); and 4) using evidence-based practices to strengthen family engagement and children's social-emotional development (NYC Pre-K Thrive). The Fund for Public Schools worked with early childhood and arts education funders to accelerate the development and implementation of two learning tracks for Pre-K site leaders and teachers system-wide: Pre-K Explore and Pre-K Create.

The Division of Early Childhood Education (DECE), in collaboration with researchers, created and launched Pre-K Explore in 2015-16, and was able to expand the program with the support of the Early Childhood Partners NYC at The New York Community Trust, the Altman Foundation, the Catherine & Joseph Aresty Foundation, Deutsche Bank Americas Foundation, Stavros Niarchos Foundation, and The Edith Glick Shoolman Children's Foundation, as well as public investment the following year. Pre-K Explore is a two-year professional learning program for pre-K site leaders and teaching teams focused on an evidence-based math curriculum and the research-based Pre-K for All Interdisciplinary Units of Study, which were created by the Department of Education in collaboration with researchers to support student learning using developmentally appropriate practice. The teachers participate in professional learning sessions that include small group breakouts to practice activity implementation. During





**“My colleagues at 92Y Dance Education Laboratory and I are honored to partner with the DOE’s Office of Arts and Special Projects and Division of Early Childhood Education to provide early childhood educators with the experiences, tools and materials they need to share dance with their students. Dance is crucially important cognitively, physically and emotionally, and it’s so much fun. It is gratifying to see the great progress we are making. Every year we are reaching more teachers and deepening their knowledge.”**

-Jody Gottfried Arnhold, Founder, 92Y Dance Education Laboratory

### IMPACT:

Pre-K Explore launched its third two-year cohort of teacher and leader participants in the 2017-18 school year. 723 classrooms are participating in Explore, reaching more than 11,000 children. Feedback from teachers who have attended Explore professional learning sessions has been positive, with 98% of teachers surveyed reporting that the support they receive from their coach is sufficient to implement Explore and 96% of teachers reporting that their site leader is supporting Explore implementation. Site leader feedback from professional learning attendees is also strong, with 98% indicating that the sessions they attend have met their needs, and 100% of leaders reporting that they see evidence of Explore implementation in their pre-K classrooms.

The 2017-18 school year marks the second year of Pre-K Create implementation, with approximately 989 participating classrooms, reaching more than 15,000 children. Feedback from over 2,500 teachers and leaders who have attended Create professional learning sessions has been overwhelmingly positive. Almost all participants agreed or strongly agreed that the professional learning sessions built upon their experience and the facilitators were responsive to their input and questions.

follow-up specialized coaching visits to pre-K sites, coaches employ modeling and observation strategies, and provide feedback on implementation with teachers.

In the 2016-17 school year, Pre-K Create launched with the support of Jody and John Arnhold, William Randolph Hearst Foundation, The New York Community Trust and The Staten Island Foundation to provide teachers with arts-focused professional learning activities and materials that incorporate visual art, dance, theater, and music into instruction.

Pre-K Create is designed to provide opportunities for children to explore new concepts, express themselves, and make connections across all domains of the New York State Pre-Kindergarten learning standards, known as the Pre-Kindergarten Foundation for the Common Core (PKFCC). Professional learning sessions include content from experts in arts fields; practical, experiential application of learning; opportunities for peer exchange; and how to integrate the content into their programs. All participating pre-K sites are provided a toolkit of resources used during the professional learning sessions. Age appropriate and PKFCC aligned picture books, pedagogical resources, and art-specific resources such as musical instruments, visual arts supplies, simple costume pieces, and CDs for dance activities are included.

In addition to supporting program development and implementation, private funders have also enabled a research component undertaken by NYU with DECE, to examine the program quality of Pre-K Create and Pre-K Explore and fidelity data to inform broader pre-K planning efforts going forward. Outcomes of this research will inform further refinements to Pre-K for All instructional supports and strategies to ensure that the DOE is providing the highest quality programming for NYC children.

## THE CENTER FOR HEALTH EQUITY'S NEIGHBORHOOD HEALTH ACTIONS CENTER INITIATIVE

### Fund for Public Health in New York City

**Neighborhood Health Action Centers** revitalize underutilized New York City Health Department buildings in communities of color by taking a collective impact approach to co-locating health services, social services, clinical services, and community-based organizations under one roof to advance neighborhood health. Philanthropic support has enhanced significant public investment in these Neighborhood Health Action Centers with an electronic intake and referral system, programming that focuses on health and well-being, food and nutrition and a comprehensive evaluation of the Action Centers.

### PARTNERS

**Government:** Department of City Planning (DCP), Department of Education (DOE), Department of Health and Mental Hygiene Center for Health Equity (CHE), Department of Transportation (DOT), NYC Health + Hospitals

**Philanthropy and Corporate:** Doris Duke Charitable Foundation, FJC: a Foundation of Philanthropic Funds, the Leona M. and Harry B. Helmsley Charitable Trust, New York State Health Foundation, Robert Wood Johnson Foundation, the W.K. Kellogg Foundation

**Nonprofit and Community-Based Organizations:** Association to Benefit Children, Bronx Smoke-Free Partnership, Brownsville Multi-Service Family Health Center, Concrete Safaris, Mt. Sinai Hospital, Public Health Solutions, SMART University

### THE CHALLENGE

While New York City has a long history of pursuing neighborhood-based approaches to improving public health, resources have been inequitably distributed across the city and health equity remains a persistent challenge. Health inequities are not a biological phenomenon, but rather the result of long-tenured systems of racism that have segregated and oppressed communities of color. During the history of our institutions and government, unjust policies and practices have yielded unjust health outcomes. As a result, many neighborhoods of color have disproportionately higher rates of chronic disease and premature death. For example, in Tremont and Morrisania, where 40% of residents live in poverty, 16% of adult residents have diabetes, versus the citywide average of 10%. The obesity rate in East Harlem and Bedford Stuyvesant is 33% of adults, higher than the city average of 24%. And Brownsville, East Harlem, Bedford Stuyvesant and Morrisania have premature death rates (defined as death before age 65) of over 300 per 100,000 residents, compared to the city average of 198.4 per 100,000 residents. To bridge this gap, a multi-layered and unique approach is needed that involves different partners across sectors.

**“Where you live should not determine how you live or how well you live. This is one of the ways we tackle that inequality.”**

- Herminia Palacio, Deputy Mayor for Health and Human Services



### THE PARTNERSHIP SOLUTION

In 2017, as part of a redoubled commitment to health equity and neighborhood-based approaches from Mayor Bill de Blasio and Health Commissioner Dr. Mary Bassett, the City launched the Neighborhood Health Action Center model to nurture and maintain cross-sector partnerships to improve neighborhood health, reduce health inequities and foster a culture of health. To date, three Action Centers have opened in East Harlem, Tremont, and Brownsville.

#### These Action Centers offer:

1. Co-location of services to better serve the community, eliminate gaps, and reduce duplication.
2. Innovation in programs and policies by using data and evidence-informed practices, as well as community expertise, to address health inequities and the root causes of illness and disease.
3. Collective action and impact by gathering diverse stakeholders to create action items to change unjust structures, systems and policies and maximize the opportunities for change.

This approach reflects the mission of the Health Department's Center for Health Equity (established in 2014), which views health disparities as a racial and social justice issue and takes a neighborhood-based approach focused on building partnerships with neighborhood stakeholders and using data to call attention to these unfair and unjust health outcomes.

Building on the public commitment of over \$5.5 million annually to open and staff the Action Centers, private philanthropic support has played a key role in executing the vision of the Action Centers by supporting community engagement, expanding programming, building a referral system and providing an evaluation of the Action Center model.

The collective impact approach is applied to each neighborhood in a process of community engagement and needs assess-



ment. In East Harlem, through a partnership with the New York State Health Foundation that began in 2014, community members and partner organizations of the Action Center developed programming to increase exercise opportunities for adults, improve social cohesion and increase access to healthy food. The Action Center led residents and stakeholders in the planning process for the Department of City Planning's East Harlem Neighborhood Plan on health-related issues that could be integrated into rezoning plans for the neighborhood. The Robert Wood Johnson Foundation is providing evaluation funding through its Systems for Action National Coordinating Center.

## IMPACT

While most partnerships and programs at the Neighborhood Health Action Centers are still in the early stages, there are early positive signs. Support from the New York State Health Foundation and Mt. Sinai Hospital allowed the East Harlem Neighborhood Health Action Center to launch a year-round Fresh Food Box Program to increase access to affordable and healthy fruits and vegetables and increase knowledge of healthy diets, develop the 3.5 mile East Harlem Community Walking Trail, engage residents to survey the walking trail to inform the creation of a Block by Block report and support community-based organizations with Community Activation Grants. These small grants from New York State Health Foundation and Mt. Sinai engaged community-based organizations in the planning process. In one year, these efforts have resulted in 315 activities reaching 7,000 community members.

**“Decades ago, the neighborhood health center movement dramatically improved the health of communities in New York City. With the launch of the Neighborhood Health Action Centers, we are bringing this model fully into the 21st century, adding new services and new technologies. The Action Centers provide important space for community-based public health planning and target resources to neighborhoods with high rates of chronic disease and premature death.”**

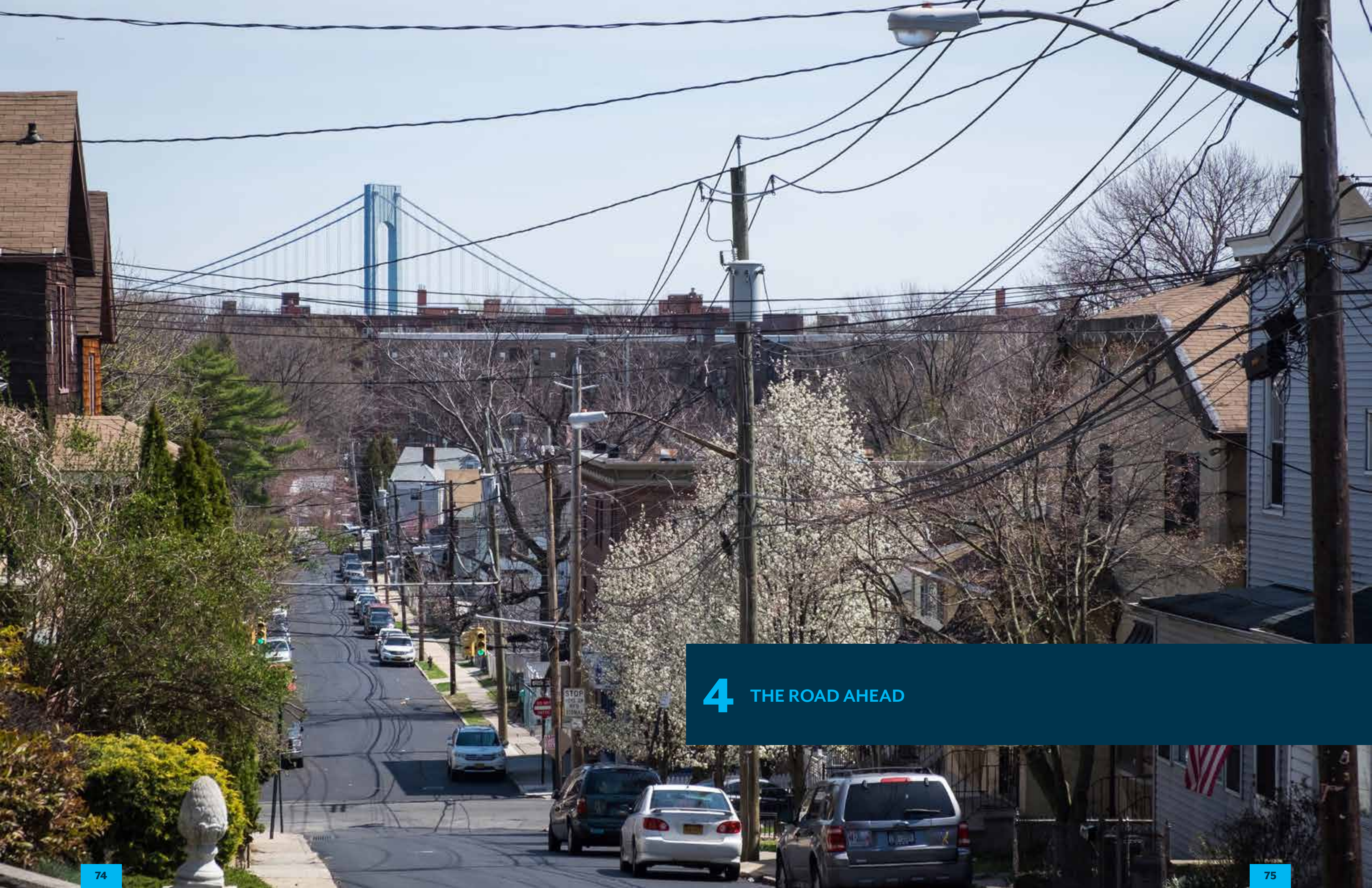
- Dr. Mary T. Bassett, Commissioner, Department of Health and Mental Hygiene

The Helmsley Charitable Trust provided funding to expand the use of NowPow, a directory and referral software that enables clinical providers, care coordinators and case workers to make referrals and follow up with clients for health care, social services, and public health programs. This support created a consumer portal to make this information available to community members. FJC, a Foundation of Philanthropic Funds, provided a matching grant to raise funds to equip and develop programming for a teaching kitchen.

The Breastfeeding Empowerment Zone, supported by the W.K. Kellogg Foundation since 2013 and managed by DOHMH at the Brownsville Neighborhood Health Action Center, promotes breastfeeding among mothers and families in high-need Brooklyn communities, with specific focus on increasing rates of breastfeeding exclusivity and duration.







## 4 THE ROAD AHEAD



## THE ROAD AHEAD

Partnerships, by definition, involve many moving pieces and people, some named, many more unheralded, who make change possible, and who make life better for all New Yorkers. Thank you to all of our partners and allies for your work and leadership over the last four years—and thank you in advance for your work and leadership in the years to come. We are just getting started.

In the last four years, working within City Hall at the Office of Strategic Partnerships (OSP), and across sectors, issue areas and neighborhoods via various government agencies, City-affiliated philanthropic nonprofits (the “Funds”) and local community-based organizations, we have been able to match needs to resources and to think creatively, enlisting some of the City’s leading foundations and companies to help solve problems and create opportunities.

Along the way, we have learned much about the mechanics of these kinds of partnerships—how to bring multiple perspectives and resources to the table, align incentives, move efficiently and effectively in the short term and build coalitions and trust that will serve all New Yorkers well over the long term. Whether we have focused on creating programs, policies or platforms, we have done so in a way that honors and reflects the principles and priorities of this Administration: a deep commitment to equity and excellence, to good and effective government, to a holistic and inclusive view of community needs, health and well-being—often informed and designed by the communities themselves—and to governing and leading one New York by embracing democracy in times of crisis and joy. In doing so, we have focused on partnerships that aim to reduce poverty and inequality across the city, making New York a better, fairer and more inclusive place to live and work.

As the sampling of case studies in this report illustrates, these partnerships can take many forms. Sometimes, as we have seen, partnership means engaging philanthropy or private support as risk capital to test a new approach and evaluate whether it works and should be scaled, whether that is a new crowdfunding portal for sustainability initiatives led by public housing residents or a groundbreaking approach to mental health that integrates mental health training across the city’s community-based service providers.

Partnerships are also critical for driving larger systems transformation, where often a relatively small dollar investment can create significant and systemic change. In the last four years, we have seen this in action in many places, and in particular the Administration’s approach to strengthening the ties between technology, innovation, education, workforce readiness—and the city’s larger economic vibrancy. For example, through public-private partnerships over the next ten years, every student in New York City will receive computer science education in elementary, middle, and high school. Moreover, government and the private sector are working together to ensure that New York City’s youth are put on a career path and can access the jobs of the future while growing the city’s talent pool.

Finally, we have seen partnerships in which relatively small amounts of private capital can leverage significant public investment to achieve improved “social impact” and help fully realize the potential of these commitments. This is nicely demonstrated, for example, with free eyeglasses for low-income students who are now screened for vision problems in Community Schools, a broad array of health and wellness programming in local communities focused on health equity and a multifaceted commitment to immigrant opportunity, safety and well-being across the city.

While we have been privileged to work on these initiatives across the five boroughs, we are also encouraged by their potential for improving lives across the country—and beyond. New York City is an extraordinary place, but we do not have a monopoly on challenges, nor on the solutions to those challenges. We were very fortunate, for example, to borrow and adapt a “credible messenger” program to reduce gun violence from Chicago, see it work here, and then expand it to 17 of the city’s toughest precincts. Similarly, our first-in-the-nation “right to counsel” laws on housing, informed by a successful public-private partnership, will dramatically reduce evictions for low income tenants across New York, and is a model under consideration and roll-out in cities across the U.S. The Center for Youth Employment, a first-of-its-kind office charged with coordinating, expanding and

improving programs to help young New Yorkers prepare for career success has demonstrated a number of models ripe for replication in other cities, including dedicated Industry Funds and CareerLift, the country’s first pay-for-success partnership to increase employee retention of formerly out-of-school and out-of-work young people. Finally, NYCitizenship, free and innovative legal and financial assistance with naturalization, offers a potential roadmap for others in their commitment to improve and protect immigrant opportunity, safety and well-being.

These kinds of collaborations are particularly important when many of our principles and policy priorities are under attack at the federal level. Partnerships allow us to build bridges—across sectors, when government forges strong ties with the private and nonprofit sector leaders, and across the aisle and across the country with allies who will help defend and advance our shared values.

Partnerships are not theoretical abstractions; their success relies on sound construction and implementation, and here, too, we believe our experience holds promise for other cities. Over the last four years, New York has pioneered a new model for putting together enduring alliances. From its unusual perch in City Hall, the Office of Strategic Partnerships has been able to align priorities and coordinate activities between City agencies, the Funds and external partners. By removing barriers and silos, the office has brought greater coordination, efficiency and effectiveness to the city’s public-private partnerships.

**“For more than 90 years, we’ve worked to make life better for all New Yorkers. Partnerships with government have been essential in moving us toward the healthy, equitable and thriving city we envision.”**

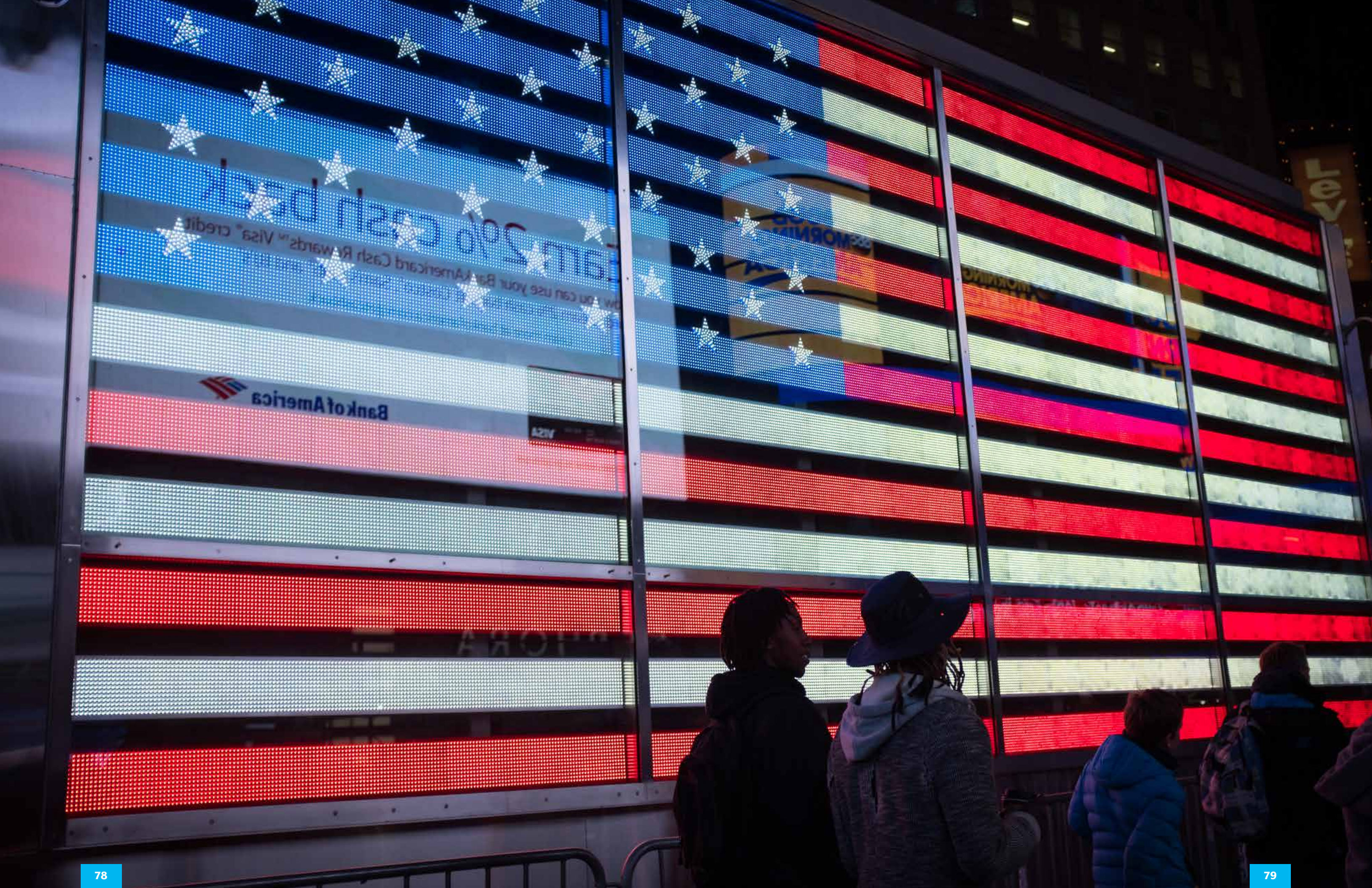
- Lorie Slutsky, President, The New York Community Trust

As we have seen, the Funds occupy a unique position, and have long played a critical role in the public-private partnership ecosystem of New York City. As independent nonprofits, these organizations understand the needs of both their partners in the private sector and the public agencies they serve. The Office of Strategic Partnerships’ global view, and the Funds’ dedicated expertise and dexterity as intermediaries have allowed for the creation of initiatives that embody the priorities of the Administration and in the process take advantage of the \$89 billion New York City budget. Together, the OSP and the Funds have created a kind of one-stop-shop for civic engagement and investment—which in turn has unlocked tremendous energy and support for partnerships from every corner. This distinctively New York approach has application and relevance well beyond the five boroughs.

As we consider the opportunities for partnership over the next four years, our work will continue to be scaffolded by this successful architecture—and informed by the same guiding principles that defined Mayor de Blasio’s first term. In some areas, we will deepen and strengthen much of the efforts already in motion, particularly where we have helped plant the seeds for truly systemic change, including in areas of health equity, holistic mental health, immigration supports, and education and workforce development for young people, particularly in ways that consider innovation, technology and the changing demands and opportunities of the new economy.

We are proud of and grateful to our partners in this all-hands-on-deck moment: nonprofit organizations, philanthropies and private sector companies that have recognized—and demonstrated to cities around the world—how working together benefits us all. We welcome new allies to join us in the continued fight to make New York the fairest big city in America. And we invite our friends beyond the five boroughs to borrow from what we have tried here, share with us what has worked in other communities in achieving change and together join in this shared vision for our country.





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