



PARTNER AGENCIES & OFFICES

New York City's Young Men's Initiative (YMI) is the nation's most comprehensive municipal effort to improve the lives of boys and young men of color (BYMOC).

YMI has made significant progress in fulfilling New York City's commitment to President Barack Obama's My Brother's Keeper (MBK) Community Challenge, a national initiative whose goals, strategies and model were based in part on YMI. In Fiscal 2016, YMI implemented new programs and refined existing ones; developed trackable indicators and metrics; and launched a policy committee to further advance New York City's capacity to promote the advancement of BYMOC.

YMI is managed by a leadership team that provides overall policy and project direction for the initiative and reports to the Deputy Mayor for Strategic Policy Initiatives. Support is provided by the Center for Economic Opportunity (CEO), which oversees YMI's program implementation, monitoring and evaluation processes. YMI actively partners with public, nonprofit and private sector stakeholders to obtain feedback on its programmatic and policy initiatives with the goals of identifying service and system needs, managing and enhancing performance of existing programming and expanding successful initiatives to achieve scale in New York City. Efforts are focused in the following priority areas: North Shore of Staten Island, Central and East Harlem, Southeast Queens, Brownsville, East New York, and South Bronx.

IDENTIFYING SERVICE & SYSTEM NEEDS

To complement the work of the YMI Advisory Board established in 2012, this year YMI established its first ever Elected Council of Advisors, comprising non-profit leaders and local, state and federal elected officials from New York City. Both advisory groups have been tasked with helping YMI align its strategic policy and programmatic initiatives with the work happening outside of government across New York City.

In April 2016, YMI released the [Disparity Report](#). The report, commissioned by YMI and developed by the Center for Innovation through Data Intelligence (CID), provides a snapshot of where young people of color stand in relation to their peers in the areas of education, economic security and mobility, health and wellbeing and community and personal safety. The data and information included in the report will inform ongoing City initiatives, with the goals of eliminating racial and ethnic disparities and ensuring NYC is a place where all can prosper and thrive, regardless of their background. As a response to the Disparity Report findings, YMI launched the Equity Committee, which has been charged with developing equity roadmaps that will help the City better coordinate multi-agency strategies to address the findings in the report. In December 2016, the first equity roadmap will be produced with a focus on closing disparities in college and career readiness.

In Fiscal 2016, YMI implemented major initiatives on mentoring, early childhood literacy and teacher recruitment and retention.

- NYC Men Teach is a teacher recruitment and retention strategy aimed at increasing the number of qualified male teachers of color within NYC public schools. This program aims to encourage college students, mid-career professionals and men from other targeted groups to become teachers in NYC. The program was built on two major pillars of support and preparation: academic supports, such as mentoring, for City University of New York (CUNY) students and a "Hub and Spoke" model for distributing professional

	ACS
	CUNY
	DCAS
	DOC
	DOE
	DOHMH
	DOP
	DYCD
	FDNY
	HRA
	LIBRARIES
	NYC H + H
	NYCHA
	NYPD
	SBS

Center for
Economic
Opportunity

Center for Youth
Employment

Mayor's Office
of Community
Affairs

Mayor's Office
of Criminal
Justice

NYC Service

development, best practices and support for teachers to a group of networked schools within the NYC Department of Education (DOE). NYC Men Teach is a partnership between YMI, DOE, CUNY, and Teach for America.

- The Cornerstone Mentoring Program supports students during transitions from elementary to middle school and middle school to high school by cultivating positive personal relationships and community involvement. The program has been expanded from serving youth in fifth through ninth grades to also serve tenth through twelfth grades and is now in 34 sites, with nine sites serving high school youth.
- Reading Rescue is an evidence-based intervention that builds school capacity to deliver one-on-one tutoring services to second grade students who are not reading at grade-level. The program launched in 30 of the lowest performing third grade reading proficiency schools in NYC's highest need communities. Additionally, Read More Corps, an AmeriCorps and NYC Service opportunity, has placed additional tutors in Reading Rescue schools to increase the number of students served.

MANAGING & ENHANCING PERFORMANCE

YMI and CEO work collaboratively with City agency partners in the design, implementation, monitoring and evaluation of YMI programs. CEO conducts rigorous performance measurement to assess program model fidelity, operations and outcomes. In partnership with external evaluation firms, CEO manages objective evaluations of YMI programs to identify best practices and assess impact.

Where programs are underperforming or misaligned with City priorities, YMI and CEO work with City agency partners and service providers to develop and implement modifications to enhance program models:

- The Young Adult Literacy (YAL) program provides disconnected young adults (out of school and unemployed or underemployed) who read at the fourth to eighth grade levels with literacy and numeracy instruction within a youth development framework. Seven of the 16 program sites were selected to implement a bridge model in Fiscal 2016 as part of a random assignment evaluation overseen by CEO. Results will be used to inform future policy and program decisions, in alignment with the City's Career Pathways effort. Implementation of components of the new model began in October 2015 and will continue in Fiscal 2017.
- The NYC Justice Corps, launched in Fiscal 2009 by CEO and expanded in Fiscal 2012 by YMI, engages justice system-involved young adults in community benefit projects, case management and work readiness services. Prompted by ongoing poor performance, the program recently underwent a comprehensive redesign process. CEO worked collaboratively with CUNY and providers to co-design a new Career Pathways-aligned model incorporating sector-focused career exploration, deepened referral networks and enhanced support services. Since relaunching in January 2016, the redesigned NYC Justice Corps program has exceeded performance targets and new flexible enrollment has allowed providers to improve post-placement participant engagement to support ongoing success.
- Justice Scholars is an education program serving justice system-involved young adults that incorporates job readiness and case management services and offers multiple education tracks based on participant need. Launched in Fiscal 2012 in partnership with the Department of Probation (DOP), Justice Scholars has not consistently achieved anticipated educational outcomes, including literacy and numeracy gains, and high school equivalency (HSE) and high school diploma attainment. In Fiscal 2016, YMI and CEO elected to discontinue the Justice Scholars program when the current provider contracts end in December 2016. Program funding will be reinvested in new initiatives to serve BYMOC.

EXPANDING SUCCESS

YMI works to achieve systematic change in City agencies' approaches to interacting with and serving BYMOC by supporting policy reform and implementing evidence-based programming. Through strategic investments in promising interventions, YMI has supported New York City to expand and enhance its capacity to meet the needs of BYMOC:

- The CUNY Fatherhood Academy (CFA) is a comprehensive program designed to promote responsible parenting and economic self-sufficiency for young fathers. CFA offers HSE test preparation, college exploration and enrollment services, parenting workshops and work readiness services. The program originally operated at LaGuardia Community College from 2012 to 2015 with YMI private funding. In January 2016, new City funding supported CUNY to relaunch the program with increased capacity at LaGuardia Community College and expand the program to Hostos and Kingsborough Community Colleges.
- Arches is a group mentoring program for young adult probation clients that uses a journaling curriculum centered on cognitive behavioral principles. Arches mentors participants to achieve the attitudinal and behavioral change necessary to avoid future criminal activity and reengage with education and the workforce. Launched in Fiscal 2013 with YMI private funding, Arches has consistently received positive participant and program provider feedback, reflected in a 2014 qualitative evaluation that credits the program with improving participant motivation, confidence and interpersonal skills. The program has been replicated in modified form through DOP's Next STEPS program, part of the Mayor's Action Plan for Neighborhood Safety. As YMI private funding was scheduled to expire at the close of Fiscal 2016, the Deputy Mayor for Strategic Policy Initiatives, YMI and CEO helped DOP secure new City funding to continue Arches uninterrupted into Fiscal 2017. An impact evaluation of the program is currently underway, with a report expected to be released in late 2016; preliminary analysis shows that Arches achieves reductions in in-program re-arrests.

SELECTED PERFORMANCE INDICATORS	ACTUAL			TARGET	
	FY14	FY15	FY16	FY16	FY17
GOAL: ENSURING ALL CHILDREN READ AT GRADE LEVEL BY 3RD GRADE					
Reading Rescue (DOE) – Launched 11/2015					
Number of participating schools	NA	NA	30	30	45
Number of students	NA	NA	387	*	707
Number of tutors	NA	NA	230	*	357
Number of students who complete the program	NA	NA	65	*	389
Average literacy gain of program completers	NA	NA	0.78	*	.80
GOAL: ENSURING ALL YOUTH GRADUATE FROM HIGH SCHOOL					
Expanded Success Initiative (DOE) – Launched Summer 2012					
Black and Latino male students enrolled	6,064	8,152	3,500	11,000	*
Total number of students in cohort enrolled	11,384	15,357	6,000	*	*
Schools participating in initiative	40	40	10	*	*

SELECTED PERFORMANCE INDICATORS	ACTUAL			TARGET	
	FY14	FY15	FY16	FY16	FY17
GOAL: ENSURING ALL YOUTH COMPLETE POST-SECONDARY EDUCATION OR TRAINING					
IMPACT Peer Mentoring for Young Adult Literacy (CUNY) – Launched 1/2012					
New enrollees	1029	877	782	270	NA
Took the High School Equivalency (HSE) test	295	262	177	133	NA
Passed the HSE test	200	149	86	107	NA
Enrolled in college (of those who passed the HSE test)	44	57	54	32	NA
Justice Scholars (DOP) – Launched 1/2012					
New enrollees	274	246	236	272	NA
Percent of participants who gained one or more grade levels in literacy	22%	17%	17%	50%	50%
Earned HSE or diploma	48	25	31	*	*
Young Adult Literacy Program/Community Education Pathways to Success (CEPS) (DYCD/Public Libraries/DOP) – Launched 7/2008, YMI Expansion 10/2011					
Program participants	859	759	725	*	*
Percent of participants who gained one or more grade levels in literacy	38%	39%	69%	55%	55%
Percent of participants who gained one or more grade levels in numeracy	25%	37%	66%	55%	55%
NYC Men Teach (DOE/CUNY) – Launched in 01/2016					
Participants enrolled in academic training to become teachers (CUNY)	NA	NA	104	75	325
Full-time hires (DOE)	NA	NA	*	NA	755
Cornerstone Mentoring (DYCD) - Launched in 01/2012, high school mentoring expansion 03/2016					
Program participants - grades 5-8	254	303	296	300	348
Program participants - grades 9-12	NA (grade 9 captured above)	NA (grade 9 captured above)	99	108	396
Mentors for grades 5-8	78	81	73	75	87
Mentors for grades 9-12	NA (grade 9 captured above)	NA (grade 9 captured above)	21	27	99
Total mentoring hours	13,846	27,671	17,524	*	*
GOAL: ENSURING ALL YOUTH OUT OF SCHOOL ARE EMPLOYED					
CUNY Fatherhood Academy (CUNY) - Launched 3/2012 through 7/2015, Relaunched in 1/2016					
New enrollees	64	NA	103	160	280
Percent of participants who received job placements	30%	NA	13%	NA	30%
Percent of HSE Prep participants who earned a HSE diploma	32%	NA	7%	NA	30%
Percent of College Prep participants who enrolled into post-secondary education or industry-based training	33%	NA	0%	NA	20%
Jobs-Plus (HRA/ New York City Housing Authority/ Department of Consumer Affairs-Office of Financial Empowerment) – Launched 10/2009, YMI Expansion began 3/2013					
Clients served	4,533	4,962	5,144	*	*
Full-time and part-time hires	1,268	1,377	1,418	1,632	1,632
Retained in job at 3 months	726	617	848	1,060	1,060
Justice Community (DOP) – Launched 1/2012					
New enrollees	245	236	215	252	*
Percent of participants placed in employment	36%	20%	28%	50%	50%

SELECTED PERFORMANCE INDICATORS	ACTUAL			TARGET	
	FY14	FY15	FY16	FY16	FY17
NYC Justice Corps (CUNY) – Launched 9/2008, YMI Expansion in 2012					
New enrollees	281	247	108	80	160
Completed community benefit project	178	154	77	*	*
Placed in jobs or education	36	58	92	32	64
Young Adult Internship Program (YAIP) (DYCD) – Launched 11/2007, YMI Expansion 8/2011					
Program participants	1,830	1,857	1,803	1,795	1,750
Percent of participants who completed internship	83%	82%	82%	75%	75%
Percent of participants placed in employment or education	49%	52%	54%	70%	70%
GOAL: ENSURING ALL YOUTH REMAIN SAFE FROM VIOLENT CRIME AND RECEIVE SECOND CHANCES					
Cure Violence – Launched 2/2012					
Program participants	202	206	94	*	NA
Conflicts mediated	588	632	651	*	NA
Community events organized in response to neighborhood shootings	90% (26/29)	95% (20/21)	100% (14/14)	100%	NA
AIM (DOP) – Launched 7/2012					
New enrollees	60	67	52	50	50
Participants who completed community service project	38	29	27	*	*
Participants who completed program	43	43	36	*	*
Arches (DOP) – Launched 7/2012					
New enrollees	539	412	349	840	460
New participants receiving one-on-one mentoring	345	451	412	*	*
Percent of participants who completed program	42%	47%	61%	65%	50%

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- AIM: Participants can complete community service projects at any point during the 6-9 month period that they are enrolled in the program. Therefore, the number of participants who completed the program and the number of participants who completed community service may not match as some youth may complete projects in the previous or upcoming fiscal years.
- Arches: The increase in Fiscal 2016 participant completion is due to increased emphasis on completion in advance of prior contract end date. Targets for Fiscal 2017 are reduced to better align to past performance as part of new program contracts.
- Cornerstone Mentoring: In Fiscal 2016, Cornerstone received additional funding to serve high school students in grades 9-12. Prior to this, the program served only students in grades 5-9. Because of this change, data prior to Fiscal 2016 reports on all participants under the indicator “Program Participants – Grades 5-8”.
- CUNY Fatherhood Academy: Previously operated at one site in Fiscal 2012 through Fiscal 2014. CFA was not active in Fiscal 2015 following the expiration of YMI private funding. CFA has been added back to the YMI MMR chapter due to a relaunch in January 2016 at three sites with new YMI City funding. In Fiscal 2016, targets are listed as NA because program start date did not allow for sufficient time to achieve outcomes; additional outcomes for cohorts enrolled in Fiscal 2016 will be reported as they occur in Fiscal 2017. In this report, the metric “Percent of participants who earned a HSE diploma” has been updated to “Percent of HSE Prep participants who earned a HSE diploma” and the metric “Number receiving a college acceptance” has been updated to “Percent of College Prep participants who enrolled into post-secondary education or industry based training” to more accurately reflect outcome eligibility and program performance. Fiscal 2014 data has been updated accordingly.

- CUNY IMPACT: This program does not have Fiscal 2017 targets as the program was discontinued at the close of Fiscal 2016.
- Cure Violence - Fiscal 2016 data reflects two program sites funded by YMI. Fiscal 2015 and Fiscal 2014 data reflect a third site funded by YMI that ceased operation in May 2015. This program does not have Fiscal 2017 targets as the program management is transferring to the Mayor's Office of Criminal Justice (MOCJ), and will therefore no longer be reported in the YMI chapter. Program sites previously funded by YMI will continue to operate as part of the Cure Violence program expansion led by MOCJ.
- Expanded Success Initiative: This program does not have Fiscal 2017 targets due to expiration of YMI private funding. This program will continue to operate in its current state as an initiative of DOE, but will no longer be reported in the YMI chapter.
- Justice Scholars: Targets for Fiscal 2017 are lower than previous years to reflect the forthcoming program discontinuation in December 2016.
- NYC Justice Corps: Targets and performance in Fiscal 2016 reflect a temporary suspension of enrollment in the first half of the year while the program underwent a redesign. The program relaunched in January 2016. In Fiscal 2016, as part of the program's redesign, program outcomes have been expanded to include placements into youth development programming, in addition to employment, academic-based education and industry-based training. For years prior to Fiscal 2016, the "placements" metric only includes employment, academic-based education and industry-based training.
- NYC Men Teach: In this report, the metric "Outreach events" has been removed because outreach is an ongoing programmatic activity not amenable to discrete quantification and is therefore not being tracked in the program performance data. The metric "Full-time hires into teaching position in NYC DOE Schools" has been removed because the remaining metric, "Full-time hires (DOE)" better reflects DOE programmatic activity, including the hiring of teachers and the hiring of paraprofessionals who will be on course to become NYC public school teachers. The metric "Participants completing academic training" has been removed because the metric "Participants enrolled in academic training to become teachers (CUNY)" captures the success of the program.
- NYPD Community Relations: This program has been removed from the data table, as it was not launched in Fiscal 2016. Program development is currently underway.
- Reading Rescue: The program launched at 30 sites in Fiscal 2016, with implementation staggered across November 2015 through January 2016. The metric "Average Literacy gain of program completers" is calculated as a portion of grade level equivalency.
- Young Adult Internship Program (YAIP): Participant enrollment occurs in cohorts and complete data on placement for the cohort that began in the third quarter of Fiscal 2016 are not yet available. The Fiscal 2017 program participants target has been updated to reflect the reduction of sites from 18 to 17 in Fiscal 2016.
- Young Adult Literacy Program (YAL)/Community Education Pathways to Success (CEPS): CEPS sites ceased operations in the third quarter of Fiscal 2015 following the expiration of private funding in January 2015. Data from Fiscal 2016 contains only YAL program performance. Beginning in Fiscal 2016, literacy and numeracy gains are calculated out of participants who take a post-test (skills assessment test) during the quarter. In prior years, gains were calculated out of total program participants.

ADDITIONAL RESOURCES

For additional information on items referenced in the narrative, go to:

- The Disparity Report
http://www1.nyc.gov/assets/yimi/downloads/pdf/Disparity_Report.pdf
- New York City's Young Men's Initiative Status Report and Future Directions:
http://www.nyc.gov/html/ceo/downloads/pdf/2016_1_7_nyc_young_mens_initiative_final.pdf
- The New York City Young Men's Initiative: Working to Improve Outcomes for Black and Latino Young Men:
<http://www.nyc.gov/html/ceo/downloads/pdf/evaluation-of-the-nyc-yimi-metis-2014.pdf>
- Urban Institute Evaluation of CUNY Fatherhood Academy:
<http://www.nyc.gov/html/yimi/downloads/pdf/cfa-evaluation-2014.pdf>
- Career Pathways: Progress Update:
<http://www1.nyc.gov/assets/careerpathways/downloads/pdf/Career-Pathways-Progress-Update.pdf>

