

Borough of the Bronx

STRATEGIC POLICY STATEMENT

2002 – 2005

A MESSAGE FROM

Bronx Borough President

Adolfo Carrion, Jr.

Thank you for this year, you the people, for your welcome, your cooperation, your help, and your good will. It has been an extraordinary first year. The promise of our Borough is overwhelming. We should be proud.

The Bronx is the comeback borough, with aggressive expansion in housing and crime reduction. We must now sustain this direction and redouble our efforts in education, economic development, and the environment.

I know that what has been accomplished in our borough is the result of the partnership and tenacity of businesses, community organizations, faith based communities, individual citizens, elected officials and our friends. I am pleased to be a part of this community and offer to you a plan of action for 2002-2005.

It is an ambitious plan, but we can and must increase our momentum in this time of fiscal crisis. We can be an example to the City and the State, for we have come thus far with fewer resources and greater challenges. We have emerged stronger and more focused on improving the lives of the children and elderly in our community.

Yours in alliance,

Adolfo Carrion, Jr.
Bronx Borough President

NEW YORK CITY CHARTER REQUIREMENTS FOR THE STRATEGIC POLICY STATEMENT

The New York City Charter requires Borough Presidents to “prepare a strategic policy statement for the borough”. The Strategic Policy Statement “shall include”:

- **“A summary of the most significant long term issues facing the borough”,**
- **“Policy goals related to such issues”, and**
- **“Proposed strategies for meeting such goals”**

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EXECUTIVE SUMMARY

The Bronx is home to more than 1.32 million people who come from around the globe. Once a national poster card for shattered neighborhoods, in 2002 the Bronx represents one of the greatest transformations of the modern era, as now rebuilt communities have become places where people looked to raise their families and invest their hard-earned capital. The All-America City and Crown Community designations recognize how hard Bronxites fought to break the back of the worst housing crisis ever suffered by any American city. The last decade saw more housing built than lost - 67, 000 units newly built or rehabilitated in just the past 14 years.

Through an unprecedented level of cooperation among citizens, neighborhood organizations and the local police, the Bronx has achieved and maintained crime reductions unimaginable 15 years ago. The Bronx economy, with more people now working in the Bronx than before the last recession, and despite the impact of 9/11 and current national decline, continues to rebuild.

In the late 1980's, the Bronx faced the question "Will The Bronx survive?" It has. Now in the face of deepening national, state, and regional economic crisis, the Bronx is challenged to build stronger alliances to sustain its growth, to improve the education of its children, and to expand access to jobs and economic opportunity.

Today, the Bronx must create the conditions in education, housing, healthcare, human services, and the environment that will make The Bronx a place that allows individuals to soar. To do this there must be an aggressive strategy for economic development, so that every citizen can sustain themselves and their families. The *Bronx Strategic Policy Statement for 2002-2005* presents a plan to address the challenges facing the borough. It is ambitious and requires a recommitment to collaboration and partnership within and beyond the boundaries of the borough. It builds on specific strengths: location, demographics, and history – to realize a new vision for the Bronx.

ECONOMIC DEVELOPMENT

“We must effectively connect the Bronx and its citizens to the sources of growth and opportunity in the regional, national, and global economies.”

The Bronx is the gateway to the City of New York from the North, West and East. Its roadways and transportation infrastructure are the spinal network of New York City's commerce and industry. Only minutes away from Manhattan's central business district, Queens, to the older suburbs of Westchester, Bergen and Nassau counties to the burgeoning "edge cities" of Fairfield County, Connecticut and north central New Jersey, and three major airports, The Bronx often becomes a top pick for companies that need to be close to key clients and suppliers in the Northeast.

The Bronx's strategic location has been particularly critical to its continuing role as a distribution and logistic center. The Hunts Point Food Distribution Center, for example, is the largest wholesale produce market in the Northeast. The City's shift of the Fulton Fish Market from Manhattan's lower east side to Hunt's Point also recognizes this key Bronx advantage. The Bronx also offers an array of sites available for development that few communities in the core of the region can match.

The Assets

A strong community of colleges, universities, hospitals, and cultural institutions are the foundation that has sustained the Bronx. When combined with faith based institutions, strong not for profit organizations and the natural resources of the public parks and waterfront, The Bronx is acknowledged to be the next "boom" district in New York City, an excellent live-work community.

The Bronx Waterfront

Recent years have awakened New Yorkers to the forgotten potential of our waterways. Water transport forms the basis of New York City's 2012 Olympic plan. Since 9/11, passenger ferry service has dramatically increased. Freight ferry service may be the next frontier in water transport. The Bronx Waterfront task force was convened to explore the opportunities presented by the Bronx Waterfront and to make recommendations for the preservation and development of this great resource.

The Bronx Workforce

The Bronx resident labor force offers employers a ready supply of workers at virtually every skill level. Conversely, the borough's central location and extensive transportation infrastructure also make it possible for Bronx residents to "reverse commute" to a wide range of markets.

Bronx Overall Economic Development Corporation

The Bronx offers several programs that support business development. The Bronx Empowerment Zone, perhaps most significant of these programs, encompasses an area surrounding Yankee Stadium and the Bronx Terminal Market, the Port Morris industrial area, and part of Hunts Point. The Bronx Overall Economic Development

Corporation (“BOEDC”) provides access to tax and employee training subsidies, business loans, guarantees and equity capital to businesses that create jobs and bring private investment to the Zone. The BOEDC, a borough-wide local development corporation, also serves as the economic development arm of the Borough President’s Office.

An overlapping area in the South Bronx has similarly been designated as a State Economic Development Zone. Companies locating in the State Zone are eligible for a variety of additional state tax incentives and for utility rate discounts.

Assistance available through BOEDC is not limited to the Empowerment Zone. Companies throughout the Bronx may qualify for long-term loans through the Bronx Initiative Corporation (“BIC”). As an SBA-certified “504” lender – designation announced by President Clinton during his 1997 visit to the Bronx – BIC can finance plant and equipment for small companies that locate or expand in the Bronx, and can show that the project being financed will create or help retain a substantial number of jobs. BOEDC also helps companies locate suitable facilities or sites, and it can help companies obtain financing and other benefits from a variety of public and private sources.

Finally, the strong support for business development consistently demonstrated by the borough’s elected officials offers a vital ingredient in our continuing economic development.

Challenges

Transportation

The redevelopment of our transportation systems, along with the expansion of green spaces and other recreational areas, remain vital for our borough's progress in the new century. We must accomplish the expansion and modernization of the transportation corridors in a manner that mitigates the negative impacts on the health and safety of Bronx communities. This initiative requires in-depth planning and collaboration.

Public access, environmental protections, preservation and enhancement

As a public resource, the developers of waterfront property must address the issues of access, environmental protection, neighborhood preservation and enhancement and will be encouraged to incorporate public interests and environmental sensitivity into their designs.

Workforce development

For those who possess the education and skills that will be in demand, this changing regional economy offers a wide array of employment opportunities, at steadily rising real wages. For less-educated, less-skilled workers, however, it means fewer jobs and

declining real wages. We must sustain the economic integration of the Bronx as the retail, commercial, industrial bases expand.

Goals 2002-2005

Economic Development Projects

- Work with the Yankee organization to develop a plan for Yankee Stadium to include a complement of uses including a school, a museum, a hotel and convention center
- Plan and implement a Bronx Gateways Project to improve the entries to the borough
- Work with the NYC Economic Development Corporation and Deputy Mayor Dan Doctoroff to create the necessary reasonable incentives to attract investors and create hundreds of new jobs
- Develop comprehensive land use plan for Hunts Point to include industrial, residential uses and the expansion of the food industry
- Completion of the work of the Port Morris Task Force and Waterfront Task Force
- Work with the City Island businesses and residents to preserve maritime character of the community and build economy around this focus
- Develop and implement appropriate mixed use plans for The Bronx River, Soundview/Castle Hill, Ferry Point Park, Eastchester Bay/Pelham Bay Park, and Locust Point Marina
- Develop comprehensive plan for a cultural corridor in the Bronx
- Work with developers and economic development organizations on creation of hotel and conference center facilities in the Bronx
- Promote Bronx as tourism destination

Transportation

- Completion of the Grand Concourse;
- The reduction of truck traffic through the introduction of waterborne freight ferries to carry freight and possibly waste transport;
- Refurbish rail lines for passengers and for freight;
- The creation of additional intermodal facilities and the restoration of Metro North Service at locations in the Bronx

Energy efficiency, environmental impact, and community development

- Work with utilities, businesses, developers and environmental advocates to introduce alternative fuels to mitigate the negative impacts of development

Workforce

- Expand the available training and workforce development programs

ENVIRONMENT

“We must preserve and strengthen our 61 resurgent neighborhoods by expanding affordable housing, cleaning up our streets, and making healthy communities.”

Bronx Community Districts	Total Population		Occupied Housing Units	Renter- Occupied Units
	1990	2000		
1. Longwood, Hunts Point, Intervale	77,214	82,159	26,909	25,216
2. Melrose, Mott Haven, Port Morris	39,443	46,824	14,446	13,017
3. Morrisania, Crotona Park East	57,162	68,574	22,411	20,536
4. Highbridge, Concourse Village	119,962	139,563	45,971	42,859
5. University Hts., Fordham, Mt. Hope	118,435	128,313	40,220	38,363
6. East Tremont, Belmont	68,061	75,688	24,618	22,527
7. Bedford Park, Norwood, Fordham	128,588	141,411	48,170	44,524
8. Riverdale, Kingsbridge, Marble Hill	97,030	101,332	41,427	29,756
9. Soundview, Parkchester	155,970	167,859	59,258	47,499
10. Throgs Neck, Co-op City Pelham Bay	108,093	115,948	48,219	26,940
11. Pelham Pkwy, Morris Park, Laconia	97,842	110,706	41,517	29,754
12. Wakefield, Williamsbridge	129,620	149,077	52,829	34,142
TOTAL	1,199,410	1,329,454	465,995	375,133

The Bronx sees communities coming together like never before, and a diverse collection of individuals who stand proudly in their faith, race and nationality and stand undivided as Americans. The Bronx came together to support those who lost family members on 9/11, to support our heroes and heroines in the emergency services who place their lives on the line every single day to protect the fabric of our democracy. The Bronx of the new millennium seeks to translate this energy, unity, vision and resolve to build and maintain even stronger communities.

Its neighborhoods represent the bedrock strength of the Bronx – diverse communities ranging from Riverdale and Co-op City to Mott Haven and Throgs Neck that more than 1.3 million people call their home. A twenty-five-year span that began in the 1960's saw the erosion of that strength, as the Bronx became a national emblem for all of the problems that beset urban America. A rebound since the mid 1980s resulted in a turnaround that in 1997 earned for The Bronx the National Civic League's coveted designation as an "All America City."

The success in developing affordable housing provided the keys to the renewal of Bronx neighborhoods during the past 15 years. During that time, more than 67,000 housing units have been newly built or rehabilitated in the Bronx

The progress of residential development also includes innovative approaches to create new housing. Along with supplying affordable housing, many of our non-profit developers continue to address a variety of community needs. In the south Bronx, for example, four community development corporations, under the auspices of the Comprehensive Community Revitalization Program, took lead in planning and implementing a wide range of neighborhood-building projects. With funding provided by a coalition of twenty foundations and corporations, four CDC's (MBD Community Housing Corporation, Mid Bronx Senior Citizens Council, Mount Hope Housing Corporation, Phipps Community Development Corporation – West Farms) expanded and improved primary health care and day care services, and helped create new business and job opportunities.

New housing and rebuilt neighborhoods also spur a revitalization of retail and consumer services. Bay Plaza became a major retail center for residents of the northeast Bronx, and the Co-op City area experienced continued development. Other notable projects include the new Home Depot on Gun Hill Road, and a new Pathmark supermarket now being planned for the Mid-Bronx area.

Thus we see the neighborhood as the foundation from where it all begins: where we sleep at night, where we go to school, where we usually experience our first job, where we make friends and associations that remain with us for the rest of our lives.

Today's Bronx offers divergent neighborhoods with their own special strengths that offer a basis for further resurgence.

Port Morris and Mott Haven along Bruckner Blvd at Alexander Avenue feature an Arts & Antique District. Old-fashioned lampposts and street benches add to the charm of the Port Morris neighborhood that increasingly draws artists to its lofts and studio spaces and attracts savvy shoppers from across the tri-state area for exciting bargains at art and antique stores. A few blocks north on Alexander Avenue (between 137th and 141st Streets), the Mott Haven Historic District (the borough's first historic district designated in 1969) contains two lovely old churches as well as beautifully designed row houses of the Dutch and Flemish architectural styles.

Belmont-Arthur Avenue (Little Italy), just south of Fordham Road near Fordham University and just west of the Bronx Zoo, features an enclave of colorful shops, charming cafes, top-notch Italian restaurants and cultural vitality.

City Island, across the City Island Bridge from Pelham Bay Park offers New York's best seafood restaurants in a picturesque nautical village, where four America's Cup defenders were built. It also features small-town charm with its antiques shops, art galleries, community theatre, a resident chamber ensemble, century-old homes and an acclaimed bed and breakfast, Le Refuge.

Fordham Road at the Grand Concourse in the central Bronx, features bargains and people watching along the largest shopping strip in The Bronx.

Hunts Point (Longwood Historic District), a peninsula in the South Bronx where the Bronx River flows into the East River, gave birth to Hip-hop, rap, break dancing and salsa. Known as the Boogie Down Bronx, it remains fertile ground for up-and-coming trends in music and visual and performing arts. Hunts Point Market offers the largest produce market in the country. A few blocks west, between Prospect Avenue and the Bruckner Expressway and including Dawson, Kelly and Beck Streets between Longwood Avenue and East 156 Street, the Longwood Historic District features magnificent embellishments in its charming, semi-attached homes.

Norwood, an urban community in the northwest Bronx, features the borough's most ethnically diverse community and an eclectic mix of environmentalists, artists and advocates for issues affecting the borough. Surrounded by green spaces – Bronx Park, the New York Botanical Garden and the Bronx River to the east, Woodlawn Cemetery to the west, Mosholu Parkway to the south, and Van Cortlandt Park to the north, it also features the Bronx County Historical Society and the Valentine-Varian House, site of the Museum of Bronx History.

Riverdale, on the banks of the Hudson River in the northwest Bronx, features winding, tree-lined roads leading to grand homes and estates, some of which occasionally host concerts by the Bronx Arts Ensemble. The Riverdale Historic District, designated in 1990, lies along the Hudson River from 252nd to 254th Streets between Independence Avenue and Riverdale Park. The community's crown jewel, Wave Hill, a natural preserve with breathtaking views of the Hudson River, hosts special events year-round. Other notable sites include the Judaica Museum at the Hebrew Home for the Aged, the Van Cortlandt House Museum and the landmark structures of the College of Mount Saint Vincent.

The Grand Concourse, the borough's most famous boulevard and official parade route running 4.5 miles north/south from 138th Street to Mosholu Parkway, features the world's largest assemblage of Art Deco residential buildings. South of 161st Street, the Bronx Walk of Fame lamppost plaques bear names of famous sons and daughters of the borough like Gen. Colin Powell, Rita Moreno and Regis Philbin who come to town each spring for an induction celebration. A trip along the Grand Concourse also provides views of The Hostos Center for the Arts & Culture, The Bronx County Building, Yankee

Stadium, The Bronx Museum of the Arts, Edgar Allan Poe Cottage and Fordham Road, one of the Bronx's busiest and most popular shopping strips.

Third Avenue Hub at E. 149th Street and the surrounding commercial district offers a bustling, lively hub for bargain hunting. One of the borough's oldest and most popular shopping strips, it becomes especially festive at the holidays with tree lighting ceremonies and children's events.

Woodlawn in the north Bronx offers a bit of the Emerald Isle, with authentic Irish eateries, bakeries, pubs and even newspaper stands featuring 80 newspapers from Ireland. Early Irish settlers first arrived there in the mid-19th century and it's still a destination of choice for young immigrants today. Woodlawn Cemetery is the burial site of some of America's rich and famous.

**Total Population Change, 1990-2000 by Number and Percent
New York City and The Bronx**

Geographic Area	Total Population		Population Change	
	1990	2000	1990 to 2000	
City and Borough	Number	Percent	Number	Percent
New York City	7,322,564	100.0	8,008,278	100.0
Bronx	1,203,789	16.4	1,332,650	16.6
			685,714	9.4
			128,861	10.7

The Bronx increased by a higher-than-city average of 10.7 percent over the decade, reaching 1,332,650 in 2000 as a spurt in new housing helped reverse a decline in population

The Bronx now represents 16.6 percent of the City's population. Between 1970, the prior peak in the City's population, and 2000, there has been a shift in the population from the Bronx.

In the Bronx, Hispanics accounted for nearly one-half of the borough's population. Black non-Hispanics, the next largest group comprised 31 percent, and white non-Hispanics were 15 percent. The substantial Hispanic presence includes the more established Puerto Rican population, Dominican immigrants who arrived in large numbers in the 1970s and 1980s, and other Hispanic groups, ranging from Mexicans to a variety of Central and South American populations.

Between 1990 and 2000, the population increase was not evenly distributed. Seven Bronx community districts gained population in excess of the city average (9.4 percent), while 5 Bronx community districts gained less than the city average or lost population. Areas with the largest population gains included the central Bronx. The east Bronx, appeared to grow more slowly than the city as a whole.

According to the Department of City Planning's Social Indicators Reports for 2001 released in 2002, factors that determined the distribution of the population increase among CDs included: new housing construction, rehabilitation of existing structures,

and other building alterations; domestic migration and the settlement patterns of new immigrants; the aging of certain population groups in neighborhoods and population turnover; patterns of natural increase; shifts in household size; and shifts in the capacity of the census to count housing units and people. This also applied to the Bronx.

For the most part, CDs with the largest gains in housing experienced the highest levels of population growth between 1990 and 2000. Increases in enumerated housing units occurred for several reasons. The first and most obvious is a net gain in housing units due to new construction, which was substantial in some parts of New York City. CD3 in the Bronx (Morrisania/ Crotona Park East) also experienced an increase in population as a result of new construction. The rehabilitation of existing buildings in the 1990s in large swaths of the South Bronx also resulted in increases in housing units. It benefited from the rehabilitation of many buildings previously entirely vacant and unfit for occupancy. Both new construction and the rehabilitation of existing structures in CD2 (Hunts Point/Longwood), CD3 (Morrisania/Crotona Park East) and CD4 (Highbridge/Concourse Village) contributed to big population gains.

Mexican migrants, who have entered New York City's neighborhoods, not directly from Mexico, but as migrants from other entry points in the U.S., increased dramatically in the 1990s, replacing Puerto Ricans and maintaining the population and parts of Bronx CD7 (BedfordPark/Norwood/Fordham).

People who once lived in The Bronx remember a place that nurtured their dreams and a place that propelled them. Every one of our 61 neighborhoods must do that.

This means neighborhoods with good housing, strong schools, clean, safe parks, and municipal services that care for youth, the elderly and provide safety and security.

Challenges

Health

In the New York City Community Health Survey conducted by the NYC Dept. of Health and Mental Hygiene, over 100,000 or 11.5% of residents in the Bronx have diabetes.

This number is well above the national prevalence levels for diabetes, which is about 8% of the population. We must address diabetes now. It's stealing the health of our community, it's robbing people of their quality of life.

Goals for 2002-2005

Housing

- Support efforts of private and not-for-profit developers to build and preserve housing and community facilities.
- Support efforts to build 500+ units of new housing, school and convenience store along the Harlem River.
- Ascertain opportunities to provide housing for the elderly
- Foster mixed income communities through 950+ units of new homeownership opportunities.
- Promote housing for the homeless

Health and Development of Children, Youth and Families

- Create a not-for-profit for education and health programs for children of the Bronx
- Work with faith-based organizations to increase their community development capacities
- Support families and children by enhancing access to services which enable parents to work
- Encourage a life of wellness, prevention and early intervention for the adults and children of the Bronx
- Develop interdisciplinary team to address asthma epidemic in The Bronx
- Aggressively address the problem of HIV/AIDS by supporting increased outreach, education and funding for treatment
- Build and strengthen community health centers in undeserved areas
- Help every small business in The Bronx to have health insurance for their employees
- Create a program that addresses and seeks to remove cultural barriers to health services, mental health, substance abuse treatment
- Create an interdisciplinary Task Force to address domestic violence
- Create a youth services council
- Support the development of culturally competent and interdisciplinary intervention services for the health and welfare of children and families and the community at large
- Engage in and support strategic alliances with national and regional health and allied health education organizations to disseminate information to families and individuals

Community Development

- Improve and expand neighborhood parks
- Continue natural area restoration
- Reconstruct/Restore ball fields
- Construct additional skating rinks
- Providing pedestrian & bicycle link-ways throughout The Bronx
- Improve street lighting

- Develop a Bronx Beautification Plan to include borough-wide clean up day
- Encourage the planting of Green Streets projects and bridge beautification

EDUCATION

“We must create conditions for excellence in education for children in their home, in their communities, and in their schools. Both our economic viability and our democracy are dependent on our commitment to quality public education.”

Since the 1970’s, global economic integration reshaped the New York metropolitan area economy. As it has become progressively more integrated into the world marketplace, the regional economy has become more specialized. Specialization inevitably brings growth of some sectors of the metropolitan economy, and the decline of others. Generally speaking, the region experiences continued expansion of businesses that specialize in the production and utilization of intellectual capital, and the decline of those engaged in the routine production or manufacturing of goods and services.

For those who possess the education and skills that the intellectual capital sector demands, this changing regional economy offers a wide array of employment opportunities, at steadily rising real wages. For less-educated, less-skilled workers, however, it means fewer jobs and declining real wages.

In 1997, for example, 85 percent of all Tri-State area residents aged 25 through 64 with at least four-year college education worked – but only 49 percent of those not completing high school. Median income for those with four-year or higher degrees was \$43,000 – but for those without high school diplomas, only \$16,000. Inflation-adjusted earnings of Tri-State area residents without a high school diploma declined in the 1990’s by more than 10 percent.

Our neighborhood schools must provide our children with the skills to be lifelong learners who are technologically literate and prepared for a life of multiple careers. Unfortunately, too many of our schools are not doing this. Too many Bronx residents will lack the skills and education needed to take full advantage of these opportunities because of the state of the City’s schools.

New math scores released by the New York State Department of Education in the fall 2002 show improvement in math scores by eighth graders and essentially holding the line for fourth graders, for the leadership of District 9 and District 12, an impressive accomplishment, that prove where there’s a commitment of energy and resources there’s always a positive outcome for students.

Challenges

Resources

A dramatic gulf between city and state scores stands as a direct and unavoidable challenge to city and state leadership to put their money where their rhetoric is and the

mayor and the governor must restore money they removed from the education budgets, Congress needs to fix the \$24 million hole they created in the Bronx's Title I funding.

We must have additional State and City resources to ensure constant and adequate funding for well-paid teachers, for facilities, for educational enrichment programs, for longer school days and for teacher training. Anything less shortchanges our children immediately, and in the long term threatens our economy and our democracy.

Facilities, Enrollment and Utilization for Elementary and Middle Schools

(Based upon 10/31/2001 Audited Registers Sorted by District)

District	Enrollment
10	40,788
11	31,365
9	28,997
8	24,406
7	14,043
12	14,002

District	Utilization
10	107%
11	107%
9	95%
8	90%
12	85%
7	82%

We must close the achievement gap and improve retention of students in middle and high school. This will require a commitment to afterschool programs, professional development, and reduced class size. Moreover it will require a commitment from the students and families

Fostering conditions for excellence

We must confront the issues of personal values, character and responsibility as they directly impact the ability of our children to attain their dreams and fulfill their potential.

Goals for 2002-2005

Closing the achievement gap

- Support Professional development for all school personnel
- Expanding afterschool and year-round activities that have as their goal the improvement of outcomes for children
- Support the development of new small middle and high schools and the continuation of the initiative to reduce class size in elementary and middle schools
- Support the improvement of school facilities with public private partnerships
- Campaign for additional resources and needs based aid for education
- Conduct annual Making the Grade Conferences for parents, afterschool providers, and education advocates
- Support retention efforts of school and community organizations

- Expand universal Pre-K to all the borough's children
- Expand early childhood education programs

Creating open and effective schools

- Implement a strategy for parental participation at all levels of school operations
- Ensure the development of open parent organizations at every school in the Bronx.
- Enroll parents of school-age children to vote as they enroll their children for school.
- Expand partnerships between schools, businesses, parents and community organizations
- Improve school security
- Introduce and implement a borough-wide school report card for parents, advocates and businesses interested in the progress of Bronx schools toward excellence for all students

Support the creation of the conditions for excellence in the home

- Working with a broad spectrum of community based organizations, initiate a borough-wide program of personal accountability for children and families
- Create opportunities for character building programs in school and in after school programs
- Working with an interdisciplinary group of service providers develop a plan for retention and improved outcomes for students at highest risk of dropping out
- Provide support for the training and empowerment of parents to engage the school system on behalf of their children