

Collaborating
to Deliver
Results



YOUNG MEN'S INITIATIVE

PARTNER AGENCIES & OFFICES

New York City's Young Men's Initiative (YMI) is the nation's most comprehensive municipal effort to tackle the disparities that impede the advancement of boys and young men of color (BYMOC). YMI was founded to improve outcomes for BYMOC by increasing avenues of opportunity and removing policy barriers.

YMI is managed by a leadership team that reports to the Deputy Mayor for Strategic Policy Initiatives. The YMI leadership team provides overall policy and project direction for the initiative. YMI is supported by the Center for Economic Opportunity (CEO). CEO oversees YMI's program implementation and evaluation processes.

YMI continues its work to fulfill New York City's acceptance of 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. Each existing YMI program is aligned to the MBK goals, and YMI is launching four new initiatives in Fiscal 2016 to further advance New York City's capacity to promote the advancement of BYMOC (see below).

YMI actively partners with public, nonprofit and private sector stakeholders to assess its programmatic and policy initiatives with the goals of managing and enhancing performance of existing programming, expanding successful initiatives to achieve scale and identifying service and system needs across New York City.

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, collecting regular quantitative and qualitative data to assess program model fidelity, operations and outcomes. In partnership with external social science research firms, CEO manages objective third-party 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 provider organizations 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. Participants receive case management and support services. Beginning in Fiscal 2016, eight of the 16 program sites have been selected to implement a bridge model as part of a random assignment evaluation overseen by CEO, which will be used to inform future policy and program decisions. CEO selected an evaluation firm in August 2015, and sites were notified of their randomized selection for participation in the new model in October 2015. This support and evidence building is being done in alignment with Career Pathways, the City's strategy to create a more comprehensive, integrated workforce development system to support the career advancement of low- and middle-skill New Yorkers. Under the Career Pathway's bridge model, programs pair academic instruction and workforce services, building the competencies necessary for work and career alongside education. A factor contributing to the implementation of the new

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

Center for
Economic
Opportunity

Mayor's Office
of Community
Affairs

Mayor's Office
of Criminal
Justice

NYC Service

bridge model was a general downward trend in the program's performance in literacy and numeracy gains since Fiscal 2013, although improvements were seen in Fiscal 2016 quarter one.

- The NYC Justice Corps engages justice system-involved young adults in reparative service to their communities through participation in community benefit projects, as well as case management and work readiness services. Since launching in Fiscal 2009, the program has missed targets on post-program jobs and education placements. These challenges are partially explained by macroeconomic trends, but the program experienced ongoing challenges as the city's job market rebounded, suggesting more fundamental issues with provider performance and the underlying program model. Beginning in the fourth quarter of Fiscal 2015, the program halted new enrollment, balancing services to active participants with a nine-month redesign. The redesigned program will align with bridge program strategy, and will focus on reducing the risk of recidivism in conjunction with preparing participants for placement in contextualized educational and occupational training programs, traditional education programs and job placements. During July through October 2015 providers, agency partners and CEO staff met regularly to develop the new model, and NYC Justice Corps relaunched in January 2016 with streamlined services, expanded work readiness and cognitive behavioral services and greater alignment to the Career Pathways approach.

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:

- In partnership with the City University of New York, YMI launched the CUNY Fatherhood Academy (CFA) at LaGuardia Community College in 2012 to serve unemployed and underemployed young fathers. Participants engage in parenting workshops, high school equivalency preparations courses, college exploration and enrollment support services and job readiness services. A 2014 Urban Institute evaluation of CFA found that the program helps participants earn high school equivalency diplomas at rates above the NYS average, increases participant motivation to pursue education and employment and improves fathers' relationships with and financial support for their children and their mothers. As announced in October 2015 New York City is quadrupling the program in Fiscal 2016, increasing program capacity at LaGuardia Community College and expanding the program to Hostos Community College and Kingsborough Community College.
- YMI was at the forefront of New York City's Ban the Box campaign. Executive Order 151, signed in August 2011 limited most City Agencies and city-funded human services providers from asking questions regarding an applicant's prior criminal convictions on preliminary employment application documents or during the first interview. In 2015 New York City has enacted the nation's most progressive Ban the Box legislation, the Fair Chance Act, which went into effect in October 2015 and makes it illegal for most New York City employers, both public and private, to ask about the criminal record of job applicants before making a job offer.

IDENTIFYING SERVICE & SYSTEM NEEDS

YMI is launching new initiatives in Fiscal 2016 to advance New York City's capacity to promote the advancement of BYMOC: NYC Men Teach, Reading Rescue and high school mentoring programs (launch of Mentor Corps and expansion of Cornerstone Mentoring). Significant planning and development for all of these initiatives took place during the first four months of Fiscal 2016, with some components of initiatives launching just after the close of the reporting period. YMI will present detailed information about each of these initiatives in the Fiscal 2016 Mayor's Management Report.

YMI partnered with the Urban Institute to conduct a review of existing YMI programming and policy initiatives to identify successes and lessons learned, and to develop recommendations to inform YMI's strategic direction moving forward. Research for the report was conducted between February and October 2015 and the final report was released in January 2016.

Based on the recommendations presented in the report, YMI is partnering with the New York City Center for Innovation through Data Intelligence to release New York City's first Disparities Report, which documents health, developmental and socioemotional disparities experienced by BYMOC, as well as by girls and young women of color. The report will be released February 2016.

In addition, YMI is enhancing stakeholder engagement by reconstituting its external Advisory Board, comprised of local non-profit executives, private sector leaders, elected officials and philanthropic foundation partners.

SELECTED PERFORMANCE INDICATORS	ACTUAL			TARGET		FY Q1 ACTUAL	
	FY13	FY14	FY15	FY15	FY16	FY15	FY16
GOAL: ENSURING ALL CHILDREN READ AT GRADE LEVEL BY 3RD GRADE							
Early Elementary Reading Attainment (DOE) – Launching in FY16							
Instructors receiving training							
Students participating							
Students who demonstrate improvement in reading/literacy							
GOAL: ENSURING ALL YOUTH GRADUATE FROM HIGH SCHOOL							
Expanded Success Initiative (DOE) – Launched Summer 2012							
Black and Latino male students enrolled	2,626	6,064	8,152	11,000	11,000	8,111	10,049
Total number of students in cohort enrolled	5,130	11,384	15,357	*	*	15,287	19,180
Schools participating in initiative	40	40	40	*	*	40	40
GOAL: ENSURING ALL YOUTH COMPLETE POST-SECONDARY EDUCATION OR TRAINING							
IMPACT Peer Mentoring for Young Adult Literacy (CUNY) – Launched 1/2012							
New enrollees	616	1,029	877	270	270	96	135
Took the High School Equivalency (HSE) Test	218	295	262	133	133	96	25
Passed the HSE Test	146	200	149	107	107	36	22
Enrolled in college (of those who passed the HSE Test)	46	44	57	*	32	29	32
Justice Scholars (Department of Probation (DOP)) – Launched 1/2012							
New enrollees	243	274	246	272	272	53	81
Percent of participants who gained one or more grade levels in literacy	20%	22%	17%	50%	50%	11%	1%
Earned HSE or diploma	35	48	25	*	*	12	7
Young Adult Literacy Program/Community Education Pathways to Success (CEPS) (DYCD/Public Libraries/DOP) – Launched 7/2008, YMI Expansion 10/2011							
Program participants	848	791	713	*	*	220	197
Percent of participants who gained one or more grade levels in literacy	57%	38%	39%	55%	55%	14% (30/220)	48% (62/130)
Percent of participants who gained one or more grade levels in numeracy	46%	25%	37%	55%	55%	15% (34/220)	47% (61/129)
Recruitment of Male Teachers of Color (DOE/CUNY) – Launching in FY16							
Outreach events							
Participants enrolled in academic training to become teachers							
Participants completing academic training							
Full-time hires							
Full-time hires into teaching position in NYC DOE Schools							
High School Mentoring (DYCD) – Launching in FY16							
New enrollees							
Number of mentors							
Total mentoring hours							

SELECTED PERFORMANCE INDICATORS	ACTUAL			TARGET		FY Q1 ACTUAL	
	FY13	FY14	FY15	FY15	FY16	FY15	FY16
GOAL: ENSURING ALL YOUTH OUT OF SCHOOL ARE EMPLOYED							
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	1,650	4,533	4,962	*	*	2,412	1,737
Full-time and Part-time Hires	227	1,268	1,377	1,525	1,632	365	395
Retained in job at 3 months	73	726	617	995	1,060	155	194
Justice Community (DOP) – Launched 1/2012							
New enrollees	228	245	236	252	252	67	85
Percent of participants placed in employment	26%	36%	20%	50%	50%	22%	24%
NYC Justice Corps (CUNY) – Launched 9/2008, YMI Expansion in 2012							
New enrollees	332	272	247	212	80	61	0
Completed community benefit project	190	178	154	158	*	19	20
Placed in jobs or education	45	36	58	85	32	13	21
Young Adult Internship Program (YAIP) (DYCD) – Launched 11/2007, YMI Expansion 8/2011							
Program participants	1,831	1,830	1,857	1,825	1,825	570	602
Percent of participants who completed internship	84%	83%	82%	75%	75%	84%	82%
Percent of participants placed in employment or education	53%	49%	52%	70%	70%	NA	NA
GOAL: ENSURING ALL YOUTH REMAIN SAFE FROM VIOLENT CRIME AND RECEIVE SECOND CHANCES							
Cure Violence – Launched 2/2012							
Program participants	235	202	206	*	*	133	68
Conflicts mediated	276	588	632	*	*	199	210
Community events organized in response to neighborhood shootings	98% (41/42)	90% (26/29)	95% (20/21)	100%	100%	85% (6/7)	100% (6/6)
AIM (DOP) – Launched 7/2012							
New enrollees	55	60	67	50	50	18	13
Participants who completed community service project	13	38	29	*	*	10	2
Participants who completed program	3	43	43	*	*	7	9
Arches (DOP) – Launched 7/2012							
New enrollees	580	539	412	840	840	103	110
New participants receiving one-on-one mentoring	316	345	451	*	*	189	169
Percent of participants who completed program	23%	42%	47%	65%	65%	48%	40%
NYPD Community Relations (CAU/ MOCJ) - Launch date TBD							
Community engagement events held							
NYPD officers and staff participating							
Community members participating							

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- **CUNY IMPACT:** Fiscal 2015 data for “Took the HSE Test” has been revised to reflect the most accurate figures available as verification processes have a lag. Fiscal 2016 first quarter enrollment increased relative to Fiscal 2015 first quarter because one program site, Medgar Evers College, secured additional funding from the CUNY Black Male Initiative to expand summer classes. The number of students taking the HSE test in Fiscal 2016 first quarter decreased both because sites implemented a new, more challenging readiness test and because sites encountered challenges securing sufficient numbers of testing seats.

- **Justice Scholars:** Fiscal 2014 “New enrollees” data revised to reflect most accurate figures available as verification processes have a lag.
- **Young Adult Literacy (YAL)/CEPS:** CEPS sites ceased operations in Fiscal 2015 quarter three following the expiration of private funding in January 2015. Fiscal 2015 quarter one and Fiscal 2016 quarter one contain only YAL program performance for quarterly comparison. 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.
- **Jobs-Plus:** “Program participants” indicator name changed to “Clients served” and “Placed in jobs” indicator name changed to “Full-time and Part-time Hires” to conform to Career Pathways’ Common Metrics terminology. For Fiscal 2015 and Fiscal 2016 quarter one, “Full-time and Part-time Hires” and “Clients Served” data reported in alignment with the Common Metrics definitions. Data for indicators outside of “Full-time and Part-time Hires” and “Clients Served” for Fiscal 2015 and Fiscal 2016 quarter one do not meet the Common Metrics requirements. Explanation of Common Metrics available in Career Pathways’ Progress Update.
- **NYC Justice Corps:** Fiscal 2015 data for “Completed community benefit project” and “Placed in jobs or education” were revised to reflect most accurate figures available as verification processes have a lag. Target for Fiscal 2015 “Completed community benefit project” and target for “Placed in jobs or education” revised. Targets for Fiscal 2015 were revised to reflect pro-rating of outcomes based on actual timing of suspension of enrollment. Fiscal 2016 quarter one enrollment is zero due to temporary suspension of enrollment pending program alignment with Career Pathways. The redesigned program launched in January 2016.
- **Young Adult Internship Program:** Fiscal 2015 data for “Program participants”, “Percent of participants who completed internship” and “Percent of participants placed in employment or education” revised. Data have been revised to reflect most accurate figures available as verification processes have a lag. Participant enrollment occurs in cohorts and “Percent of participants placed in employment or education” percentages cannot be reported accurately for a single quarter.
- **Cure Violence:** Reduction in program participants in Fiscal 2016 quarter one compared to Fiscal 2015 quarter one is due to the reduction of sites from three to two in Fiscal 2016.
- **AIM:** As an alternative-to-placement program, enrollment is dependent upon external factors. Changes in enrollment are not attributable to provider performance.

ADDITIONAL RESOURCES

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

- 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
- 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>

