

Flatbush Promise Neighborhood Initiative

Memorandum of Understanding

CAMBA, Inc. (CAMBA) is the lead applicant on a proposal to the United States Department of Education (USDOE) for a Planning Grant for the Promise Neighborhoods Program. CAMBA has been conducting planning meetings since February of 2011 with fellow providers in a coalition that is committed to improving the local service system. This Memorandum of Understanding serves as documentation of the formalization of a community of key stakeholders who are committed to developing and implementing a plan for the creation of a Promise Neighborhood in the Flatbush neighborhood in Brooklyn (Kings County), New York.

PURPOSE: The purpose of the Flatbush Promise Neighborhood Initiative is to significantly improve the educational and developmental outcomes of children and youth in Flatbush and to transform this community by achieving the following objectives:

- 1) Identifying and increasing the capacity of local organizations that are focused on achieving results for children, youth and families throughout the Flatbush community;
- 2) Building a complete continuum of cradle-through-college-to-career solutions of both educational programs and family and community supports, with great schools at the center and with all solutions accessible to children with disabilities and to English learners;
- 3) Integrating programs and breaking down agency “silos” so that solutions are implemented effectively and efficiently across agencies;

- 4) Developing the local infrastructure of systems and resources needed to sustain and scale up proven, effective solutions across the broader region beyond the initial neighborhood; and
- 5) Learning about the overall impact of the Promise Neighborhoods program and about the relationship between particular strategies in Promise Neighborhoods and student outcomes, including through a rigorous evaluation of the program.

ACTIVITIES: To fulfill the purpose of the Flatbush Promise Neighborhood Initiative, CAMBA is requesting funding to support a year-long period of focused community planning that will engage our partners, stakeholders and community residents in the process of developing a plan to implement a continuum of solutions for children and youth and break the cycle of poverty in our neighborhood. The goals of the planning process are to engage the community in creating the foundation for delivery of the continuum of solutions, to begin to develop a college-bound culture in Flatbush, and to prepare CAMBA and its partners to submit an application to the USDOE to fund the full implementation of the Flatbush Promise Neighborhood Initiative. The proposed community planning activities include the following:

- 1) Conduct a comprehensive needs assessment and segmentation analysis of children and youth in the neighborhood in order to differentiate and more effectively target interventions based on information about the needs of different populations in the neighborhood;
- 2) Develop a plan to deliver a continuum of solutions with great schools at the center and with the potential to drive results;
- 3) Build community support for and involvement in the development of this plan;

- 4) Establish effective partnerships both to provide solutions along the continuum and to commit resources to sustain and scale up what works;
- 5) Adapt and expand Enginuity, CAMBA's existing longitudinal data system that will provide information that the Flatbush Promise Neighborhood Initiative will use for learning, continuous improvement, and accountability while abiding by Federal, State, and other privacy laws and requirements; and
- 6) Participate in a community of practice to meet, discuss and collaborate with other Promise Neighborhoods grantees regarding persistent problems or improvement of practices that can be shared.

GOVERNANCE: CAMBA, as the lead applicant for the proposed Flatbush Promise Neighborhood Initiative, will bear responsibility for administering and monitoring the project and for holding the project partners accountable. CAMBA is governed by a Board of Directors that is representative of the broader Brooklyn community. The Board of Directors is made up of community leaders who together have expertise in social services, community and economic development, legal, finance, and other areas that contribute to CAMBA's mission. Members of our Board represent a wide cross-section of Brooklyn's civic, professional and business leadership. Every Board member is committed to helping vulnerable and disadvantaged borough residents and shares the vision of the Flatbush Promise Neighborhood Initiative. For the Flatbush Promise Neighborhood Initiative, we have established an Advisory Board that is representative of the geographic area we are proposing to serve. The Advisory Board includes six residents of the geographic area we propose to serve (parents of students at P.S. 269 and P.S. 361, our primary partner schools, and/or members of the Beacon Advisory Board and/or other local residents), three youth leaders from the Beacon Community Center that CAMBA operates

at P.S. 269, the Principal of P.S. 269, the Principal of P.S. 361, the City Council Member who represents our Promise Neighborhood, four representatives from CAMBA and seven representatives from our partner agencies. It reflects the ethnic, socioeconomic, and cultural makeup of the target neighborhood and provides an active role in decision making for the community.

CAMBA as the lead agency will work with the Advisory Board to establish an agenda and to support the work of the partners in carrying out planning activities. The Advisory Board will staff teams tasked with addressing key components of the initiative. The teams will include Neighborhood Assets, Data and Evaluation, Sustainability, and Seamless Integration of Learning. Team tasks may include, but may not be limited to assessing community needs and strengths, identifying measurable results and indicators, gathering data and setting benchmarks, developing an integrated mix of strategies along the continuum of solutions, designing and executing strategies for financing the work, monitoring and evaluating progress toward improving results, and planning for scaling up the initiative beyond the initial target neighborhood.

SHARED PHILOSOPHY: CAMBA and its partner agencies are committed to the Flatbush Promise Neighborhood Initiative planning process and are dedicating in-kind resources to achieve the goals outlined above. Each agency has embraced the following tenets, which will guide the planning process:

- 1) The primary focus of the Flatbush Promise Neighborhood Initiative is on promoting improved educational and developmental outcomes for children and youth, building a college-bound and career-centered culture in the neighborhood, and supporting families

in raising children in an environment that fosters their growth, development and achievement.

- 2) As an integrated set of partners, stakeholders and community residents, the Flatbush Promise Neighborhood Initiative can have a greater impact on children and youth than the individual partners can achieve working on their own.
- 3) The Flatbush Promise Neighborhood is guided by open communication, transparency in intention, and shared decision making.
- 4) Each partner, stakeholder and community resident brings forward their own culture, philosophy and specialized knowledge, thereby promoting diverse perspectives and solutions for the neighborhood.
- 5) The end result of the Flatbush Promise Neighborhood Initiative will be the development of great schools, the implementation of a continuum of solutions, and a transformation that will focus on individual and community achievement and success.

COMMITMENT OF PARTNER ENTITIES:

CAMBA, Inc. (CAMBA): CAMBA is a non-profit agency that provides services that connect people with opportunities to enhance their quality of life. Our theory of action and theory of change encompass an overarching vision where Brooklyn is a more economically viable and safer community in which residents identify and fulfill their individual health and development needs, support themselves and their families financially and emotionally, and contribute to their community culturally, politically, and socially. We envision a community in which parents and caregivers understand age-appropriate child development and use positive parenting to support their children and take an active role in their children's education. Adults and families will be economically stable, have basic literacy, civic, financial, educational, life, and numeracy skills

and access to appropriate career options. Youth will have age appropriate academic, emotional, social, economic and life skills to succeed in college and careers and to become self-directed members of society who make responsible and healthy choices. Our theory of action and theory of change are shared by, and motivating to, the partner agencies that have joined us in this Memorandum of Understanding.

As the lead applicant for the Flatbush Promise Neighborhood Initiative (FPNI), CAMBA will be responsible for overseeing all planning activities, holding all partners accountable for results, maintaining fiscal management, and ensuring fidelity to the process and outcomes delineated in the grant application and this MOU. To manage and oversee the Promise Neighborhood, CAMBA will assemble a team including an FPNI Director, a Promise Neighborhood Coordinator, a School Liaison, a Director of Data Information Systems, a Community Outreach Coordinator, a Director of Fundraising and Marketing, and an Educational Specialist Consultant.

CAMBA will make an in-kind financial matching contribution to the Promise Neighborhood of \$288,375.00 [REDACTED]:

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[REDACTED]

P.S. 269: P.S. 269, the Nostrand School, is a Universal Meal (USM), Title I School-Wide Program School located in the North Flatbush Section of Brooklyn. We are the site for the Beacon Community Center which CAMBA has operated since 1993. P.S. 269 serves approximately 580 students in grades 3 through 5. Our mission is to support and nurture the academic success of all our students. This includes providing our students with well rounded arts and technology experiences. Our goal is to motivate students by encouraging learning in ways that are meaningful and in ways that stimulate curiosity and interest for further academic growth. Within the classroom, engaging curriculum ensures that learning experiences are directly related to standards, high expectations and real world experiences. We are dedicated to the promotion of integrity, respect, equality and caring for the well being and whole development of our school community. The administration, staff, parents and community members are working collaboratively to support this educationally and emotionally supportive learning environment.

This culturally enriched school community draws most of its students from Flatbush Gardens, formerly known as the Vanderveer Estates, a multi-dwelling, middle and low income apartment complex. The majority of our students are of Caribbean descent, representing Jamaica, Trinidad/Tobago, Guyana and Haiti. P.S. 269 is the receiving school for P.S. 361 (K-2) from which we receive the majority of our grade 3 students. The school consists of 23 classes,

including three Eagle classes (gifted and talented), three inclusion classes, and four self-contained special education classes.

From 2006 to 2009, P.S. 269 students showed an upward trend in both English Language Arts (ELA) and Math. However, the most recent data shows that in ELA only 33% of students achieved Level 3 and 4 while in Math only 38% of students are Level 3 and 4. As a part of the Flatbush Promise Neighborhood Initiative, P.S. 269 is committed to making a turnaround that will lead to greater academic and social success for all of our students. For the planning phase, P.S. 269 will commit the following staff resources: Principal (0.10 FTE); Assistant Principal (0.10 FTE); ESL Teacher (0.10 FTE); Parent Coordinator (0.15 FTE); Guidance Counselor (0.05 FTE); and Social Worker (0.05 FTE).

P.S. 361: P.S. 361 serves over 600 children from Pre-K through Grade 2. The mission of the P.S. 361 school community is promoting a nurturing early childhood environment which supports children to become lifelong learners. In creating a cooperative partnership between home and school, the school nurtures creative talents and develops self-esteem, responsibility and independence. P.S. 361 celebrates individuality, enabling its children to become independent critical thinkers and problem solvers. The school strives toward creativity and sets high expectations to foster excellence in all that it does. P.S. 361's goal is to create a school community which fosters diversity in a multi-cultural world, encouraging children to become productive citizens in our society.

The P.S. 361 school community is inviting and alive with student engagement. The school inspires young students to be inquisitive, articulate and passionate about their education. All stakeholders work together to provide a quality education for our students. The students

respond by showing respect for one another and learning how to obtain the skills that will prepare them to be college and career ready.

P.S. 361's commitment to prepare students for college and careers is consistent with the goals and values of the Flatbush Promise Neighborhood Initiative. For the planning phase, P.S. 361 will commit the following staff resources: Principal (0.10 FTE); Assistant Principal (0.10 FTE); Parent Coordinator (0.15 FTE); Guidance Counselor (0.05 FTE); and Social Worker (0.05 FTE).

Enterprise Community Partners: Enterprise is a leading provider of the development capital and expertise it takes to create decent, affordable homes and rebuild communities. For nearly 30 years, Enterprise has introduced neighborhood solutions through public-private partnerships with financial institutions, governments, community organizations and others that share our vision. Enterprise has raised and invested more than \$11 billion in equity, grants and loans to help build or preserve more than 280,000 affordable rental and for-sale homes to create vital communities. At Enterprise, we create opportunity for low- and moderate-income people through affordable housing in diverse, thriving communities. Central to our mission is Enterprise's fundamental commitment to give people living in poverty an opportunity to move up. We believe that these opportunities are best provided in communities with a diverse mix of affordable and market housing options, access to jobs and social supports, and a strong commitment to the environment and civic participation.

Over the past two years, Enterprise has made significant strides in our goal of assisting community groups to reposition overleveraged multifamily housing; our progress has resulted in the creation of multiple tools to support CAMBA's neighborhood stabilization work. Enterprise

will renew CAMBA's subscription to the Building Indicator Project (BIP) database, an information tool that helps community groups proactively target distressed multifamily buildings. CAMBA will use the BIP data to map and track distressed properties in which many of the Promise Neighborhood's students and their families may live.

We have provided CAMBA with grant resources in the past – in 2011, Enterprise is providing \$100,000 in grant funding to support CAMBA's organizational and pipeline development. We recently renewed the \$150 million New York City Acquisition Fund and repositioned it to acquire distressed housing portfolios. [REDACTED]

[REDACTED] For the Flatbush Promise Neighborhood Initiative, we will assign dedicated staff to assist CAMBA in evaluating options for potential acquisitions, for an approximate in-kind value of \$50,000. We will also include the Promise Neighborhood in a current study that seeks to quantify the neighborhood effects of multifamily foreclosures. CAMBA will work with Enterprise to meet its requirements and provide the necessary documentation to qualify for each of the aforementioned activities.

Brooklyn Educational Opportunity Center: A part of the State University of New York, the Brooklyn Educational Opportunity Center (BEOC) has been providing academic and career education and training services since 1966. Our mission is to ensure access to higher education and promote economic self-sufficiency to New York State residents striving to attain knowledge, acquire work skills, and achieve career goals through instruction and continuous learning. Each year, BEOC enrolls approximately 1,500 students. BEOC graduates are expected to secure

gainful employment or enter higher education. We are a premier learning institution offering free tuition and a host of supportive services.

The mission of the BEOC is consistent with the goals of the Flatbush Promise Neighborhood Initiative to strengthen families and provide educational opportunities for young adults and their families. As a part of the Initiative, we will survey students as part of the needs assessment. We will provide adult education services, including English for Speakers of Other Languages (ESOL) classes so that parents can participate more fully in the education of their children. We will also provide an alternate pathway for youth to earn a high school diploma as well as to enter college. As a part of this commitment, we will devote the following resources to the Initiative:

Executive Director:	\$2,062	2 hours/month
Business Affairs Director:	\$1,966	2 hours/month
Data Analyst:	\$1,160	2 hours/month
Grants Administrator:	\$4,917	6 hours/month
Indirect salaries:	\$10,082	
Indirect OTPS:	\$4,160	
Total:	\$24,347	

Greater Brooklyn Health Coalition: The Greater Brooklyn Health Coalition (GBHC) was formed in 1997 to identify the organizations that best represent the ethnic and faith-based groups in Brooklyn, as well as the healthcare systems serving them. Today, over 140 agencies are members of GBHC, which include community-based organizations, hospitals, health insurance companies, and a variety of healthcare and educational institutions. GBHC’s membership represents the ethnic, faith-based, and geographic diversity of Brooklyn.

It is GBHC’s vision to improve access to healthcare, increase prevention, and to effectively decrease the health disparities that presently exist in Brooklyn’s culturally diverse

communities. The mission of GBHC is to create an agenda for action and unity to reduce public health disparities and improve the health of all Brooklyn.

As part of CAMBA's Promise Neighborhood planning year, GBHC would support the needs assessment and planning processes, and help provide access to medical homes for families in the target community.

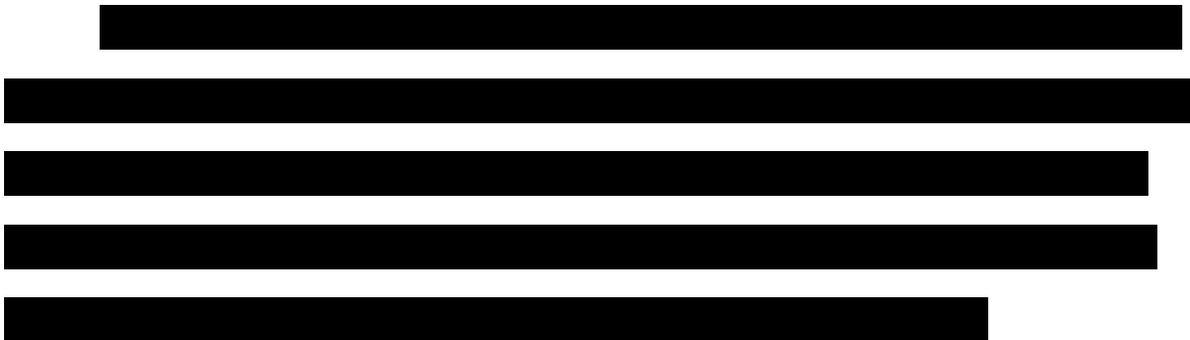
GBHC's programmatic and financial commitments include: Executive Director's time attending monthly planning meetings and participating in activities such as Needs Assessment, access to GBHC's membership of over 140 stakeholder's in Brooklyn's public health, consultation and resources on health programming such as adopting healthy food and physical activity policies at P.S. 269 and P.S. 361, bringing nutrition and fitness programs to Flatbush, and building health literacy in the community. Specifically, GBHC will make the following in-kind contribution of \$30,000 to the Initiative:

Executive Director - [REDACTED] to provide support in the areas of Brooklyn's public health arena, community planning and needs assessments; access to partners and resources through GBHC's 150 member agencies; outreach and marketing through e-mail blasts and the GBHC Health Happenings newsletter; participation in GBHC's annual health fair; access and enrollment in health insurance; guidance on implementing school nutrition and physical activity policies; access and linkage to GBHC's network of medical providers, academic institutions, community based organizations, faith based organizations, government departments and health associations.

Community Health Worker - [REDACTED] to provide outreach to residents about their service needs and offer educational workshops and information in the areas of health literacy, diabetes self management and maternal and child health to individuals or groups.

The Old Stone House of Brooklyn: The Old Stone House of Brooklyn is a reconstructed 1699 Dutch farmhouse that was central to the Battle of Brooklyn on August 27, 1776 -- the largest battle of America's Revolutionary War. Today, the Old Stone House, part of the Historic House Trust of New York City, is a museum and cultural resource that explores the complex story of the American Revolution, life in 17th, 18th and 19th century Brooklyn, and the environment. We engage the community through exhibits, educational programs, events, and our gardens to preserve the House's rich past while contributing to Brooklyn's contemporary cultural landscape.

Each year, 6,000 students visit the Old Stone House. Our programs blend primary source documents, hands-on activities and inquiry-based learning to create an enriching experience for New York's school children; helping them relate their personal histories and choices to the history of their community and their country.



The Old Stone House offers a variety of afterschool programming for area youth. These activities will support the goal of the Flatbush Promise Neighborhood Initiative to bring arts and cultural opportunities to the children and youth in the Flatbush community. Teaching materials are designed to support the **New York State Social Studies Curriculum** and use **both visual arts** and **theater** as tools for **teaching literacy** and communicating information. Current on-site programming interprets the Dutch/English colonial period in Brooklyn, the American

Revolution, and the development of Brooklyn from farmland to city during the second half of the nineteenth century. During the planning year, the Old Stone House will assist the FPNI in identifying and filling gaps in services related to artistic and cultural opportunities for children youth and families. As an in-kind contribution to the Initiative, OSH's Director of Education will devote 5% of her time as a member of the Advisory Board, as well as 10% of her time to developing curriculum [REDACTED]



St. Mark's Head Start: The leadership and staff at St. Mark's believe in the following principles of early childhood education:

- Socio-emotional development is closely related to cognitive development. Children must feel secure in the environment and feel good about themselves and their families.
- Children learn actively through their interactions with people and objects in the environment. They explore, try out ideas, observe, and attempt to make sense of results based on knowledge they already have.
- New experiences, skills, and information should be closely related to what children already know and what they can do.
- Learning experience should begin with the simple and move to the more complex, begin with the concrete and move to the more abstract.
- Children learn about the world and gain a better understanding of themselves if they have opportunities to engage in a variety of experiences.

- Children use their whole bodies and all their senses in learning about the world.
- As educators, we support children's development by promoting active learning. We prepare the learning environment so that it provides stimulating, challenging materials and activities for children. We closely observe to see what children understand and pose additional challenges to push their thinking further. We follow developmentally appropriate practices as developed by the National Association for the Education of Young Children (N.A.E.Y.C).

The staff of St. Mark's believes that each young child is a unique and wonderful individual who deserves the chance to have a superior education. We have designed a safe and stimulating environment, and planned activities that will help each child to:

- Feel good about themselves.
- Know about and appreciate their culture and community.
- Work well with other children.
- Learn and appreciate the culture of classmates.
- Enjoy and be excited about learning.
- Learn to do as much for themselves as possible.
- Learn new information and age appropriate skills.
- Ask questions and freely express themselves.
- Decide for themselves how well he/she is doing and what he/she likes and does not like.
- Help to decide what activities he/she will take part in.
- Have fun being a child.

St. Mark's principles and objectives are consistent with the goal of the Flatbush Promise

Neighborhood Initiative to ensure that children enter kindergarten ready to succeed in school. In

the planning phase, we will participate in the needs assessment by helping to identify early childhood assets in the community and gaps in services. In the implementation phase, we will provide quality early childhood education to eligible children from the target community. As a part of this commitment, we will devote in-kind staff time to attend regular planning meetings.

New York City Human Resources Administration/Department of Social Services: The New York City Human Resources Administration/Department of Social Services (HRA) provides temporary help to individuals and families with social service and economic needs to assist them in reaching self-sufficiency. HRA has over 14,000 staff and annually serves millions of New Yorkers through essential and diverse programs and services that include cash assistance, public health insurance, food stamps, home care for seniors and the disabled, child care, adult protective services, domestic violence services, HIV/AIDS supportive services and child support enforcement. Its employees help provide unique individual services that offer rapid attachment to employment along with work supports to promote continued employment. HRA's Employment Services offer job programs and training to attach participants to employment, improve basic skills and English language proficiency, and move cash assistance recipients into work. By providing such work supports such as food stamps, public health insurance, and transitional child care, former cash assistance recipients have a greater ability to maintain employment and remain out of poverty.

Because of HRA's central role in benefit delivery for low-income working families, its participation in the Flatbush Promise Neighborhood Initiative is particularly useful and critical. To contribute to the planning phase of the initiative, HRA will provide aggregate data on access to public benefits in the target community. As part of informing the model design, its

representative will also discuss how interested families can apply for benefits and services through HRA and what the programmatic compliance expectations are for participants who receive on-going assistance through HRA. As a part of this commitment, HRA will devote in-kind staff resources of approximately 3 to 10 hours per month for planning activities.

Brooklyn District Public Health Office, DOHMH: As part of its commitment to reducing and eliminating health disparities in New York City, the Department of Health and Mental Hygiene (DOHMH) has established District Public Health Offices in East and Central Harlem, the South Bronx, and North and Central Brooklyn. The mission of the District Public Health Offices (DPHOs) is to reduce health inequalities across New York City by targeting resources, programs, and attention to high-need neighborhoods. The DPHOs work to ensure the conditions for good health – available, sustainable, high-quality services and efficient, effective systems – flourish in these neighborhoods. They further this mission by administering programs on priority health issues; focusing and coordinating the work of central DOHMH programs: informing, developing, and advocating for policy change; conducting research and disseminating public health information; and supporting and assisting community residents and organizations. The Brooklyn District Public Health Office has collaborated with CAMBA for three years through its Healthy Start grant which ensures counseling and health care services for pregnant women and their families.

The objectives of the Brooklyn DPHO align with the goal of the Flatbush Promise Neighborhood Initiative to ensure that students and their families are healthy. The DPHO will support the initiative by providing health data for the needs assessment and by facilitating the development of the health care infrastructure for the Promise Neighborhood.

New York City Council Member Jumaane D. Williams: Council Member Jumaane D.

Williams is a first-generation Brooklynite of West Indian parentage. He was elected to the New York City Council after an extensive career as a community organizer. As such, he is committed to building solutions by engaging the community. He is dedicated to improving all of the schools in his district, including P.S. 269, in part by promoting strong parent participation in the schools.

In response to the epidemic of youth violence in the community, Council Member Williams has partnered with several local community-based organizations and clergies to administer the Youth anti-Violence Initiative (YAVI). YAVI responds to the increase in shootings and other crimes in the district with a two-pronged plan that provides a block-by-block approach which stimulates community involvement in crime prevention.

Council Member Williams' devotion to improving schools, increasing safety, and engaging the community in addressing its own needs are coherent with the values of the Flatbush Promise Neighborhood Initiative. He will support the planning phase by facilitating access to public data and organizing volunteers. He will also help to leverage additional public and private funds to ensure the sustainability of the Initiative. During the implementation phase, he will administer anti-violence programming for local youth. He will also work with the various City agencies that impact the Promise Neighborhood to help break down agency "silos". As part of his commitment to the Initiative, the Council Member will serve on the Initiative's Advisory Board.

Center for the Study of Brooklyn: The Center for the Study of Brooklyn, based at Brooklyn College, is the first and only research center devoted exclusively to the study of public affairs in the borough. The Center's practice of community planning emphasizes our role as facilitator; recognizing the import of those engaged in specific programming and advocacy while serving as the content experts in the process. Further, one of the Center's principal goals is to be the primary resource for accessible and useful Brooklyn data and research so that it may support more informed program development, enhanced fundraising, knowledge sharing and public policy decision making for and among the institutions and organizations that serve Brooklyn. Unlike other research institutions, the Center is in the unique position of focusing exclusively on the provision of Brooklyn-based data, as well as the prioritized research needs and policy challenges of Brooklyn-based groups. Groups have used the Center's custom reports to support funding proposals, advocacy initiatives, programming and marketing decisions, research and publications, and targeted outreach to constituencies.

In 2011, the Center has served as the community planning partner for the Sunset Park Promise Neighborhood, a group that received a planning grant in 2010. In this role, the Center facilitated the community assets and needs assessment and segmentation analysis that undergirded that group's efforts to develop a viable plan for a continuum of solutions.

The combination of the Center's community planning services with the ability to provide customized data analysis and mapping services for the Flatbush Promise Neighborhood Initiative will empower our partners to make strategic decisions that are simultaneously grounded in their expertise and experience while being data driven.

In partnership with CAMBA and the other Flatbush Promise Neighborhood Initiative community partners, the Center for the Study of Brooklyn will facilitate a community assets and

needs assessment, including segmentation analysis. The Center will also facilitate the development of solutions with community partners that address the articulated needs. We will produce supporting data analyses and reports, including graphical and mapping presentations, to ensure that both the students in the target schools and other children in the neighborhood have access to a continuum of solutions that improve educational and developmental outcomes. As consultants to the project, the Center for the Study of Brooklyn staff resources will include the Director, Senior Research Associate, Research Associate and Research Assistant (project budget of \$60,000).

Young Adult Borough Center at Erasmus Hall Campus: A program located at Erasmus Hall Campus, the Young Adult Borough Center (YABC) is designed to move 250-300 students who are overage/under-credited toward graduation. YABC uses the Primary Person Model wherein each student is supported by a Young Adult Development Advocate who guides him/her through all aspects of the YABC program. Barriers toward graduation are removed, including working with students who require flexible scheduling, child care and/or need to work. Support services which complement the YABC's classroom instruction (provided by the New York City Department of Education) offer opportunities and incentives that do not exist in traditional high school environments. These include college and career readiness workshops. Additionally, 150 students are placed in paid internships through the Learning-To-Work Center.

The mission of the YABC is consistent with the objective of the Flatbush Promise Neighborhood Initiative of ensuring that youth graduate from high school. As a part of the Initiative, YABC will provide a pathway to a high school diploma for eligible overage/under-credited youth. YABC has open, ongoing registration and will assess all students referred

through the Flatbush Promise Neighborhood Initiative. As an in-kind contribution to the Initiative, the Assistance Principal will devote 5% of her time as a member of the Advisory Board. Erasmus YABC intake staff will devote up to 20% of their time assessing referred students.

Brooklyn Arts Council (BAC): BAC is the arts council for the borough of Brooklyn. We bring leadership and energy to every part of Brooklyn’s art scene, supporting and connecting it all. We are driven by our impassioned belief in the intrinsic value of the arts and artists, as well as what they can do. Art has a unique ability to bridge cultures, inspiring positive transformation in individual lives and entire communities.

BAC gives grants, presents free and affordable arts events, trains artists and art professionals, teaches students, incubates new projects and promotes artists and cultural groups across the borough. Brooklyn’s cultural anchor since 1966, BAC has also been the catalyst helping the arts community grow. We continually evaluate and evolve what we do to meet the changing times, and keep our commitment to community engagement, diversity and inclusion when it comes to the arts in Brooklyn. As a part of the Flatbush Promise Neighborhood Initiative, the Brooklyn Arts Council will provide arts and humanities programming for children and youth, as well as professional development opportunities for teachers at P.S. 269 and P.S. 361. As a part of this commitment, BAC will devote in-kind staff to attend regular planning meetings.

Brooklyn College/School of Education: A part of the City University of New York, Brooklyn College is recognized for its academic excellence, innovative programs, urban engagement and

outstanding alumni accomplishments. The college offers more than 120 undergraduate and graduate degree programs in the creative arts, humanities, social and behavioral science, natural sciences and mathematics, education and business. For 80 years, Brooklyn College men and women – many of them immigrants or the children of immigrants- have received a superior, affordable education leading to productive careers and fulfilled lives.

The School of Education at Brooklyn College prepares teachers, administrators, counselors and school psychologists to serve, lead and thrive in the schools and agencies of New York City and beyond. Through collaborative action, teaching and research, we develop our students' capacities to create socially just, intellectually vital, aesthetically rich and compassionate communities that value equity and excellence, access and rigor. We believe that teaching is an art that incorporates critical self-reflection, openness to new ideas, practices and technologies, and that focuses on the individual learner's needs and promotes growth. Our collective work is shaped by scholarship and is animated by a commitment to educate our students to the highest standards of professional competence. The School of Education has a track record of working on school improvement strategies, including developing three small high schools with New Visions, the Woodrow Wilson Foundation, the Gates Foundation and the New York City Department of Education.

As a part of the planning phase of the Flatbush Promise Neighborhood Initiative, Brooklyn College will provide student interns for tasks such as conducting surveys and data entry for the needs assessment and segmentation analysis. During the planning phase, we will provide opportunities for high school students to earn college credits and otherwise instill a college-going culture in the neighborhood. As the academic consultant to the Initiative, the School of Education will provide the guidance of its Dean (5% effort) in conjunction with 540

consultation hours to provide assistance with improving low performing schools; professional development for the teachers and staff in partnership schools; evaluation and assessment of educational programs; guidance on programming; development of college readiness services and other supports. Consultation services will be provided by a variety of faculty and staff, based on identified need.

Kings County Hospital Center: At Kings County Hospital Center (KCHC), we take pride in providing our customers with the highest quality healthcare. Equipped with the latest technology, modern facilities and an experienced board-certified staff, we offer more services today than ever before. KCHC has a rich legacy for its pioneering role in medicine. Today, with over 627 beds, our hospital remains on the cutting edge of technology and provides the most modern procedures with state-of-the-art equipment. Built in 1831 as a one room infirmary for publicly supported care of the sick, KCHC continues to be a leading healthcare facility whose mission is to provide care to everyone regardless of their ability to pay. The hospital provides a wide range of health services, and specialties are offered in all fields of modern medicine. More than 200 clinics provide a wide array of ambulatory care services.

KCHC's goals and objectives align with the goal of the Flatbush Promise Neighborhood Initiative to ensure that students are healthy. KCHC already aims to provide a medical home for all children and families in the Promise Neighborhood regardless of their insurance or ability to pay for care and KCHC will continue that effort and the KCHC programs that advance such goals. Additionally, KCHC will support the needs assessment and planning activities by providing access to local health data available to KCHC.

Kings County District Attorney’s Office Back on Track Program: The mission of the Back on Track program is to provide educational and social services to young people [REDACTED] [REDACTED] who are in danger of becoming involved in the criminal justice system, are chronically truant and at risk of dropping out of school, or are re-entering society following a period of confinement. The District Attorney recognizes that the key to crime prevention lies in effective education and adequate familial and social supports. In light of this recognition, the District Attorney’s Office has formed a collaboration with Community Partner Commission Association, Inc., the New York City Department of Education, the Center for Court Innovation, the Police Athletic League, the Brooklyn Public Library, Medgar Evers College, and the Fresh Air Fund to provide various educational and social services for these at risk youth. Additionally, the families of these young people are offered the supportive services they need. Services include parenting workshops, GED classes, computer and office skills training, vocational assistance, CDL and driver education, adult and continuing education, English as a Second Language instruction, tutoring, mentoring, and access to medical, dental, and mental health services, as well as substance abuse treatment. A key component of Back on Track is the Department of Education’s “Re-Start” program, which is a public school program designed for students who are disengaged or falling behind in school. Back on Track is offered to Brownsville students between the ages of 13 and 15 who are in the 6th, 7th or 8th grade and are not attending school regularly.

The District Attorney’s commitment to supporting youth by promoting more effective schools and stronger families and communities is consistent with the goals and objectives of the Flatbush Promise Neighborhood Initiative. During the planning and implementation phase, the District Attorney’s Office will provide crime and truancy data for use in the project’s needs

assessment. As a part of this commitment, we will devote the following resources to the Initiative: Members of our staff will assist in replicating the Back on Track program in the Flatbush community, with linkages to social services and program space to be provided by CAMBA.

New York State Assemblywoman Rhoda S. Jacobs: Rhoda S. Jacobs is a native of Brooklyn and has been a lifelong resident of the borough. She was first elected to the New York State Assembly in 1978 and represents parts of Flatbush and Midwood. She currently serves in the capacity as Assistant Speaker. Ms. Jacobs has been at the forefront of significant issues in health care, Medicaid, job development, immigrant issues, consumer education and protection in banking, insurance and public utilities. Her cutting edge legislation has served as a national model for preventive measures in women's and children's health care. She currently serves on the Committee on Health, the Committee on Insurance, the Committee on Rules, the Committee on Ways and Means, and the Task Force on Women's Issues.

Assemblywoman Jacobs' commitment to health care and job development are consistent with the goals and objectives of the Flatbush Promise Neighborhood Initiative to ensure that students are healthy and live in stable communities. She will support the planning phase by facilitating access to public data and organizing volunteers. She will help to leverage additional public and private funds to ensure the sustainability of the Initiative. She will also work with the various City agencies that impact the Promise Neighborhood to help break down agency "silos". As part of her commitment to the Initiative, the Assemblywoman or her designee will devote staff time to attend planning meetings.

