

# Mentoring: A Key Strategy in the NYC Young Men's Initiative

National Mentoring Summit

January 24, 2013

Washington D.C.

**NYC**<sup>®</sup>

Young Men's  
Initiative

Center for  
Economic  
Opportunity

Department of  
Probation

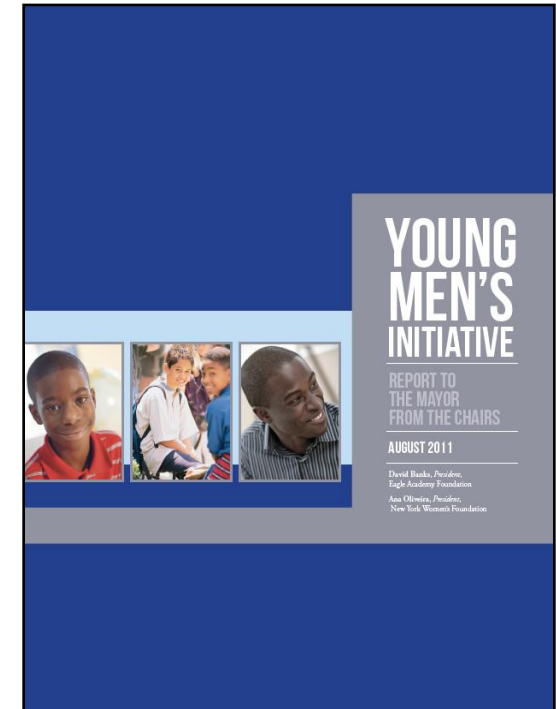
# Young Men's Initiative

## About the Initiative

- The Young Men's Initiative (YMI) is the Mayoral response to an 18 month process of review and research by a commission co-chaired by David Banks of Eagle Academy Foundation and Ana Oliveira of the New York Women's Foundation
- YMI is a comprehensive effort to tackle the broad disparities slowing the advancement of young men of color in NYC
- Public-private partnership totaling \$43 Million annually in over 40 programs and policies across 20 city agencies

## Issue Areas

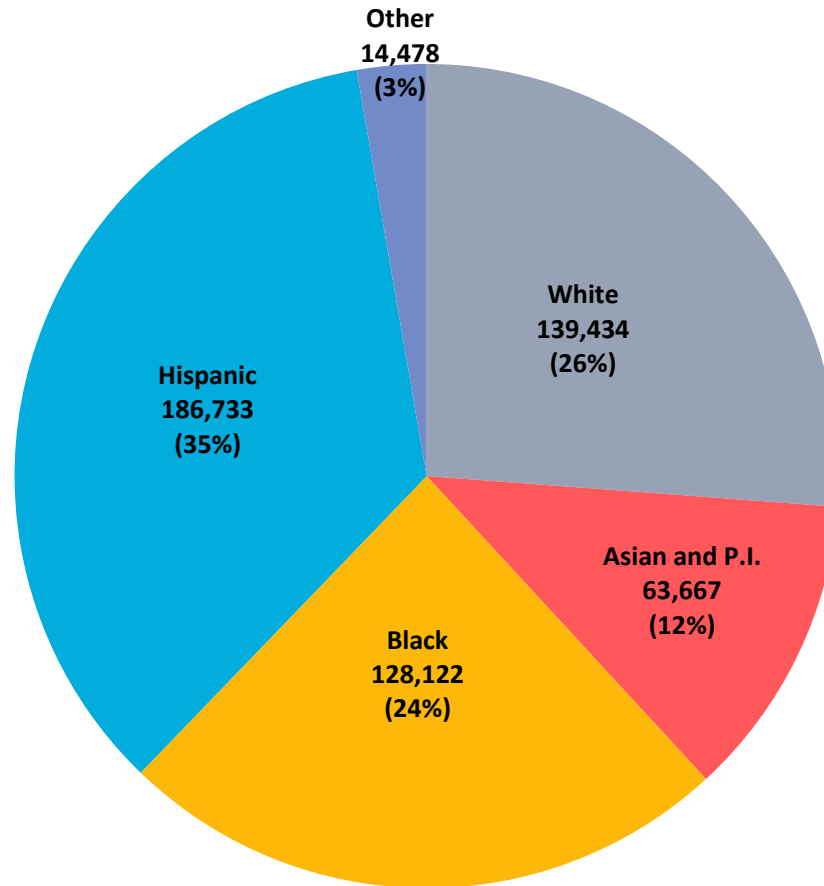
- The plan advances four areas where the disparities are greatest and the consequences most harmful: **Education, Employment, Justice, and Health**



*The Chairs of Young Men's Initiative released their recommendations in August 2011*

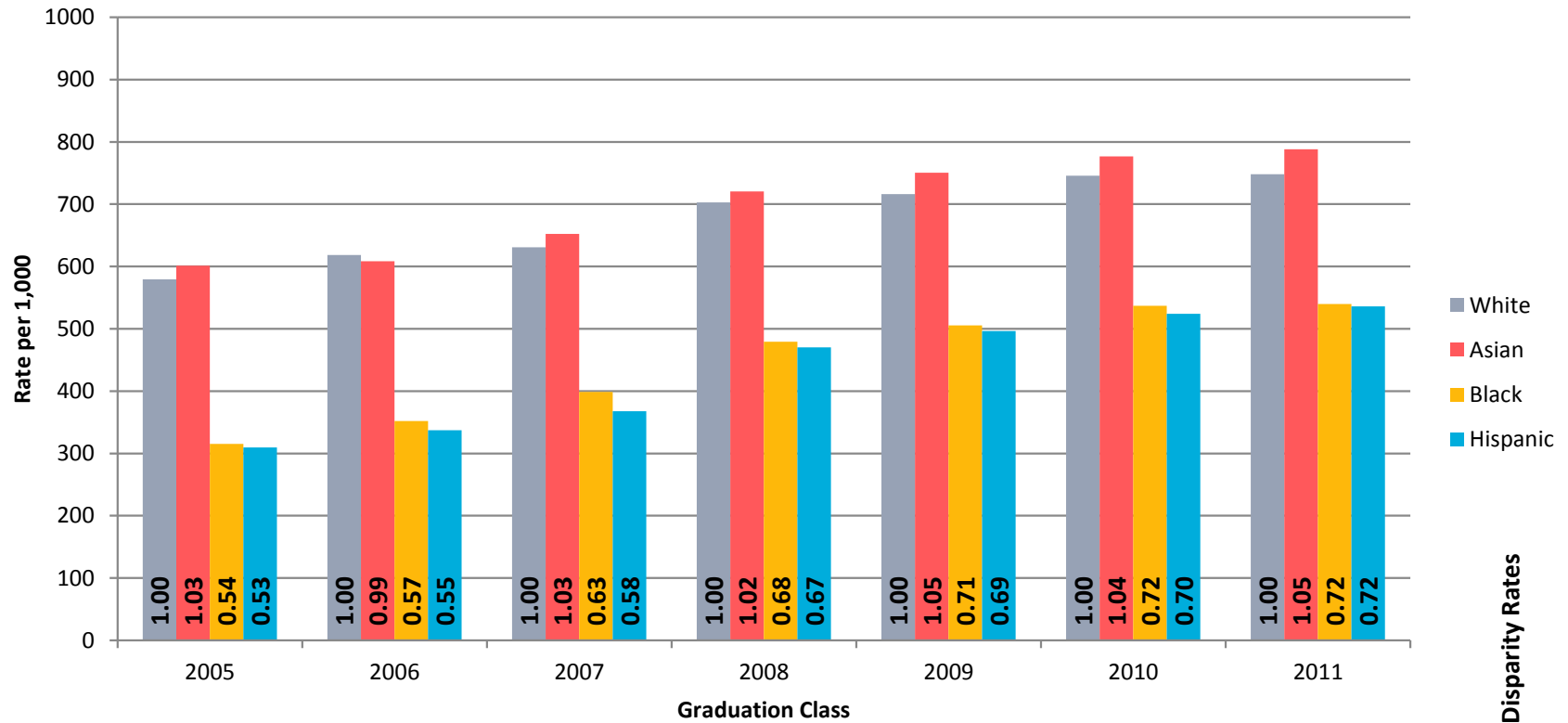
# YMI: 2010 Census Population of NYC Males Aged 16-24

N=532,434



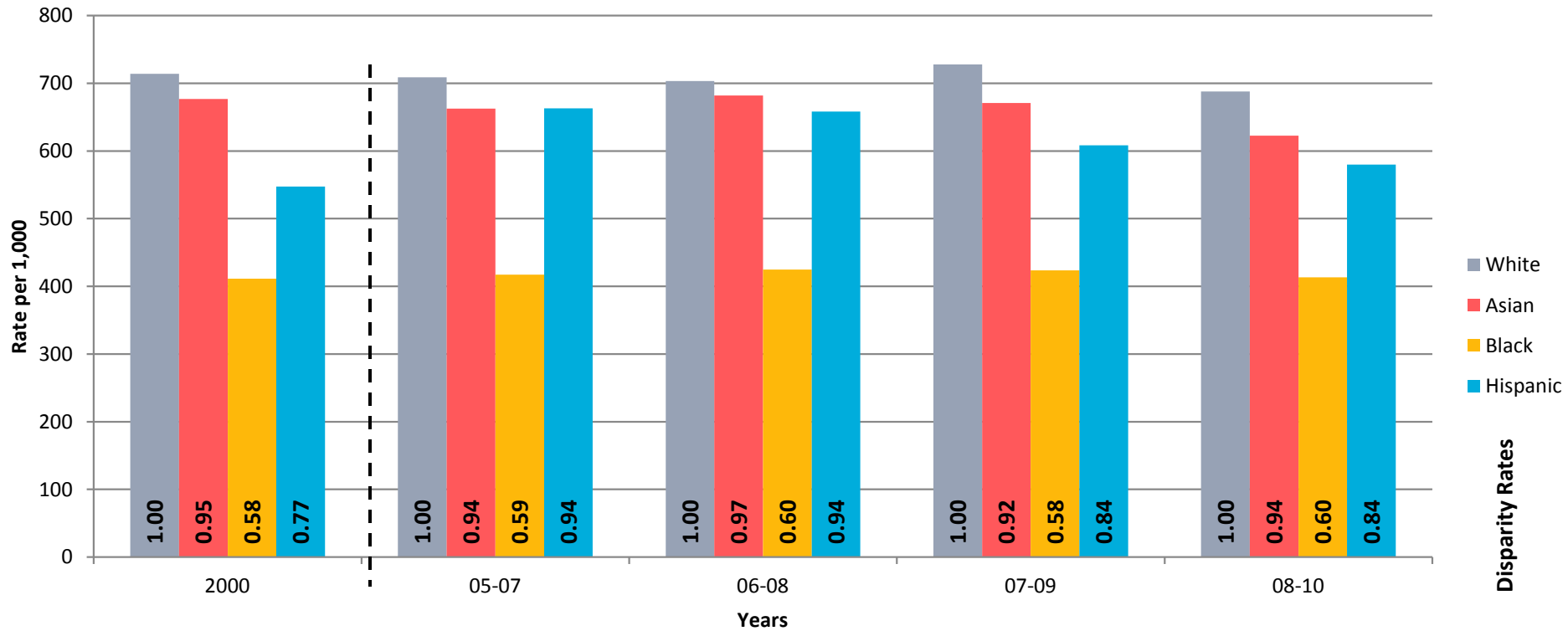
# YMI: Education

## High School Males Graduating in 4 Years

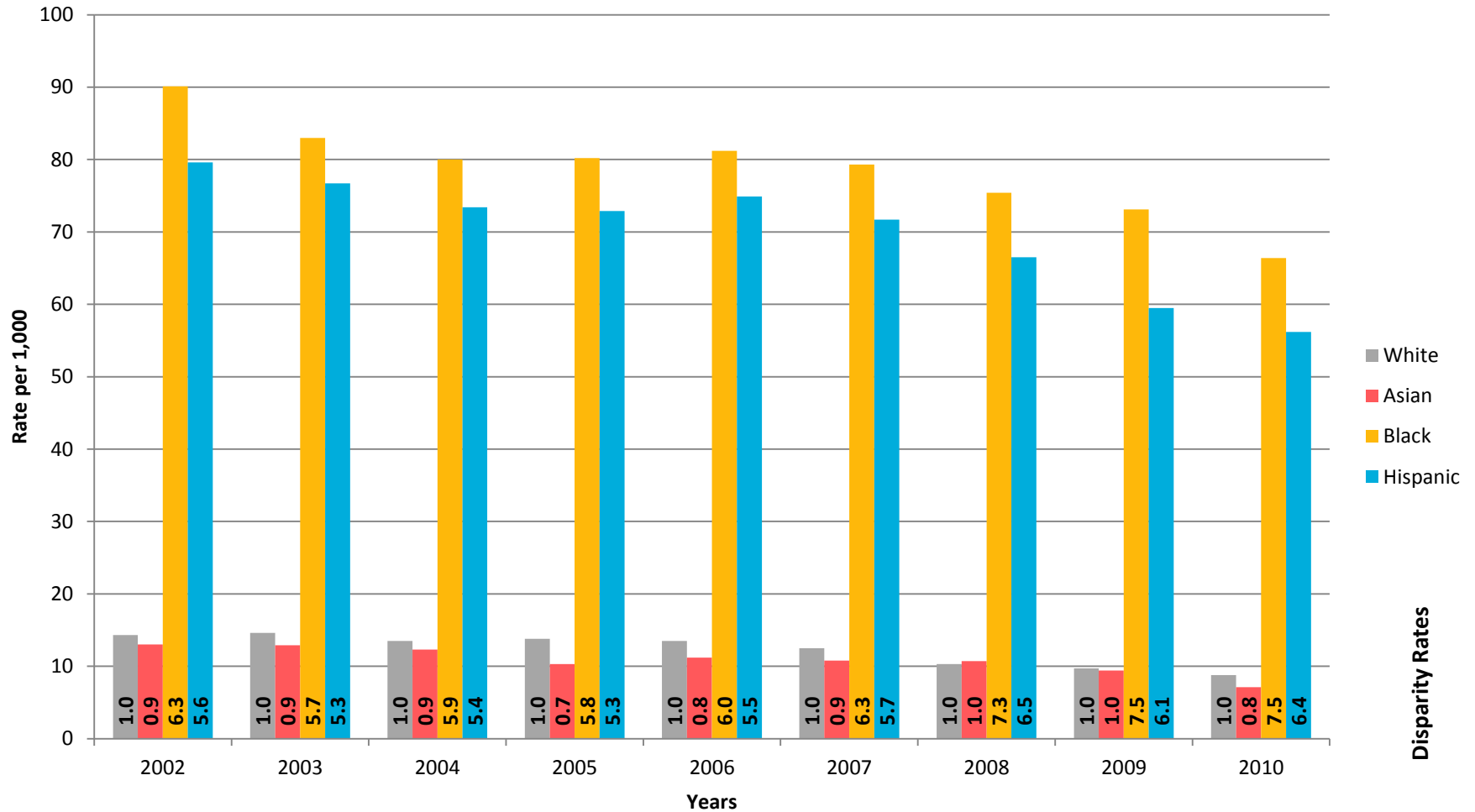


# YMI: Employment

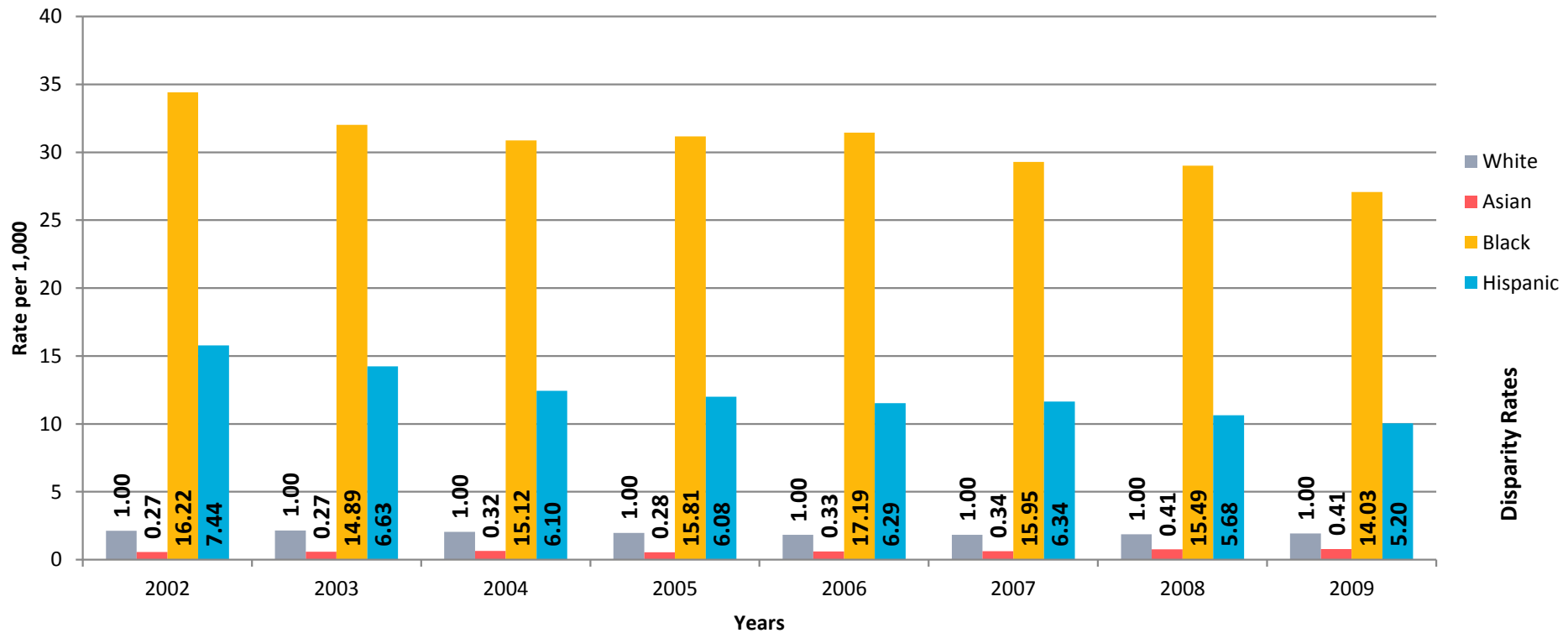
## Out of School Males Ages 16-24: Employed



## Teen Pregnancy Rates – Ages 15-17



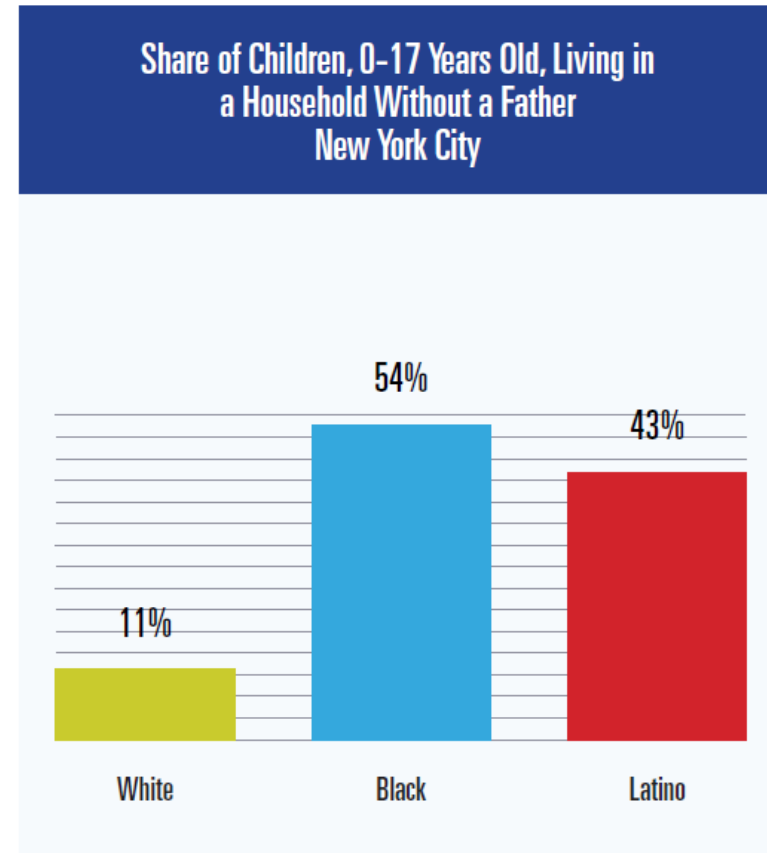
## Readmission to Jail – Males Ages 16-24



# YMI: Mentoring

The YMI Report to the Mayor included the following recommendations:

- Organize a citywide mentoring summit
- Launch intensive mentoring programs for high-risk people
- Leverage the experience of young men who have turned their lives around to prevent others from committing acts of violence
- Develop a citywide mentoring strategies of school-based and afterschool mentoring programs



Source: Tabulated from the 2008 American Community Survey PUMS, as augmented by CEO



# YMI Mentoring Programs

Program	Targeted Mentees/Mentors	Annual Budget	Annual Outcomes
<b>Cornerstone Mentoring</b>	Middle school students participating in afterschool programs located in public housing/Mentors volunteers from neighborhood	\$1,000,000	<ul style="list-style-type: none"> <li>• 300 students served</li> <li>• 80% attendance rate at group mentoring sessions</li> <li>• Increased school engagement</li> </ul>
<b>AIM</b>	Adjudicated youth at risk of out of home placement by Family Court/Mentors are paid full time advocates	\$2,000,000	<ul style="list-style-type: none"> <li>• 100 youth served</li> <li>• 60% remain felony-free within 12 months of completion</li> <li>• 85% connect to school and family</li> </ul>
<b>Mentoring for REAL (Resiliency, Education, Attendance &amp; Leadership)</b>	Black and Latino male students in high school that have been suspended or are at-risk of suspension	\$535,000	<ul style="list-style-type: none"> <li>• 225 male students served</li> <li>• Reduce the number and severity of behavioral incidents</li> <li>• Improve school culture &amp; climate</li> </ul>
<b>IMPACT Peer Mentoring</b>	Young adults pursuing a GED in community-based settings/Mentors are paid part-time former students currently in college	\$250,000	<ul style="list-style-type: none"> <li>• 400 young adults served</li> <li>• 60% obtain GED</li> <li>• 60% GED passers enroll in college</li> <li>• 65% remain in college more than one semester</li> </ul>
<b>Arches</b>	High risk/needs young adults on probation/Mentors are paid part time credible messengers	~\$4,700,000	<ul style="list-style-type: none"> <li>• 840 probationers served</li> <li>• 70% attendance rate at group mentoring sessions</li> <li>• 10% reduction in recidivism</li> </ul>
<b>CUNY Fatherhood Academy</b>	Young adult fathers pursuing a GED or access to college/Mentors are former participants	~\$400,000	<ul style="list-style-type: none"> <li>• 80 young fathers served</li> <li>• 40% increase engagement with children</li> <li>• 15% attain GED/enter college</li> </ul>
<b>Cease Fire (Cure Violence)</b>	Young adults who are at highest risk of gun violence/Mentors are paid part time credible messengers	~\$2,500,000	<ul style="list-style-type: none"> <li>• Reach 225-300 young adults</li> <li>• Reduce firearm and other forms of severe violence in targeted 'hot</li> </ul>

# The Center for Economic Opportunity

## ■ A Call to Action

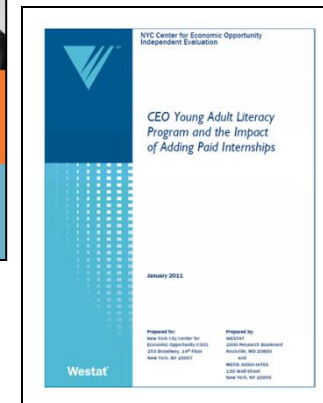
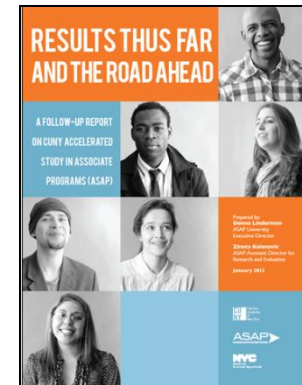
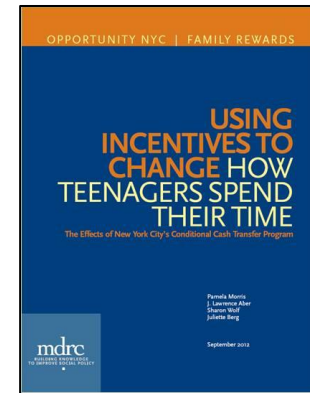
- Established December 2006 to implement, monitor, and evaluate the City's ambitious anti-poverty agenda.

## ■ Innovation Fund

- \$100 million public-private partnership.
- Supports the implementation of CEO's anti-poverty initiatives including most YMI programs.
- Funds the monitoring and evaluation of programs.

## ■ Commitment to Evaluation

- All program outcomes tracked.
- Program-specific evaluation strategies developed.
- Evaluation products include early implementation reviews, analyses by program area, and several long-term evaluations.
- Evaluation partners include City agencies and 9 independent evaluation firms.



# How CEO Works

- **Center for Economic Opportunity**

- Implement new programs in collaboration with multiple City agencies.
- Utilize strong internal and external evaluation teams to measure results.
- Base future funding decisions on program results.
- Share best practices and lessons learned.

- **Agencies**

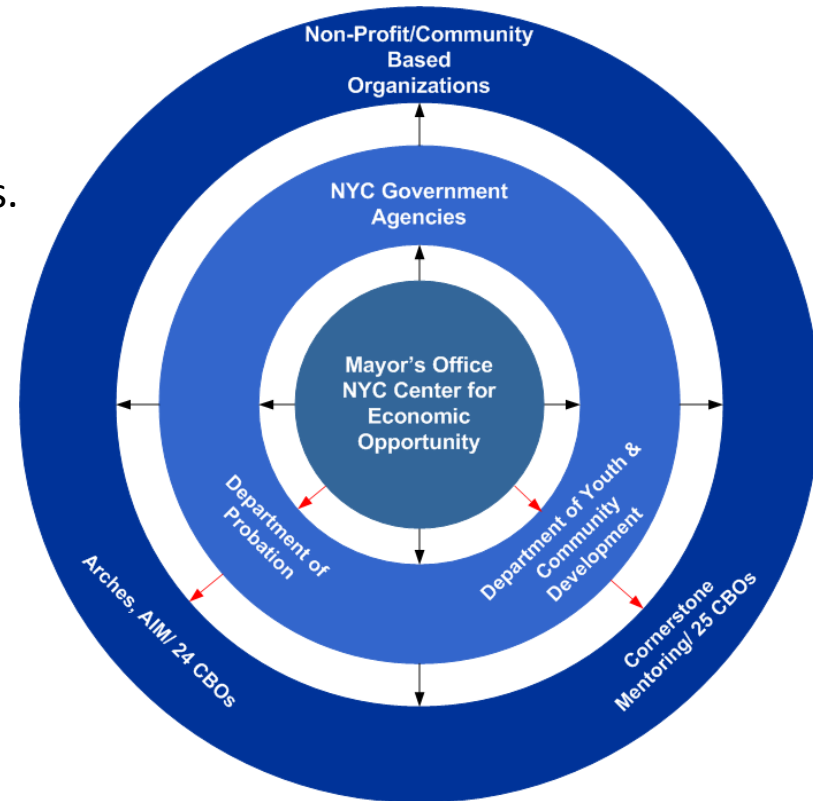
- Program design, management of contracts and providers, and program implementation.

- **Providers**

- Provide direct services, recruit participants, and offer other services.

- **Independent Evaluators**

- Pool of 9 independent evaluation firms contracted to measure the impact of CEO programs.



# CEO Objectives and Approach

- **Identify Successful Anti-Poverty Programs**
  - Implement new programs in collaboration with multiple City agencies.
  - Utilize strong internal and external evaluation teams to review programs, identify best practices, and gauge success.
  - Base future funding decisions on program results.
- **Build a National Body of Evidence and Share Results**
  - CEO pilots to be replicated nationwide through the Social Innovation Fund.
  - Share best practices and lessons learned.
- **Expand High Impact Programs**
  - Graduate CEO's successful pilots.
  - Expand promising programs through the Young Men's Initiative.
- **Develop New Measures & Policies**
  - Pursue an alternative to the outdated federal poverty measure.
  - Use lessons learned to inform future policy recommendations.

# CEO Evaluation Strategies for YMI

- **All Programs Assessed: Strategy is Tailored to Program**
  - Data Availability
  - Implementation Status
  - Timing of Expected Outcomes
  - Level of Investment
  - Program Model
  - Knowledge of Intervention
- **Monitoring and Data Reporting**
  - Determining Metrics and Targets
  - Monthly and Quarterly Narrative and Data Reports
- **Early Implementation and Outcome Studies**
- **Topic-Specific Studies**
- **Impact Evaluations**
- **Evaluation Partners: Internal and External**

# Mentoring Evaluation Strategies

Program	Evaluation Plans
<b>Cornerstone Mentoring</b>	An analysis of dosage as measured by contact hours and interviews with staff and participants. What is the optimal dosage to affect positive outcomes, such as retention in school, and transitioning to high-school academically proficient? What is the level of training and structure to support mentors, etc.? Baseline surveys fielded by TA provider—Mentoring Partnership of New York.
<b>IMPACT Peer Mentoring</b>	An analysis of dosage and college retention and credit gains, comparing outcomes across the two sites. We will also evaluate the current site, Future Now at Bronx Community College.
<b>Arches</b>	The key evaluation question is whether participation in the ARCHES program is associated with positive changes in long-term outcomes such as self-sufficiency and recidivism. Need to analyze dosage effects, implementation style, progress on intermediate attitudinal and behavioral. Comparison group will include probationers who are just above the eligible age range for program.
<b>AIM</b>	An analysis of dosage as measured by contact hours and interviews with staff and participants. School attendance and retention will be analyzed. In contrast to the other mentoring programs, mentors in AIM are fulltime paid advocates. The evaluation will explore whether paying mentors leads to more positive outcomes.
<b>Fatherhood Academy</b>	The evaluation will examine whether fathers participating in the program have improved educational and familial outcomes relative to fathers at CUNY who do not participate in the program.

# Cross Program Evaluation

- CEO/YMI has contracted with Innovation Research and Training (iRT) through a grant with the Research Foundation at City University of New York
- iRT will customize program assessment and mentor training tools to be used across all YMI mentoring initiatives
- Tools will be useful in collection of baseline data while also tracking attitudes of mentors over time
- Evaluation will help measure the overall impact that mentoring strategies have on improving the educational, employment, parenting and criminal justice outcomes of YMI participants

# NYC Department of Probation

## NYC Model of Probation

- *Do Less Harm*
  - Reduce Revocations
  - Step Down Probationers' Supervision Levels
  - More Early Discharges
- *Do More Good*
  - Evidence-Based Practices
  - Services, Resources, and Opportunities
- *Do it in the Community*
  - Neighborhood Opportunity Networks (NeONS)
  - Justice Reinvestment

## Strategic Plan 2012

The New York City Model of Probation



Michael R. Bloomberg  
Mayor  
Vincent N. Schiraldi  
Commissioner

[www.nyc.gov/probation](http://www.nyc.gov/probation)



# Probation and YMI

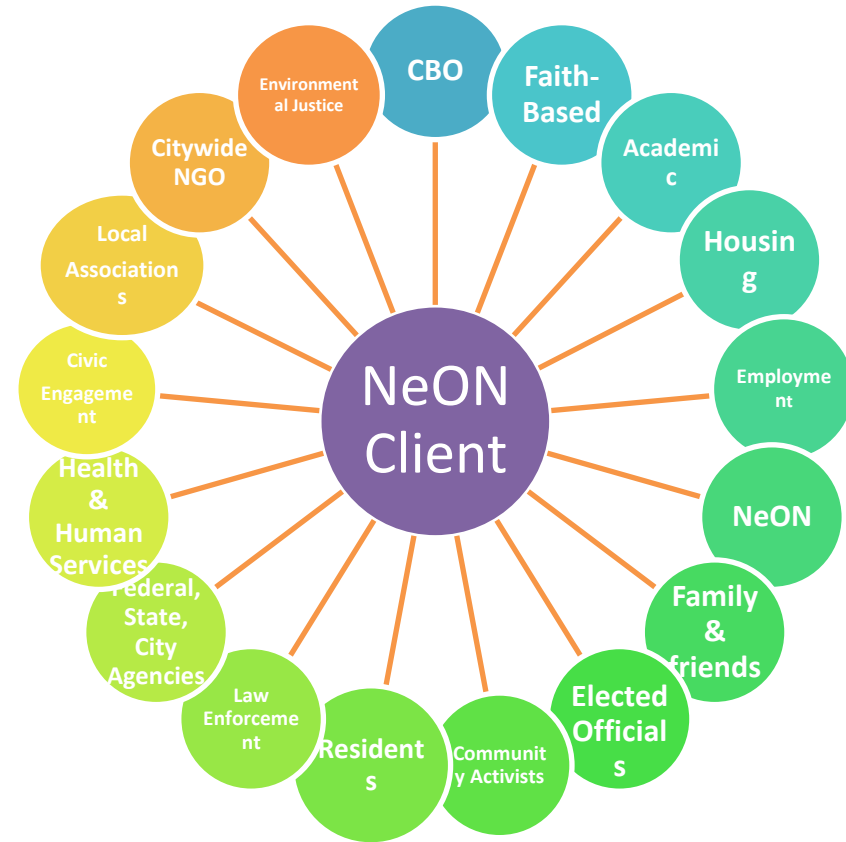
- DOP will launch three new Alternative to Placement initiatives so juvenile probationers can avoid out-of-home placement
- Currently oversee four new initiatives that provide services to 16-24 year old probationers that provide
  - A range of educational services (pre-GED to college prep)
  - Opportunities for civic engagement and community service
  - Assistance with work-readiness and job placement
  - Access to evidence-based mentoring interventions
- Moving probation services into targeted communities while partnering with over 40 community-based organizations to help provide needed services

The screenshot displays the NYC Department of Probation website. The header features the NYC logo and the tagline "Strengthening Communities. Creating Opportunity. Changing Lives." Below the header is a navigation bar with links for "Printer Friendly", "Email a Friend", "Translate Page", and "Text". The main content area is titled "Young Men's Initiative" and includes a photograph of four men at a podium with the NYC seal. The left sidebar contains a menu with the following items: Home, About Probation, For Family Court Clients, For Adult Court Clients, Resources, Young Men's Initiative (with sub-items: Justice Community, Justice Scholars, Community Education Pathways to Success (CEPS), Arches: A Transformative Mentoring Program, AIM Program: Advocate Intervene Mentor, ECHOES: Each Child Has an Opportunity to Excel and Succeed, Juvenile Justice Realignment), Neighborhood Opportunity Network (NeON), News & Media Coverage, and Work With Probation.

# NeON: Context for YMI Programs

## Neighborhood Opportunity Networks (NeONs)

- Co-location of Probation Officers within community based organizations
- Increased access to local services, resources and opportunities
- Engagement of clients in new and creative ways
- Building community capacity to promote public safety
- Focus on 16 – 24 year olds



# Arches: Transformative Mentoring

## ■ Context

- YMI and the Neighborhood Opportunity Network (NeON)
- Experiences with Transformative Mentoring (TM)
  - The Mentoring Center
  - Youth Turn
  - Center for New Leadership

## ■ Core Components

- Group Mentoring
  - Credible Messengers
  - 20:5 participant / mentor ratio
  - Evenings and/or weekends for 6 months
- Cognitive Based Intervention
  - Interactive Journaling
- Hot Meals
- Stipends

# Arches: Key Objectives

- **Creation of a Safe Space**
- **Identification of Patterns**
  - Thinking, behavior, coping mechanisms
- **Practice**
  - New habits, lifestyle, culture
- **Build Arches Learning Community**
  - Explore challenges and opportunities in implementing the Arches model
  - Analyze real-time aggregate data about the Arches intervention
  - Consider extracurricular activities and materials that can be used to enhance Arches transformative mentoring groups
  - Discuss broader concerns about opportunities and challenges being faced in the target neighborhoods
- **Delivery of Supports**
- **Re-visioning**
  - Self, community, possibilities
- **Practice**
  - New habits, lifestyle, culture
- **Reinforcement**

# Arches: Progress

- **CBO Selection and Technical Assistance**
  - 19 organizations with connections to targeted neighborhoods were selected to deliver Arches—services began in September, 2012
  - Organizations recruited credible messengers and are being trained in Interactive Journaling by Community Connections for Youth
  
- **Participant Referrals and Engagement**
  - As of December 15<sup>th</sup>, 2012—265 high risk probationers have participated in group mentoring sessions (annual target is 840)
  - The attendance rate to mentoring sessions has ranged from 55%-65% at sites (target is 75%)
  - CEO and DOP will continue to monitor engagement and outcomes indicators

# For more information visit [www.nyc.gov/ymi](http://www.nyc.gov/ymi)

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