

1. NEED

Lutheran Medical Center, working through its federally qualified health center system, Lutheran Family Health Centers, proposes to develop a Promise Neighborhood plan for Sunset Park, Brooklyn. Lutheran has worked in and with the community for more than one hundred twenty-five years, growing and changing with our neighbors, with a staff that reflects the neighborhood and a range of health care, family-strengthening and support services that reflects our commitment to meet the needs of the community. The needs of Sunset Park are seen in its status as a community of new immigrants, in its growing level of food insecurity and unstable housing, in its struggle to recover from the almost-crippling loss of manufacturing jobs, and in the large population of disconnected youth who don't see a future for themselves that includes college or career-track employment. Its residents suffer acute poverty in their transition to the United States, while chronic poverty has long been a reality for the community. Rising costs in the face of decreased wages or lost jobs has impacted families' ability to keep all members fed consistently and well. Unstable housing, unscrupulous landlords, and the construction of one unaffordable condominium after another have altered the housing landscape, making it increasingly difficult for families to find safe homes they can afford. The numbers of disconnected youth in Sunset Park indicate a community that hasn't had the resources to adequately care for and support its children. In recognizing the need to deepen our support of healthy life outcomes and achievement for the young people of Sunset Park, Lutheran is seeking a planning grant from the United States Department of Education to fund the development of the Sunset Park Promise Neighborhood.

Sunset Park is a low-income, immigrant neighborhood in Brooklyn, New York. For decades, Sunset Park has been a first destination for waves of new immigrants from around the world and

a home to many families in poverty. The original immigrant groups in Sunset Park – the Norwegians, Italians and Irish – have been all but entirely replaced by newer groups. With at least 49% of Sunset Park’s residents are foreign-born Sunset Park’s newer residents come from across the globe: Puerto Rico, the Dominican Republic, Mexico, Central and South America, China, Pakistan, Bangladesh, Turkey, the Middle East and Eastern Europe.

The population experienced a tremendous growth rate from 1980 to 2000 (30%), owed to the continuous stream of new immigrants, increasing strains on school and social service capacity. Although still largely Latino (50%), Sunset Park is home to an Asian population that nearly doubled between 1990 and 2000 (to 25%) and a growing Arabic-speaking community. Given what we observe in our program, we expect the 2010 Census will show significant increases in foreign-born residents and with new immigrant groups broadening the existing diversity.

Immigrant residents of Sunset Park have strong family affiliations and ties to faith-based organizations. Community residents possess great strength and resilience; however, they also face significant barriers to family stability. These barriers include limited English literacy; limited access to health care and social services; substandard living conditions or risk of homelessness; lack of childcare; financial instability; unemployment; exploitation in the workplace; fear of deportation; and domestic violence. New immigrant families have limited access to a broad range of supports, including public benefits and educational opportunities. They confront challenges related to legal status, and the loss of social networks, status and power. They struggle to honor their heritage while adjusting to American culture and New York City life.

As a crowded, low-income urban neighborhood, Sunset Park has many of the health and socioeconomic problems associated with the inner city. and its demographic profile reveals low levels of income and educational attainment. The community is a young one, with almost one-

third of residents under the age of 18. Sunset Park is a multicultural community: and 81% are non-White. The largest single racial/ethnic group is Latino, which represents 50% of the community population. 2000 Census data shows that 28% of neighborhood residents live in poverty. This is particularly acute among families with children, 33% of whom live under the federal poverty level.

Poverty: The 2000 Census revealed significantly low levels of income. Twenty-eight percent of Sunset Park residents had incomes below the Federal Poverty Level. Twenty-seven percent of households earned less than \$15,000 per year, and 56% earned less than \$35,000. In the recent economic downturn, we have seen the numbers of families seeking assistance increase dramatically. Community food security has decreased; our local food bank is regularly challenged to meet the volume of need. Sunset Park's high rate of failure to complete high school (48%) contributes to residents' difficulty in achieving stable, remunerative employment.

The high poverty rate for immigrant Latinos is linked to low wage jobs rather than single parent families, or lack of involvement in the job market. In 2007, 77% of immigrant Latino families were living in married couple families, as compared to 65% of the children in US born families. Children of immigrants in the US are also more likely to have a parents with full time employment. The high poverty rate for immigrants is linked to the low-wage jobs that are often filled by unskilled, mostly Latino workers. Thus for these families having a full time job is not enough to lift them out of poverty (Rakesh Kochlar, *Latino Labor Report, 2004: More Jobs for New Immigrants at Lower Wages*).

Language and Literacy: English proficiency is a major barrier for community residents: 79% of the people in the community speak a primary language other than English at home and 47% of children between the ages of 0 and 13 living in Sunset Park in 2007 were living in

linguistically isolated homes. Forty-eight percent of adults over 25 did not complete high school. The National Assessment of Adult Literacy estimates that 37% of Brooklyn residents over the age of 16 lack basic literacy skills. Sunset Park has a higher percentage of foreign-born residents and a lower percentage of high school graduation, variables that are cited as predictors of low literacy. Therefore, we conservatively estimate that 40% of Sunset Park residents over the age of 16 lack basic literacy skills. In Sunset Park, 13% of residents that are 25 and older are college graduates as compared to 22% of Brooklyn residents overall.

Indicators of Risk: For our neighborhood of focus, NYC Prevention Risk Indicator Monitoring System (Prisms) data indicates a disturbing picture of risk (based on Sunset Park’s rank out of 36 Brooklyn neighborhoods):

Youth Risk Indicator	Sunset Park Ranking
Children living in poverty ages 0-17	3
Emotionally disturbed students ages 3-21	13
Learning Disabled Students ages 3-21	7
Youth violent crimes ages 12-20	15
Youth property crimes ages 12-20	15
Teen births ages 12-20	3
Youth abortions ages 12-20	2
Overall community risk index	10
Youth risk index	14

The community has alarmingly high rates of adolescent pregnancy and childbirth compared with state and national averages. The two zip codes comprising Sunset Park (11220 and 11232) are among the areas identified by the New York State Department of Health as most in need of

pregnancy prevention services.

Safety and Access to Services: The high percentage of recent immigrants contributes to the great cultural diversity that is a hallmark of this neighborhood, but it also means that many residents lack the language skills or documentation to access the services they may need. Some residents' fear and confusion around their legal status also interferes with seeking needed help from agencies or government entities. In addition, the high percentage of people who feel their neighborhood is unsafe (41%) may make them hesitant to go out into the community to seek assistance or engage in community activities.

Health Risk: Residents' perception of the neighborhood being dangerous could also contribute to low rates of physical activity and high rates of obesity in comparison with the rest of the country. Poor access to services, combined with low-income levels, and language barriers all contribute to the poor health outcomes in the neighborhood. Specifically, when Sunset Park residents were asked in a recent DOHMH survey to rate their own health, 29% rated themselves to be in poor or fair health, more than twice the national rate of 14%. Sunset Park has particularly low rates of health insurance coverage. More than 4 in 10 adults in Sunset Park are either uninsured or went without health insurance in the last years. This lack of insurance coverage contributes to a lack of access to health services, with 31% of Sunset Park residents stating that they do not have a regular doctor as compared to 23% of all residents in Brooklyn.

Factors Impacting School Achievement: The new immigrant status of both children and adults in Sunset Park significantly impact on academic achievement.

Parents' ability to speak English is closely tied to their success in the labor market and their children's success in school. Limited English proficiency can limit job opportunities, earnings, access to health care, and the ability of parents' to advocate for their child in school, and help

their child with homework (Shields and Behrman, *Children of Immigrants: Analysis and Recommendations*). In Sunset Park, long work hours and language barriers limit the ability of many immigrant parents to guide their children through a complex and overloaded school system. Communication and cultural gaps between teens and parents increase the stress youth experience in high school and can limit their college and career choices.

School-aged Children who are English Language Learners have lower math and reading scores than non English Language Learners. Foreign born teens, especially from Latin America are significantly more likely to drop out of high school than their US born peers, as well as being more likely to become pregnant as teenagers (Rick Fry, *How Far Behind are English Language Learners*, Pew Hispanic Center, 2009).

One way to to promote school readiness is through high quality early education programs. Latino children are currently underrepresented in center based child care and pre-k programs. In 2005-2006, 27% of Latino versus 18% of white, non Latino lacked formal arrangements for early education (National Center of Educational Statistics, 2009. According to the Citizens Committee of New York, 6,704 children under the age of 5 in Sunset Park are eligible for subsidized day care, but are not receiving it.

School and Zone of Focus: Our target school is PS 24, a Title I school that is currently engaged in a focused restructuring plan. PS 24's ten-by-five-block catchment area is the heart of our envisioned Promise Neighborhood. The school community is predominantly Latino; 84% of students were eligible for free lunch and 46% had limited English proficiency in 2008-2009. PS 24 is classified under No Child Left Behind as "planning for restructuring year 1." In the last academic year, the school demonstrated adequate yearly progress for Hispanic/Latino students, students with disabilities, limited English proficient students, and economically disadvantaged

students. Although the school has made progress in recent years in improving academic performance, only 55% of students performed at grade level in English Language Arts in 2008-2009, and 83% performed at grade level in Math. To be removed from the School in Need of Improvement list, PS 24 will have to meet a new, higher target for Adequate Yearly Progress.

PS 24 is one corner of the educational triangle we are targeting for the Promise Neighborhood development plan. The southern-most corner of the triangle is made up with MS 821 and IS 136, both housed in Charles O. Dewey Middle School, located two blocks south of PS 24. The northern corner is the new Sunset Park High School, located one block from PS24. For decades, Sunset Park was one of only two community districts in New York City without a public high school. Students were forced to travel outside the community to attend school. The lack of a high school impacted school performance, graduation and readiness for higher education and employment. Many neighborhood youth entered overcrowded high schools in the surrounding area, such as New Utrecht High School, where 67% of students graduate in four years, and Fort Hamilton High School, where only 63% of students graduate in four years (NYC Department of Education School Report Cards, 2008-2009).

2. QUALITY OF DESIGN

Alignment with Organizational Mission: Lutheran Family Health Centers, drawing on its continuum of medical, behavioral health, enabling supports, and educational and family strengthening services, proposes to lead a coalition of community stakeholders, including community residents, service providers, advocacy and justice agencies, public officials, and schools to develop a Promise Neighborhood Plan for Sunset Park, Brooklyn. As a community, Sunset Park is well positioned to begin the Promise Neighborhood development process. Sunset

Park's community-based organizations have a decades-long history of collaboration and partnership, of identifying and addressing needs, and having strong connections to the community and long histories of offering quality programming to the children and families of Sunset Park.

Lutheran Family Health Centers (LFHC) has been a strong partner and a leader in working toward the revitalization of Sunset Park since its inception in 1967. For forty-three years, LFHC has worked with the community to identify and address health and social service needs. In addition to the primary care services offered as a federally qualified health center, LFHC's Department of Community-Based Programs was created to manage and maintain those community supports, and today the department offers a dramatic array of programs from early-intervention services for children to a sector-based job training initiative for adults. The Promise Neighborhood program offers LFHC the chance to expand and enhance its approach to comprehensive health care – an approach that addresses the personal, social, educational, economic, and developmental health of our neighbors in the community, in addition to physical and mental health.

Zone of Focus: The heart of Sunset Park's Promise Neighborhood will be the ten-by-five-blocks that are zoned for NYCDOE Public School 24. Children residing in this zone continue on to Middle School 821, Sunset Park Prep IS 136 and the new Sunset Park High School. Each of these schools has strong relationships with community organizations and all are interested in working to develop a Promise Neighborhood in Sunset Park. PS 24 works with several community organizations. Adelante Alliance provides Spanish-language classes for adults and arts- and culture-based activities for children; Gente y Centos provides writing activities and workshops that draw from Latino cultures; Morningside Center's Paz program provides after-

school programming for 240 children. The school also has a long-standing relationship with LFHC. PS 24 is home to one of LFHC school-based health centers, which provides comprehensive health services on site. In addition, LFHC offers a family literacy program onsite, working with thirty families annually. MS 821 and IS 136 work closely with the Center for Family Life's "Lifelines" program, an arts- and theater-based after school program for younger youth that incorporates many of the features of positive youth development settings: opportunities for skill-building, support for efficacy and mattering, positive social norms, opportunities to belong, supportive relationships, physical and psychological safety and appropriate structure. The new Sunset Park High School was developed by a task force that included members of the Community Board, staff from Center for Family Life and Lutheran Family Health Centers and community residents. In addition, the programming at the school is designed to include ongoing collaboration and support from CFL social workers and youth development staff, who work with instructors at the high school to create an advisory curriculum that promotes social and behavioral development, academic achievement and college readiness while fostering inclusiveness and active participation in school and community.

Collaboration with Partners: We will work with our numerous community partners to develop the Promise Neighborhood plan. Partners include education programs, religious institutions, community service agencies, community advocacy and social justice organizations, local politicians, and youth development organizations. Partners with whom we have already begun discussions about the Promise Neighborhood program include the Sunset Bay Community Services, Sunset Park Alliance for Youth, Center for Family Life, Community Board 7, and our consultants Brooklyn College and the Center for the Study of Brooklyn.

Name of Partner	Type of Organization
Lutheran Family Health Centers	<ul style="list-style-type: none"> ▪ Federally Qualified Health Center
Center for Family Life	<ul style="list-style-type: none"> ▪ ACS Preventive and Foster Care
Sunset Bay Community Services	<ul style="list-style-type: none"> ▪ Publicly funded (New York City Administration for Children’s Services)
Brooklyn College	<ul style="list-style-type: none"> ▪ Senior College of the City University of New York ▪ Accredited School of Education
Center for the Study Brooklyn	<ul style="list-style-type: none"> ▪ Evaluation and Research Center
Sunset Park Alliance for Youth	<ul style="list-style-type: none"> ▪ Consortium of 6 community organizations serving disconnected youth
Community Board 7	<ul style="list-style-type: none"> ▪ Municipal body representing Sunset Park (target community)

Community Mobilization: Our primary focus in creating a Promise Neighborhood in Sunset Park is to significantly improve the educational, health and social outcomes of children and young people in the 50-block zone designated as the boundaries of the initial Promise Neighborhood, to focus on strategies and programming that will change the odds for the children in the community, increasing their likelihood of long-term academic and career success. The Sunset Park Promise Neighborhood planning initiative will foster partnerships with and the participation of families, principals and staff of PS 24, MS 821, IS 136 and Sunset Park High School, and will develop and provide programming and supports to address gaps identified during the community needs assessment.

Developing the Promise Neighborhood Plan

Outreach – The planning process will begin with recruiting stakeholders from the community to join the planning team. LFHC will convene a series of meetings to introduce the Promise

Neighborhood project and to build awareness, interest and support among residents. Formal, organizational stakeholders will include community partners, the community board, and local politicians. We will do extensive outreach to be sure that we have connected with as many residents, officials and agencies in the community as possible. Outreach strategies to introduce the project and advertise meet-and-greet, information-sharing events will include:

- Working with the parent coordinators and principals at the four schools that form the educational center of the proposed Promise Neighborhood to outreach to parents and children;
- Working with Lutheran's External Affairs Department to conduct outreach through the local English- and Spanish-language newspapers and cable access television stations;
- Partnering with faith institutions in the community to outreach to congregations after worship services and host outreach events;
- Posting flyers in business and institutions throughout the community and direct flyering on the street before outreach events;
- Partnering with local elected officials who can sponsor events and whose sign-on to our press releases and outreach letters lend credibility and visibility to our efforts.

We will use meet-and-greet events that will be similar to town hall meetings to introduce the idea of the Promise Neighborhood, and to build awareness, interest and support among residents and begin recruiting residents interested in working with the planning committee to conduct the community needs assessment. The events will be offered throughout the neighborhood, hosted by the four core schools, local churches, community partners, and the Community Board. The Promise Neighborhood concept and proposed plan for Sunset Park will be introduced, and participants will have a chance to ask questions, meet the groups involved in the planning

process and study printed materials about the desired outcomes of the program, including data from Manhattan's model program, the Harlem Children's Zone.

Planning Stakeholders – As stated in the above chart, LFHC has already secured partnerships with several community organization who are prepared to begin the planning process immediately. LFHC will work with partner agencies to solidify commitments, determining what each partner will bring to the planning process and the Promise Neighborhood, determining how to leverage all existing resources that support/affect children and families in the target area. In addition to working with LFHC and CFL, the Sunset Park Alliance for Youth brings the support of four other agencies to the project. We will also outreach to identify and recruit new key partner organizations, including faith-based organizations, local businesses, elected officials, and local governmental agencies such as NYC Administration for Children's Services, New York City Department of Youth & Community Development, and New York City Department of Education.

Of great importance is the engagement and involvement of community residents, particularly parents and youth from the target zone. Key to the strategy of parent engagement and participation is the formation of a parent organizing cohort who will commit to 6 months of training, outreach to engage other residents, and participation in the Promise Neighborhood planning project.

Recruitment for parent organizers will include referrals from partner organizations, school outreach, faith-based organizations and other tried-and-true methods. The Parent Organizing Coordinator will meet with prospective participants individually to determine level of interest and ability to commit to the ongoing process. These one-on-one meetings are an important part of the organizing process, as they lay the foundation for all the work that comes

afterward. We plan to recruit fifteen community members through this process.

This team of parent organizers will begin by participating in a 10-session training that will prepare them to conduct the needs assessment and will include group-building projects and community development training. Training will be facilitated by the Center for Third World Organizing (CTWO), a racial justice organization led by people of color whose mission is to achieve social and economic justice. CTWO will meet with the group to explore their personal values and their commitments and goals for community development. The sessions will include the following topics:

- History of Community Organizing within the context of Sunset Park;
- Approaches to Social Change/Systems Change: Analyzing different approaches including electoral work, service organizations, advocacy, community organizing and economic development;
- Approaches to Outreach: Methods for outreach including street outreach, presentation, door-knocking, personal visits and house meetings;
- Direct Action: Why and how to plan and conduct direct actions.

We will use experiential, project-based activities to promote group formation and identity. These activities will provide a platform for participants to get to know each other while learning to work together as a group. The group-building activities will be critical to the success of the needs assessment. At the close of each activity, facilitators will debrief participants with a focus on teambuilding and leadership. Child care will be provided during training sessions.

Needs Assessment – The needs assessment process will be facilitated by Center for the Study of Brooklyn. This process will include community asset mapping activities that will give all stakeholders the opportunity to take a big-picture view of the neighborhood and of the many

existing family-supporting assets that can be drawn on to build the Promise Neighborhood. Community asset mapping approaches reform and redesign from a strengths-based position. Just as the concept of the Promise Neighborhood looks at “children at promise” as opposed to “children at risk,” a community asset map identifies all of the existing strengths in a community, giving participants the opportunity to see the foundation on which they can build, rather than leaving them with a laundry list of problems that can seem impossible to tackle. The mapping process does highlight challenge areas, but approaching those challenges with the knowledge of what resources already exist to begin addressing problems gives participants a stronger sense of efficacy and optimism.

The asset mapping exercise will include debriefing and discussion about discoveries, surprises, patterns and conclusions to be drawn from the process and will result in the creation of an Asset Bank, a visual canvas of the network of individuals and organizations that represent community assets. Once the existing strengths in the community have been catalogued, the planning group will move on to conduct a full community needs assessment.

We will use a Participatory Action Research (PAR) approach to conduct the assessment, ensuring participation from all stakeholders and generating stronger buy-in for the Promise Neighborhood plan that will emerge from this process. PAR is a process that involves researchers and constituents of the research working together as equal partners. The group works together to identify the research question and conduct the research. The outcome of this process is solutions that are not only *useful to* the community but which will be *used by* the community. The goal will be to determine, as specifically as possible, the needs of the target area, to ask residents what they think about the services in the community, their satisfaction with existing services and what additional services and supports are needed.

The stakeholder team will use focus groups, a needs assessment survey, and community public forums to conduct the assessment. The group will identify the goals for the assessment and the questions for the survey; define the roles and expectations of each participant; determine the strategies or types of measures that will be used to collect data; look at how the data will be analyzed and summarized/reported and the ways it will be used; and set a timeline for completion of the assessment.

Focus groups for children and young people as well as groups for adults will be used to generate the list of concerns that will be developed into questions for the community needs survey. Unlike the focus groups, which will be targeted to PS24's children and families, the public forums will be open to anyone in the community who would like to attend. The forums give the wider community the opportunity to be involved in the planning process, and can elicit new ideas and solutions for addressing concerns.

Focus group and forum discussions will center on the desired outcomes of the project as defined by the stakeholder team (see indicator section below), but will also include other education and family support issues that are identified through the asset mapping exercise. Once all focus groups and public forums are conducted, results will be reviewed and discussed by the full stakeholder team, which will use the results of the focus group/forum discussions to create the survey. The survey will consist of short, check-off answer questions as well as open-ended questions and a page of questions for gathering demographic data. The survey will be written at an accessible literacy level and will be translated into the relevant languages to ensure that all constituents are equally able to participate in this assessment.

Data Collection

Throughout the needs assessment, the Data Coordinator will work closely with the planning

group and the Center for the Study of Brooklyn to ensure that all data elements, including newly identified indicators, are built into the design for the Promise Neighborhood database. We currently anticipate using Salesforce, a highly-adaptable data management system currently used by one of our partners. After data is compiled, the Center for the Study of Brooklyn will work with the Data Coordinator and Project Director to summarize the data and identify the major themes. The data will also serve as a baseline in planning for implementation and measuring impact. The final report will include such information as a summary of the needs assessment, a participant profile, a brief report that outlines the top five to ten concerns and strengths identified by community residents, highlights of the community forum discussions, and realistic recommendations for the project. This analysis will represent the key findings from the needs assessment and will be presented in a narrative report to be written by the Center for the Study of Brooklyn and the Program Director.

Segmentation analysis provides the opportunity for a deeper study of the needs of unique population sub-groups. We anticipate that segmentation analysis will be conducted on subgroups, including English Language Learners, children with individual education plans (IEP) and children of adults without a high school diploma. The segmentation analysis will enable the planning team to more accurately tailor the Promise Neighborhood plan to the needs and goals of the target population, increasing the likelihood of community support for the plan and for the success of the Promise Neighborhood. Our focus on data will ensure that data on outcomes are communicated and analyzed on an ongoing basis by leaders and members of the community. Our efforts will also include recruiting stakeholders who are dedicated to focusing on achieving results.

3. QUALITY OF PROJECT SERVICES

Sunset Park's Continuum of Solutions: With the recommendations from the community needs assessment, the stakeholder team will begin developing the plan for Sunset Park's Promise Neighborhood. The continuum of solutions will focus on the key components of the Promise Neighborhood initiative:

- Develop a strategy to significantly improve a low-performing school in the neighborhood;
- Ensure that children who attend other schools have access to solutions designed to improve educational and development outcomes;
- Leverage and integrate existing high-quality programs in the neighborhood into the continuum
- Propose solutions based on best evidence;
- Propose one or more partners that will participate in the implementation of each solution.

Although the final plan will be developed based on the results of the community needs assessment, we envision a series of solutions emerging as part of the Promise Neighborhood plan: School Readiness, Academic, Health, Parent/Family, and Technology (See Continuum of Solutions table in Appendix F).

PS 24 will represent the focal point of the development and implementation of the continuum of solutions. In the 2010-2011 school year, the school will be entering the third year of the five-year restructuring process. The school met its target for Adequate Yearly Progress (AYP) in 2008-2009. The school's corrective action plan focuses on addressing the needs of its English Language Learners (ELLs), particularly those with Individual Education Plans. ELLs make up 45% of the school population, so improving outcomes for these students is critical.

Successful restructuring begins with implementing an ambitious, rigorous, and

comprehensive intervention that results in significant improvement to academic and other student outcomes. For example, schools can replace staff, implement new curricula, decrease management authority, appoint outside expert advisers, extend the school day or year, or restructure the internal organization of the school. Through the asset mapping, needs assessment and segmentation analysis and review processes, we will work closely with Principal Fuentes and her staff to evaluate reform strategies and identify a cadre of interventions that will significantly improve educational, personal, social and health outcomes for students. These efforts will be coordinated through our collaboration with Brooklyn College’s School of Education and its Teacher Education Institute, a partnership with the National Latino Education Research Agenda Project.

Some of the supports that may become part of the Promise Neighborhood plan are already being provided by LFHC or its partners in the community. Expanding or introducing those services in PS 24 is one of the ways we envision working with the targeted children and families. Existing services and the partner agencies providing them are listed in the table below:

Solution	Service	Agency	New Service
School Readiness			
	Baby Academy		✓
	Early intervention	LFHC	
	Day Care / Head Start	Sunset Bay Community Services Catholic Charities [New Partner]	
	Family Literacy	LFHC	
	Pediatric emergent literacy (Reach Out and Read)	LFHC	
Academic			

Solution	Service	Agency	New Service
	Professional Development	Teacher Education Institute (Brooklyn College)	
<i>Elementary</i>	Academic Enrichment	LFHC Center for Family Life NYC DOE	
	After-school Learning Centers	LFHC Center for Family Life Morningside Center – Paz Program	
	Playtime is Science curriculum		✓
	Writing and publishing activities		✓
<i>Middle School</i>	After-School Programs	Center for Family Life	✓
	Academic Enrichment [Homework help, writing and publishing activities]		✓
	LifeLines Community Arts Project	Center for Family Life	
	Writing and publishing activities		✓
	College and career exploration		✓
	Financial literacy		✓
<i>High School</i>	Academic Enrichment [Homework help, writing and publishing activities]	Lutheran Family Health Centers Center for Family Life Good Shepherd Services [New Partner] NYC DOE	
	College Preparation and Access services [Application and FAF form workshops with students and parents, essay writing, college trips]	Lutheran Family Health Centers College Transition Institute [New partner]	

Solution	Service	Agency	New Service
	Project STAR youth development program	Lutheran Family Health Centers	
	Career Exploration [Job shadowing, Internships,	Center for Family Life Good Shepherd Services [New Partner] Opportunities for a Better Tomorrow	
	Mentoring		✓
	Service learning & Voluntarism	Lutheran Family Health Centers Center for Family Life Children for Children [New partner]	
	Financial literacy		✓
	Disconnected Youth Services	Sunset Park Alliance for Youth	
Health			
	Pediatric and adolescent primary care, specialty, and dental services	LFHC	
	School-based Health Services (primary care, dental, mental health)	LFHC	
	WIC / Nutrition Services	LFHC NYC Dept of Education	
	OBGYN/Prenatal Services	LFHC	
	Access to Insurance	LFHC NYC Dept of Health facilitated enrollment [New Partner]	
	Mental Health Services for Children and Adults	LFHC Center for Family Life	

Solution	Service	Agency	New Service
	Substance Abuse Services	Turning Point [New partner] Bridge to Life [New partner]	
	Developmental Services	NYC Dept of Education	
	Exercise & Movement	NYC Dept of Education Lutheran Family Health Centers	✓
Parent/ Family/Community			
<i>Supportive Services</i>	Supportive counseling; Assistance with public benefits; Advocacy support; Referrals	LFHC Center for Family Life Good Shepherd Services [New partner]	
	Preventive/Foster Care Services	Center for Family Life	
	Domestic Violence	LFHC Safe Homes Project [New partner]	
<i>Parenting Education</i>	Parenting Journey	Center for Family Life	
	Padres sin Fronteras (Spanish-language parenting course)	Center for Family Life	
<i>Adult Education</i>	Basic Education, Pre-GED, and GED; English for Speakers of Other Languages [ESOL]	LFHC Opportunities for a Better Tomorrow [New partner] Turning Point [[New partner] Brooklyn Chinese American Association [New partner] Fifth Avenue Committee [New partner]	

Solution	Service	Agency	New Service
<i>Workforce Development</i>	Job Readiness, Training, and Placement	LFHC Opportunities for a Better Tomorrow [New partner] Turning Point [[New partner] Fifth Avenue Committee [New partner]	
	Incumbent Worker Retraining	1199 Training Fund [New partner]	✓
	Financial Literacy		✓
	National Service/Civic Engagement	LFHC - AmeriCorps	
<i>Housing</i>	Transitional and Emergency Housing	Turning Point [New partner] YWCA [New partner]	
	Tenants' Rights	Neighbors Helping Neighbors [New partner]	
<i>Safety & Recreation</i>	Traffic Calming	Community Board 7 72 nd Precinct, NYPD	✓
	Safe Streets	72 nd Precinct, NYPD	
	Parks & Recreation	Community Board 7 NY Parks Department Local legislators	✓
Technology	Access to Computers and Internet	Computers for Children	✓

The proposed solutions directly address the identified academic and family indicators and are designed to achieve the intended results. The following table provides the indicator, the aligned solution, and the results.

INDICATOR	RESULT
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INDICATOR	RESULT
<p>- # and % of children birth to five years old who have a place where they usually go, other than an emergency room, when they are sick or in need of advice about their health. [Solution: HEALTH]</p> <p>- # and % of three-year-olds and children in kindergarten who demonstrate at the beginning of the program or school year age-appropriate functioning across multiple domains of early learning (as defined in this notice) as determined using developmentally-appropriate early learning measures (as defined in this notice) [Solution: SCHOOL READINESS]</p> <p>- # & % of children, from birth to kindergarten entry, participating in center-based or formal home-based early learning settings or programs, which may include Early Head Start, Head Start, child care, or publicly-funded preschool [Solution: SCHOOL READINESS]</p> <p>The # and % of young children who are read to frequently by family members. [Solution: SCHOOL READINESS]</p>	<p>Children enter kindergarten ready to learn.</p>
<p>- # & % of students at or above grade level according to State mathematics and English language arts assessments in at least the grades required by the ESEA (3rd through 8th and once in high school) [Solution: ACADEMIC]</p> <p>- The # and % of children who participate in high-quality learning activities during out-of-school hours [Solution: ACADEMIC]</p>	<p>Students are proficient in core academic subjects.</p>
<p>- Attendance rate of students in 6th, 7th, 8th, and 9th grade [Solution: ACADEMIC; HEALTH; FAMILY/COMMUNITY]</p>	<p>Students successfully transition from middle grades to high school.</p>
<p>- Graduation rate (as defined in this notice) [Solution: ACADEMIC; HEALTH; FAMILY/COMMUNITY]</p>	<p>Youth graduate from high school.</p>
<p>- # & % of Promise Neighborhood students who graduate with a regular high school diploma, as defined in 34 CFR</p>	<p>High school graduates obtain a postsecondary degree,</p>

INDICATOR	RESULT
200.19(b)(1)(iv), and obtain postsecondary degrees, vocational certificates, or other industry-recognized certifications or credentials without the need for remediation [Solution: ACADEMIC; HEALTH; FAMILY/COMMUNITY]	certification, or credential.

Table 2. Family and Community Support Indicators and Results They are Intended to Measure:

INDICATOR	RESULT
- # & % of children who participate in at least 60 minutes of moderate to vigorous physical activity daily and consume five or more servings of fruits and vegetables daily; or [Solution: HEALTH]	Students are healthy.
- # & % of students who feel safe at school and traveling to and from school, as measured by a school climate survey (as defined in this notice); or [Solution: Family/Community]	Students feel safe at school and in their community.
- Student mobility rate (as defined in this notice); or [Solution: Family/Community] - # and % of children who are homeless or in foster care and who have an assigned adult advocate; and [Solution: Family/Community]	Students live in stable communities.
- # & % of students who say they have a caring adult in their home, school, and community or # & % of family members who attend parent-teacher conferences; [Solution: Family/Community]	Families and community members support learning in Promise Neighborhood schools.
- # & % of students who have school and home access (and % of the day they have access) to broadband internet (as defined in this notice) and a connected computing device; [Solution: Technology]	Students have access to 21 st century learning tools.

Particular emphasis will be made on preparing children for school in the proposed Promise

Neighborhood plan. Many of the issues the staff of PS 24 have identified – grasping meaning and expressing ideas in authentic contexts, problem solving, or being a self-directed learner, for example – are skills that parents and instructors can help children build before they enter kindergarten. Early learning programs such as the family literacy program LFHC offers at PS24 provide a literacy-rich learning environment for children while at the same time offering parents diverse and dynamic interactive literacy activities and parenting workshops. The parenting component includes opportunities for parents to learn about: reading to children, building children’s vocabulary through play, using games and songs that play with words so children learn the sounds of language, and helping children learn the alphabet. We work to ensure that parenting education is viewed by parents as an opportunity to build on what they are doing “right” rather than correcting what they are doing “wrong.” Learning opportunities are varied, ongoing, and use a variety of strategies (e.g., direct instruction, demonstration, group discussion, coaching, observation).

Expanding this programming to the larger cohort of parents of ELLs would give children entering the school a stronger literacy foundation on which to build. Early learning opportunities would also help parents more effectively interact with their children’s teachers and develop realistic expectations for their children’s progress and skill building.

The solutions presented will be finalized during the planning process based on the outcome of the needs assessment and segmentation analysis. These analyses will enable us to identify families at highest risk and prioritize them for the services that are best able to meet their needs. During the planning process, extensive study will be made in conjunction with the Center for the Study of Brooklyn and the School of Education to assure that the solutions are aligned with best practices that meet the needs of the target population. In particular, we will coordinate

efforts with similar or related community, state, and federal efforts as appropriate, such as Weed to Seed and the Choice Neighborhoods initiative.

The Sunset Park Promise Neighborhoods Planning initiative will participate with the National Evaluator designed by Promise Neighborhoods and will ensure that data collection and program design are consistent with national evaluation activities. We have included a staff line to specifically address data management and coordinator and have included an evaluation consultant in our budget to assure that appropriate resources are dedicated to this.

4. QUALITY OF PROJECT PERSONNEL

Serving The Neighborhood and Its Residents: In the mid 1960s, the Brooklyn neighborhood of Sunset Park teetered on the brink of economic ruin and social instability. Lutheran Medical Center, a community hospital founded in 1883 to serve Brooklyn's waterfront communities, took the lead role in a community-wide effort to revitalize Sunset Park. These efforts focused on housing, reformulation of its industrial zone, and programs for social renewal, including workforce development and adult education. Working in concert with Lutheran Medical Center, a handful of community members united to form the Sunset Park Health Council, Inc., and, in October 1967, opened the doors of the one of the nation's first community health centers. Now known as Lutheran Family Health Centers, the organization is the hub of a far-reaching system of ambulatory health care services. With over 600,000 patient visits a year, LFHC is the primary care home for 89,000 residents of underserved communities throughout Brooklyn, and one of the nation's largest Federally Qualified Health Centers. As testimony to its success in economic redevelopment, Lutheran Medical Center and its affiliates currently employ over 3,000 individuals, making it the sixth-largest employer in the borough of Brooklyn and the largest

employer in Sunset Park

This history is embedded in Lutheran's mission, which defines health as the total well-being of the community and its residents, going beyond the absence of individual physical illness to include decent housing, the ability to speak English, employment and educational opportunities, and civic participation. Lutheran Medical Center and Lutheran Family Health Centers has continued this tradition of economic development into the new millennium.

Lutheran Family Health Centers (LFHC) operates an extensive ambulatory care network to provide primary care for the ethnically diverse, economically at-risk, and medically underserved population of southwest Brooklyn. LFHC's services include a network of primary and specialty care centers, a behavioral health center including mental health and HIV/AIDS services, and a school-based health center network. Lutheran Family Health Centers also provides many educational and human services programs through its Department of Community-Based Programs. In addition, LMC's network of affiliates includes Sunset Bay Community Services, providing early childhood services for over 350 children age 3 months to 12 years.

Serving an ethnically diverse and low-income population, LFHC has been at the forefront of developing successful programs to increase access for the medically underserved and meet the overall health, educational and social service needs of the community. In 2000, LFHC was identified as a model for 100% Access and Zero Health Disparities. More recently, the health system's focus on cultural competence and linguistic access was highlighted in a June 2004 article in the NYC policy periodical *City Limits*.

Lutheran Family Health Centers' Department of Community-based Programs, the department in which this initiative will be housed, has a 34-year history of providing an expansive array of family strengthening programs to Sunset Park residents, including adult

education, family literacy, youth development, workforce development, case management and supportive services, mental health services, early childhood and developmental centers, and community service opportunities. The current programs that are operating in response to community needs are as follows:

Health:

- LFHC operates a network of 8 community-based federally qualified health centers. Each center offers primary, specialty, and dental care services for children, youth, adults, and seniors. A HRSA-funded patient navigator program assists patients and their families with addressing chronic health conditions, including diabetes, obesity, asthma and cardiovascular disease. LFHC offers a sliding fee scale and provides financial counseling to assist uninsured families gain access to publicly funded insurance products, such as Child and Family Health Plus.
- LFHC operates a network of 14 School-Based Health Centers, including centers in every elementary and junior high school in Sunset Park. A new school-based health center is scheduled to open in the newly opened Sunset Park High School in September 2010. School-based services include primary care, mental health counseling, and dental services.
- Mental health services are available through LFHC's behavioral health center as well as through a unique program called Healthy Connections. Healthy Connections provides individual and group counseling for children, adults, and families coping with issues of trauma and loss.

Early Childhood Services:

- 3 early childhood centers provide day care to children from 2 months to five years of age.
- 2 school-based Even Start family literacy programs provide comprehensive educational

services through integrated instruction to children from birth to age 8 and their parents.

After-School Enrichment for Children and Youth:

- LFHC's 2 Family Learning Centers serve children in elementary schools by providing creative academic enrichment, tutoring, and homework help during after-school hours.
- Project Track is a high school-based program providing 9th graders with tutoring, intensive case management, academic counseling, and supportive services to support their transition to high school and assure their continuation to 10th grade

Youth Development and Leadership Programs:

- Project SAFE trains teens to educate their peers through workshops and theater presentations that focus on HIV and pregnancy prevention and related topics
- Through LFHC's AmeriCorps programs – the Sunset Park Community HealthCorps and the Sunset Park Community Allies, 40 full-time national service volunteers dedicates themselves to a year of serving residents of Sunset Park in placements throughout the Family Health Center programs and other community agencies.

Family Strengthening Services:

- Adult education and workforce development services include English for Speakers of Other Languages (ESOL) Basic Education (BE), preparation for the high school equivalence diploma (GED), and Computer Technology classes. Workforce development services include job readiness and hard skills training programs.
- Family Support Services assists community residents in accessing the full range of services available to them. Counselors provide case management services including short-term counseling, crisis intervention, information and referrals to community resources, assistance with enrollment to public benefits, advocacy, life skills workshops, and support groups.

Collecting, analyzing and using data for decision making and ongoing improvement:

Lutheran Family Health Centers has extensive experience in using both process and outcome data to inform our programming. Through the interdisciplinary, organization-wide Performance Management Program, a carefully planned, developed and organized mechanism is in place to assess, measure, and continuously improve the services, practices and governance processes of the health system. An annual report card tracks core indicators on a quarterly basis. When issues are identified, performance management assists programs in developing a corrective action plan and monitoring progress towards performance improvement goals.

LFHC's Department of Community-Based Programs utilizes similar practices to collect, analyze, and using data to support decision-making and advance improvement efforts. Specifically, we collect demographic information on the participants that are accessing our programming so we can make changes in our outreach strategies if needed and make sure that our programming and staffing are suited to the population that we are serving. We also use attendance across program components to identify trends in terms of program utilization and make adjustments to programming that we are offering. We use outcome data such as pre- and post-test results to refine curriculum, program design and instructional strategies. We also use outcome data to identify possible areas in which further staff development may be needed. In addition to the above outcome and process data, we also use focus groups, participant satisfaction surveys and staff observations to develop continuous program improvement plans for each program. This information is also used to inform our fundraising plan for our programs. Data is shared with both staff and program participants who are engaged in the process of data interpretation and analysis.

Creating Formal and Informal Relationships and Generating Community Support to Achieve Results: Over the past twenty years LFHC has participated and led a number of community wide initiatives that are relevant to the proposed Promise Neighborhood. By involving members of the community and grassroots organizations, LFHC has developed and implemented effective community-appropriate strategies to address issues such as disconnected youth, intimate partner violence, and health disparities.

As an organization that prioritizes both education and collaboration, LFHC, has developed particularly strong relationships with District 15 and District 20 of the NYC Department of Education. LFHC has embraced collaboration with the school districts as the foundation of successful implementation of two Even Start Family Literacy Partnerships, serving a total of 80 families, three after school programs serving 260 school age children, and a large network of 14 School-based Health Centers, serving over 12,000 children annually.

Indeed, it is these successful partnerships that led us to select PS 24 as our school of focus as part of our strategy to improve the outcomes for neighborhood children. This decision was based on the great need in the school, as well as the close working relationships we have established with the school principal. In addition to having operated a school based clinic at PS 24 for the past 10 years, Lutheran Family Health Centers has also been operating a successful family literacy program at PS 24, in collaboration with the school and District 15 of the NYC Department of Education, for the past year. The Family Literacy Program at PS 24 supports approximately 40 families in breaking the cycle of illiteracy and poverty by providing an integrated array of services. Based on the Partnership's goals and philosophy, as well as the needs of the Sunset Park community, the instructional program is learner-centered, empowerment-oriented, and culturally responsive. Comprehensive services include ESL classes

for parents three times a week onsite while children in pre-k and elementary grades attend classes at PS 24 and younger siblings attend early childhood classes provided onsite by LFHC staff. In addition to early childhood education and ESOL classes, programming also includes weekly parenting and interactive literacy and bi-weekly home visits. All components are integrated as we have found that this collaborative model results in better educational and social outcomes than similar services provided in isolation. The effectiveness of our approach is evidenced by the fact that we have exceeded New York State Even Start standards in every performance outcome area in the past two years. The parents made great progress in English proficiency and became more involved and effective in promoting their children's literacy development. The children advanced in their language skills, attended regularly, were promoted, and performed at grade level.

Our efforts have also included work to expand and enhance services for youth. LFHC is one of 6 founding members of the Sunset Park Alliance for Youth (SPA), a coalition of community agencies dedicated to reaching and engaging as many disconnected young adults as possible and strengthening services available to Sunset Park youth. The six member organizations had a history of working together informally, but recognized that a more coordinated approach was required to address the significant problem of disconnected youth in Sunset Park. Since its formation SPA has aligned services to create a comprehensive multi-tiered service delivery system across Sunset Park community based organizations. Through improved coordination of existing services in Sunset Park and an increase in capacity for member organizations, SPA has been able to increase the number of community youth that access needed services, and ensure that there is no "wrong door" for disconnected youth. LFHC plays an active role in the governance and programming of the Sunset Park Alliance for Youth.

The Director of Community Based Programs is currently serving as Board Chair, while other LFHC staff members are participating in the case management, literacy, and database committees.

Another example of LFHC's successful efforts in coordinating an effective response to a community problem can be seen in its ongoing work to address health disparities in Brooklyn's underserved communities. In 1995, LFHC worked in collaboration with community school district 15 and other local health providers to develop a community-wide approach to the provision of school-based health services. This initiative, supported by the Robert Wood Johnson Foundation, helped establish a community model that placed school-based health centers in every public school in Sunset Park. Serving as a model for collaborative practice, LFHC's School Health Program was recognized in 1998 by the Bureau of Primary Health Care as a "Model that Works" for the development of an outreach partnership that linked uninsured families with publicly-funded health insurance. Furthermore, in 2000, LMC received funding from HRSA's Community Access program and established the Brooklyn's Alliance to Strengthen the Safety Net, a coalition of 100 community and faith based organizations, as well as major health care safety net providers in Brooklyn. As the leader of this Alliance, LFHC developed an innovative website (www.momsandkids.org) to create Brooklyn's first electronic directory of safety net providers, allowing users to get access to information on health insurance eligibility, consumer health information and best practice protocols for medical providers.

Other school-based initiatives that highlight Lutheran Family Health Centers' partnerships include Shoot for Better Health, our new pediatric obesity initiative that partners LFHC with local schools, Health Plus managed care organization, and the New Jersey Nets to promote individual behavioral modification and the development of a culture of health in local schools.

Examples of successful policy and practice changes have included the elimination of bake sales, the expansion of physical education staff and programs, and the integration of physical activity into traditional academic lessons. The “Shoot for Better Health” initiative will directly impact 4,940 students during this school year. Gradually, LFHC will implement the fundamentals of the program in all fourteen of the schools served by its School-Based Health Centers. The program will function as a critical component in LFHC’s broader school-based childhood wellness efforts which address aforementioned issues of nutrition and physical activity as well as medical needs, behavioral health needs, dental needs, parental involvement, the built environment, and institutional and public policies affecting these issues and needs.

In addition to working hard to improve the access of marginalized community members to health services, LFHC’s Family Support Center has also spearheaded efforts to address domestic violence in the Sunset Park community. Four years ago, in response to the murder of a Lutheran Family Health Center employee by her husband, the Family Support Center spearheaded the development of a Domestic Violence Taskforce and a Stop the Violence awareness-raising campaign to take community action against domestic violence. Taskforce goals include improving identification, assessment and intervention for patients as well as developing a workplace-focused initiative that addresses employee victims. Supported by Funding from the U.S. Department of Justice, the Center is currently collaborating with the New York Asian Women’s Center to finalize an Intimate Partner Violence (IPV) policy for employees, patients, and visitors, conduct training at all staff levels, and outreach to increase awareness. An annual symposium, now in its 4th year, is held in October. At the First Annual Stop the Violence Symposium, we received an award from the Brooklyn District Attorney’s Office recognizing our leadership role with our healthcare system and within the Sunset Park community.

Organizational Capacity: LFHC is directed by a management team including an executive director, medical director, dental director, administrator and fiscal director. They are seasoned health administrators with a proven record of developing and administering innovative programs and alternative financing projects, successfully managing over \$120 million in grants and contracts. Over the years, LFHC has developed a highly efficient organizational structure that promotes independence, responsibility, and accountability to and among LFHC's management staff. This is accomplished by carefully nurturing interdependence between management team members. This interdependence fosters effective communication, problem identification and resolution. More importantly, it insures knowledge of overall program status among managers.

Lutheran Medical Center's Board of Trustees consists of 31 trustees, who are responsible for oversight of the management, affairs, and funds of the corporation. Board officers include the Chair, Vice Chairs (2), Treasurer, Secretary, and Assistant Secretary. The Board is responsible for the selection, oversight, and periodic evaluation of the C.E.O. In addition to the governance of the Lutheran Medical Center Board of Trustees, Lutheran Family Health Centers has a community governing board, the Sunset Park Health Council, composed of 17 members who are enrolled patients of the Network and/or representatives from community-based organizations. The composition of the membership reflects the ethnic mix of the service area population, and many members are business or civic leaders in the community. The Board is responsible for the entire LFHC delivery system and will be fully involved in such aspects of the proposed program including strategic planning and review of the annual budget.

The Community Based Programs division (CBP) is staffed by a diverse team of managers with varied specializations, including family support services, youth development, workforce development, and adult & family education. Building upon our past experience and the support

of Lutheran's fiscal department, CBP is well equipped to manage the proposed grant, including data collection, and adherence to projected outcomes. CBP has extensive experience in designing and implementing comprehensive approaches to the needs of children and families in Sunset Park, Brooklyn, as well as experience in working with community partners. The Director of Community-Based Programs, Ms. Kathleen A. Hopkins will be responsible for the supervision of the Project Director, as well as providing ultimate oversight of the Promise Neighborhood initiative. Ms Hopkins has been with LFHC for over 15 years and has extensive experience in the development and implementation of educational and supportive services in the Sunset Park community and in the administration of private and public grants. Please see Resumes of Key Personnel for further information about staff qualifications.

The Program Director position will be filled by a candidate that has extensive experience in coalition building, program development and best practice implementation, and community organizing with a master's degree in education or social work. The candidate will also have experience in working with an immigrant population in an urban setting.

Securing and integrating funding streams from multiple and private sources: Lutheran Family Health Centers is committed to working to sustain the Promise Neighborhood initiative, as it is clear that a comprehensive long-term approach is required to address the multiple challenges faced by Sunset Park residents. LFHC's management structure can quickly respond to the needs of the community, actively pursue new funding sources and capitalize on presenting opportunities. Fiscal systems and controls needed to manage a complex system with multiple funding sources are in place and exceed federal guidelines. We have experience in blending public and private monies to support our programs and are familiar with reporting requirements

for federal grants.

We are confident that the community has the ability to develop and sustain funding for the Promise Neighborhood initiative. The neighborhood has a history of investment by both public and private funders who have supported the different organizations who serve children and family services at different points in continuum. Many of these organizations are already identified as stakeholders to be part of planning and implementation. The sustainability effort also includes a re-envisioning fundraising for the community, such as the cultivation of private donors, including immigrants who have since left Sunset Park but would like to reinvest in other new immigrants.

5. QUALITY OF MANAGEMENT PLAN

During the Promise Neighborhood planning year, the stakeholder team will work with both the Center for the Study of Brooklyn and Brooklyn College to develop a sustainability and scale-up plan for the project. Strengthening partnerships, building new partnerships and developing new, stable funding sources to sustain the initial area targeted for the Promise Neighborhood will be paramount, but the scale-up plan – looking ahead to expanding the target neighborhood beyond PS24’s catchment area and deepening the continuum of solutions to be offered all children and families in the community – will also be part of the stakeholder group’s planning for the long-term success of Sunset Park’s Promise Neighborhood.

Intentional integration of services in the initial project phase is key to assuring that the comprehensive needs identified through the community needs assessment are met and that the proposed solutions are on target for meeting those needs, while procurement of new funds will enable us to implement new solutions not yet offered by any of the stakeholders. The current

target neighborhood represents a small section of Sunset Park and only one of the three dominant immigrant populations that make up the neighborhood. Initial scale-up of the project – Phase II of the Sunset Park Promise Neighborhood – would make the continuum of solutions available to a broader range of our neighbors, while complete scale-up will expand the project to the whole of Sunset Park.

Plan for Sustainability. As we focus on developing the array of services that will support children and families in the Promise Neighborhood core, we will also devote planning time to strategizing for sustainability. At the heart of the sustainability plan will be the strength and growth of the stakeholder team. As the Promise Neighborhood is implemented, the original planning team will reach out to other community groups, inviting them to join the stakeholders group and working to integrate the services they offer into the continuum of solutions provided by the Promise Neighborhood. We will also work to increase awareness of the project in the neighborhood, as buy-in from the community is integral to sustainability and success.

Fundraising will be the second component of the sustainability plan. The stakeholder group will form a fundraising committee. This committee, along with the Project Director, will work to identify and pursue various funding streams – public, private, individual, and corporate. One of the fundraising committee’s goal during the planning year will be to define the needs and role of a Development Director and a development team that would be hired during Year One of Project Implementation. Fundraising will be an ongoing activity and will include grant-writing, fundraising events and the generation and sale of marketable products and services.

The creation of a Board of Directors for the Sunset Park Promise Neighborhood will be the third component of the sustainability plan. The project will need an active, engaged Board to work with and support the development director; to increase awareness of the project beyond the

borders of the initial target neighborhood; and to oversee the continued development of the project. The board will be a diverse mix of stakeholders and, while the board will work with the development director to bring funding into the project, board members will not be chosen based on their ability to donate their own funds, but rather on their commitment to the mission and vision of the Promise Neighborhood program. The reality of the continuing effects of the economic downturn of 2008 will make sustainability a challenge, making the leveraging of existing resources and the commitment of a strong governing board that much more crucial to the success of the project.

By developing the strategic partnerships required to create and support a Promise Neighborhood, LFHC and the stakeholder group will ensure that partners are working as one body, that services are aligned and fully integrated, and that solutions are calibrated to need. Increasing the number of invested stakeholders will also create an environment conducive to sustainability of the Promise Neighborhood project.

Plan for the Scale-Up of the Promise Neighborhood: As the initial Promise Neighborhood phase is implemented, LFHC and its partners will begin to expand the initiative beyond the borders of the initial geographic area to include more schools, more families and more children. We will move forward with the full awareness that the populations and needs of the extended Promise Neighborhood will not necessarily be the same as those identified for the original target area. The scale-up process will begin, then, with a new planning period. As with the initial target neighborhood, each successive phase of expansion will be implemented with the same careful planning as the first – community support will be garnered, comprehensive needs assessments will be conducted, plans for delivery of the continuum of solutions will be developed, and work to gather and leverage resources to support the financial sustainability of

the expansion will continue. Performance data from the initial phase will be analyzed for continuous program improvement and to assure that best practices and the most effective programs and supports are implemented throughout the expanded Promise Neighborhood.

The stakeholder group will begin reaching out to other community agencies, bringing them into the development process for the expansion of the project, finding ways to leverage all available resources to support the Promise Neighborhood. Partnership with organizations such as the Chinese American Planning Council, Brooklyn Chinese American Association, Council of Peoples Organization, Arab American Association of New York, and the Arab American Family Support Center will be critical to expanding the Promise Neighborhood into the Chinese, South Asian and Arab communities of Sunset Park.

We will work with these agencies to outreach to constituents through town hall meetings and street outreach to recruit a new cohort of parents and other community residents interested in joining the stakeholder group and conducting needs assessments in other sections of the community. We envision the first expansion of the Promise Neighborhood to be to the southeast of the original target community to include. This area would be the ten and a half-by-four block catchment area of PS 169, a school with a predominantly Chinese population. As with PS 24, LFHC has a strong relationship with this school and runs a successful after school program at the site.

The scale-up of the Promise Neighborhood will require deepening the supports offered at all levels and addressing community issues that go beyond those of the K-12 population. The strength of many of the supports lies in the quality of case management and counseling services available to the children and families of the Promise Neighborhood. LFHC is committed to building strong case management into each component of the project, increasing the number of

counselors in each service area to ensure realistic case loads and more effective service for families. In addition, the years of functioning without a high school have left Sunset Park with a disproportionately large population of young adults without high school credentials. To fully embrace the Promise Neighborhood goals, scale-up of the project must include expansion and development of supports to meet the varied needs of this population.

Case management services will be developed based on the model of LFHC's Family Support Services Department, which uses an integrated approach to programming that fosters relationship building as well as one that reinforces the strengths of the Sunset Park community, helping families build skills to navigate systems and be their own advocates in the process of addressing their concrete needs. The program provides assistance with Medicaid, food stamps, public assistance, and childcare as well as advocacy in healthcare, immigration, housing, and public benefits. Each Promise Neighborhood family group will be assigned a counselor who will approach case management in a holistic manner, providing ongoing support throughout the family's enrollment in the program. Providing this level of support will require recruiting and training a substantial team of counselors, "scaling up" staff capacity as well as program services and service areas.

One of the troubling side-effects of Sunset Park's lack of a high school prior to September 2009 is the large number of disconnected youth in the community. Many of the youth in the community struggled to develop and maintain connections to schools in other neighborhoods and left school before completion. Fifty percent of out-of-school youth between 18 and 24 do not have a high school diploma. This group, which already populates many 'at risk' categories, is also significantly impacted as the economic crisis continues, and is then at risk being left behind as the economy recovers. In 2006, the Center for an Urban Future reported that the large

numbers of disconnected youth in New York City represent an important opportunity for the City, as key New York City employment sectors will need to find skilled staff to replace retiring Baby Boomers. As *Out of Focus*, a monograph from the Community Service Society, expressed so well: “We need to invest now to ensure that our young people become the workforce for tomorrow – we cannot afford to [waste] their energy, talent, and potential.”

Out-of-school youth in the community face a number of barriers in seeking employment and post secondary education. Many struggle with the higher level reading and writing that they need to succeed and have not necessarily made the connection between strong literacy skills, academic achievement and progress toward their career goals. These young people do not see themselves as being “college material,” nor do they believe they would be able to afford college even if they could get in. Furthermore, many who are able to earn a GED diploma and get to college find they are not academically prepared and are relegated to taking remedial classes that their financial aid does not cover. Those who try to seek employment have great difficulty finding jobs due to their limited work experience and the fact that as young people of color they sometimes face discrimination in the work force. Without support, these students often get discouraged and struggle to make a successful transition to job training, employment, or college.

Sunset Park cannot be a Promise Neighborhood without taking into account the needs of this vital segment of the community. Therefore, the scale-up plan for the project will include education and transition services for disconnected youth which will address these concerns, helping students build academic, workplace, and personal skills. Out-of-school youth programming will provide comprehensive services that include career exploration counseling, college prep workshops, academic tutoring and test prep classes, supportive mental health counseling, assistance with college and financial aid applications, college trips, career

shadowing, peer education, mentoring, work readiness training, financial literacy workshops, service learning, and job or internship placement.

Support strategies for working with youth will include the model developed by the Youth Development Institute (YDI). This model includes the “Primary Person” approach in which each young person is matched with an adult staff member as their ‘go to’ person for guidance, support and referrals. In addition to the Primary Person model, YDI has outlined seven core youth development practices: safety, caring adult relationships, high expectations, youth voice and participation, mastery and competence, engaging and meaningful activities, and continuity. The YDI model will be incorporated into our program to help youth achieve academic and life goals.

Another facet of the scale-up strategy for the Promise Neighborhood project will be the further leveraging of LFHC’s Community Allies AmeriCorps program. Currently, the Community Allies team of 20 AmeriCorps members works with six programs in Sunset Park. Targeting Allies placements to areas of greatest need for the sustainability and success of the Promise Neighborhood will serve the dual purpose of strengthening the program and reinforcing for area youth the importance of service work and service learning as paths to educational and employment advancement.

Maintaining and leveraging connections with Promise Neighborhood alumni will be another part of the scale-up strategy for the project. Alumni events and committees will foster a strong commitment to ‘giving back’ and will ensure that alumni know the support network of the Promise Neighborhood is always available to them. Alumni will be valuable members of the stakeholder group, helping with outreach and fundraising as they present their own experiences and impressions of the Promise Neighborhood to various audiences.

Scale-up of the Promise Neighborhood will be developed in stages, with the eventual project encompassing the whole of Sunset Park with varied service models to meet the diverse needs of our many neighbors. We are cognizant of the ambitiousness of that goal and are committed to growing only as fast as our sustainability work will allow, and to growing not for the sake of growth but with the needs and interests of the community as our guide.

A number of factors will be considered when the stakeholder group estimates the per-child start-up and operating costs. For each of our proposed solutions – School Readiness, Academic, Health, Parent/Family, and Technology – the group will consider what services will be offered for children and families. Using data from existing programs and supports such as LFHC’s family literacy and college-access programs, and CFL’s after school programs, we will be able to closely estimate the cost per child. For example, knowing the numbers of children and families served by our family literacy programs over the course of the year enables us to estimate the cost per child for that particular group of supports. For new programs and supports, we will reach out to other agencies that offer the same or similar services to help us estimate costs. We are aware that, as needs are identified, new partners established, and new strategies implemented, our solutions will evolve and costs will fluctuate. We are also aware that costs per child or family will vary depending on the number of supports each child or family needs at any given time.

Partner Commitment. In developing our vision of the Sunset Park Promise Neighborhood, LFHC has already begun to work with community partners that will be members of the stakeholder team. These early project partners are: Center for Family Life, Sunset Park Alliance for Youth, the Center for the Study of Brooklyn, Community Board 7, Brooklyn College, Sunset Bay Community Services, PS 24, and the Sunset Park High School. Each of these partners

brings a wealth of experience to the table, and their contributions will be vital to the success of the project.

Appendix C is comprised of the preliminary memorandum of understanding between Lutheran Family Health Centers and these initial partners. It includes:

- Shared philosophical tenets
- A description of the focus of the Sunset Park Promise Neighborhood planning process
- A description of planning activities
- A description of the governance structure of the planning process
- Descriptions of all partners and consultants, as well as their programmatic and in-kind financial contributions to the process.

All initial partners in the stakeholders group have signed the MOU solidifying their commitment to the project development process. Each of our partners fully understands the fluid nature of this project and that commitments may change as the project develops.

Each of the initial Promise Neighborhood partners has a strong relationship with all levels of government (local, state and federal) and a long track record of securing public funding and advocacy from elected officials. As federally qualified health centers, county preventive service and foster care agencies, public colleges and community boards, the nature of the work of each partner provides direct access to pertinent government entities and legislators. An example of these strong relationships is evident in a recent community initiative whereby the local legislator was able to galvanize the city council to add \$1.5 million dollars in funding to support adult English Language and Basic Education learners in getting much needed education and workforce development services. The Promise Neighborhood Initiative will intentionally focus on changing the culture of the partners from working in silos to a culture of collaboration and

integration. Using data as the common element of focus, this initiative will work toward the creation of a community infrastructure that supports the continuum of solutions and works across discreet program lines; identifying and securing public and private funding streams that support this continuum of solutions; and the sharing of best practices in supporting children from cradle to college and careers.

6. SIGNIFICANCE

Sustainable, Diversified, Results-Based Financing: The proposed Promise Neighborhoods planning program will be intentional and strategic in developing a plan for the sustainability and scale of the Sunset Park Promise Neighborhood project. To establish a financing plan that reflects our priorities of sustainability, diversification, and results driven programming, we will implement several key strategies:

- Identifying existing resources and realigning them to refit it to program priorities:

During the planning process, initial efforts will focus on maximizing the use of current resources by identifying funding currently available and new prospects for funding by the school, district, and partner organizations that can be used to drive forward the development, implementation, and ongoing funding of the Promise Neighborhood. Existing funding received by partnering organizations will be leveraged.

- Strengthen existing and cultivate new partnerships with private and public sectors to ensure continued support via financing and policy:

Stakeholders will develop strategic partnerships that are aligned with policy and finance opportunities and work toward developing a continuum of solutions with a strong focus on compelling results and driven by a clear policy and program agenda.

- Developing new revenue sources that focus on the systems change of the Promise Neighborhoods model:

Partners will align financing goals directly with the results that program and services are designed to achieve and will incorporate multiple cross-cutting funding sources. Data will be continuously analyzed and shared to demonstrate the success of programs and strategies to show funders a positive return on investments. The fiscal needs of programs and strategies for solutions will be considered and anticipated over time.

Lutheran Family Health Centers, as the lead agency, has had many years experience in the identification and tracking of public and private funds at the local, state, and federal levels, utilizing resources such as the Foundation Center, email lists, and the Federal Register. Our initial partners have similar experience in identifying new funding opportunities in their particular area of expertise. Through membership in a variety of professional and fundraising membership organizations, we are well equipped to secure ongoing relevant information regarding prospective funding streams. The principle tenets that will drive this initiative will include how it will: financially support the ongoing efforts of the Promise neighborhood initiative; advocate for and drive supportive policies at the local, state, and national levels, including micro level organizational, school, and district policies; and form key partnerships at all levels of government and assure that partners' interests are aligned with the goals of Promise Neighborhoods. These three core efforts have been identified by the Policy Link – Promise Neighborhoods Institute as key to establishing the significance of this project. These basic tenets will:

- Result in long-term systems change or improvement;
- Build local capacity to provide, improve, or expand services that improve outcomes for

children;

- Involve the development or demonstration of promising new strategies that build on, or are alternatives to, existing strategies;
- Have the potential for being sustained long-term.

Supportive Policy: An important dimension of our focus will be on working with public officials and advocates to assure that public policies support, rather than impede, the program's efforts. The initial partners in this initiative represent the diverse academic and community systems that impact child outcomes in the Sunset Park community. As a federally qualified health center, LFHC has a long history of working on behalf of its values and priorities, working collaboratively with elected representatives and local, state, and federal staff on behalf of driving public policy for federally-qualified health centers, school-based health centers, adult education, family literacy, and early childhood services for low-income families. Other partners represent such of divisions of local government as the NYC Administration for Children Services (both for early learning centers and for the preventative and foster care systems), community colleges, the local community board, and the NYC Department of Education. LFHC will use our experience in this area to work with our partners in tracking policy at the local, state, and federal levels and developing relationships in order to assure that our voice is heard at decision-making levels. By maximizing the diversity of partners and expertise at the planning table, we are confident that the planning team will be able to read and assess the policy environment and how it might impact on the initiative, what modifications or adaptations might be necessary to address policy barriers.

Key Champions and Partnerships: A component of the financing plan is to position ourselves to attract the attention of people who can help bring needed resources and supports. In

formulating the initial partnerships comprising the Promise Neighborhood planning effort, we have focused on identifying partners who will work collaboratively to create partnerships and serve as key champions. We view this component as essential to a sustainable financing and supportive policy.

During the planning process, we will align the goals of the initiative with the interests of prospective partners, including elected officials, prospective funders, policymakers, and key community stakeholders. Through this process, we will begin to identify potential partners and champions and develop a plan to engage them in the sustained systems of change that define the Promise Neighborhoods initiative.

Using guidance provided via PolicyLink, we have identified key questions that will guide the development of critical champions and partnerships.

- How do our goals fit with the goals of current and potential partners?
- What particular components of the proposed strategies might be of interest to critical stakeholders?
- Is our proposed target area and continuum of solutions compelling enough to attract a variety of stakeholders who would champion the proposal on a larger scale?

These questions will assist us in formulating a financing plan and developing a continuum of solutions that promote the long-term viability of the initiative.