

CITY COUNCIL  
CITY OF NEW YORK

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TRANSCRIPT OF THE MINUTES

Of the

COMMITTEE ON YOUTH SERVICES

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September 21, 2016

Start: 10:26 a.m.

Recess: 12:28 p.m.

HELD AT: 250 Broadway - Committee Rm.  
16<sup>th</sup> Fl

B E F O R E: MATHIEU EUGENE  
Chairperson

COUNCIL MEMBERS: Annabel Palma  
Darlene Mealy  
Margaret S. Chin  
David G. Greenfield  
Andy L. King  
Laurie A. Cumbo

## A P P E A R A N C E S (CONTINUED)

William Cyrus Garrett, Executive Director  
NYC Young Men's Initiative

Carson Hicks, Director  
Programs & Evaluation  
Center for Economic Opportunity  
Mayor's Office

[sound check, pause]

[gavel]

CHAIRPERSON EUGENE: Good morning.

COUNCIL MEMBERS: Good morning.

CHAIRPERSON EUGENE: My name is Mathieu

Eugene and I'm the Chair of the Youth Services

Committee in the City Council. I wanted to first and

foremost welcome you all for being here this morning

for this very important public hearing, and I want to

thank you for everything that you have been doing day

in and day out for the young people, for our young

people, and also for the parents because when you

help the children, the youth you're helping the

parents, you're helping the good City of New York.

On behalf of all the parents, the youth and on behalf

of the good City of New York, and also on my behalf,

thank you very much for being such wonderful

partners. Thank you. Today's hearing is on the

City's Young Men's Initiative available programs that

New York City offers its young residents. The Young

Men's Initiative is one of the most important because

it seeks to address the disparity between the young

men of color and their white counterparts. These

disparities are particularly prevalent in education,

employment, health and the criminal justice system.

While this disparity have always been apparent to many of us in the community, it's one element in the report on like our severe disparities weigh and emphasize that all failure to act now would mean that New York City has failed to prepare these young residents to live fulfilling lives. For example, only 54% of black youth and 43% of young Latino students graduated from high school in comparison of 74% of white students. The report also indicated that black and Latino students were three times more likely to be placed in the special education program than their white counterpart. Additionally, black and Latino students lag behind in college readiness. Today's hearing will allow us to learn more about YMI's programming, the progress we have made, and are we aware of the need to improve on service available. You might be aware that the prior to becoming a council member was these providers—I was a provider of services to our youth, which allowed me to appreciate first hand how important it was to provide positive what matters, and to never give up on our children. Many of them face difficult challenges at home or in their neighborhoods, and it is our

responsibility to provide them with better and safer alternatives that we allow them to fulfill their full potential. Before calling our first panel, I want to thank our Kiru De Sharu (sp?) Michael Benjamin, and Jessica Dodson, the Youth Services Committee staff for preparing this important hearing, and I want to thank also my Chief of Staff David Suise (sp?). for all the work he does for our young people on a daily basis. I would like also to recognize and thank Aminta Kilawan, who is filling for Aku Disharu (sp?) today. And again to all of you, welcome to this very important hearing, and I want to thank also the representative of the Administration, the Mayor's Office and DYCD for being part of this very important public hearing issue. Now, let's call the first panel. William Garrett from New York City YMI and [background comments] Thank you very much Mr. Barrett. Would you please state your name for the records?

WILLIAM CYRUS GARRETT: Yes. William Cyrus Garrett.

LEGAL COUNSEL: Would you both please raise your right hands. Do you affirm to tell the truth, the whole truth and nothing but the truth in

2 your testimony before this committee, and to respond  
3 honestly to council members questions?

4 WILLIAM CYRUS GARRETT: Yes.

5 LEGAL COUNSEL: Thank you.

6 CHAIRPERSON EUGENE: I'm sorry. I said  
7 before you start, I just want to mention that we have  
8 been joined by Council Member Margaret Chin, another  
9 strong advocate for young people, fighting for young  
10 people. Thank you, council member. Please.

11 WILLIAM CYRUS GARRETT: Thank you. My  
12 name is William Cyrus Garrett. I am the Executive  
13 Director of New York City's Young Men's Initiative.  
14 I would like to begin my remarks by thanking Chairman  
15 Eugene and the Youth Service Committee members for  
16 the opportunity to testify before the Council this  
17 morning. I'm here to update the Council on the  
18 progress my office has made in implementing YMI 2.0.  
19 I would like to provide the committee with a better  
20 understanding on how YMI has shaped its work to meet  
21 the opportunity—to meet the opportunities for  
22 improvement outlined in the Disparity Report. The  
23 Young Men's Initiative was established in 2011 with  
24 the specific goal of addressing disparities expressed  
25 by young men and boys of color ages 16 to 24.

Pursuant to this goal, YMI intentionally engages with city partners to address how specific communities have their cultural resource and developmental needs met by city policies and programs. To deepen our impact, YMI has shaped—has sharpened its focus and over the last years, and has invested in support and creating of data informed strategies aimed at addressing inequities in education, justice employment and health. In addition to supporting several efforts throughout the city, YMI has also co-led and designed pilots to test out theories of change and teacher recruitment and retention known NYC Men Teach, and Early Childhood Reading Interventions known YMI's Read More Core. Since my appointment in 2014, YMI has engaged in multiple efforts to inform our current operational plan. In January 2015, the Young Men's Initiative partnered with city agencies to conduct a preliminary policy review for Executive Steering Committee. The Executive Steering Committee support YMI as a transition from a citywide focus to a neighborhood based one. The ESC provided YMI with recommendations for a [coughing] for an expanded policy and life course focused approach in the areas of employment,

education, justice and health. In addition ESC strongly encouraged YMI to accept the My Brother's Keeper Community Challenge launched by the White House in 2014. In February of 2015, YMI formally accepted the MBK Challenge by holding a community convening with city stakeholders, including high school age young men of color. The purpose of the convening was twofold. It was an opportunity to be transparent about the steering committee findings and equitably—and equity proposals we identified for improving services for young men of color in our city. And then secondly, a collected input from key stakeholders that ought to be part of the part of deliberations concerning services, policies and outcomes. Community input was captured in a qualitative report and ultimately led to the development of YMI's Action Plan. The Young Men's Initiative used the convening to confirm that we had community support to tackle the following things that indicate challenge: Ensuring all children read at grade level by second grade; ensuring all youth graduate high school college and career ready; ensuring all youth complete post-secondary education or training; and ensuring all youth remain safe from



violent crime. Over the last year, YMI has worked to implement our action plan through a race, place and space approach. As presented in our recently released disparity report done in collaboration with the Center for Innovation through Data Intelligence, CIDI, which assessed several education, health and justice indicators over the last ten years prior to the current administration. It is crucial that we acknowledge and address that while there have been overall improvements, youth of color still disproportionately bear the brunt of negative outcomes while black and Latino males faring at the bottom of the scale in most positive outcomes. Our fact finding—our fact gathering process also supported a place based strategy of intensifying and deepening support to neighborhoods that have endured inequities, many intergenerational despite city—the city's attempts to address these conditions. It is important to note that each neighborhood has its own set of challenges and opportunities, and much of our place in space discussion include how YMI can support government agencies to better serve communities in ways that are relevant to each neighborhood's needs. The aforementioned efforts from the Executive

Steering Committee to the MBK convening to the review of existing datasets helped shape the current milestone of what we refer as YMI 2.0.

Milestone 1: Engaging cross-sector partners to identify their shared vision, YMI believes in the power of collective action and responsibility, and has been a material partner in citywide efforts related to mentoring equity and excellence and preventing restorative intervention practices.

Milestone 2: Release a baseline dashboard of milestones with disaggregated data that will mobilize collective action on behalf of investors and service providers. Earlier this year, YMI released our Disparity Report in an effort to provide a new baseline for understanding the barriers and challenges young men of color face in our system.

Milestone 3: Develop a data infrastructure to align existing government and community programming, an ongoing priority of YMI, and we are strategizing with our city partners to develop data sharing agreements that better support the delivery of services and allocation of resources as central part of the city's equity strategy.

Milestone 4: Develop shared accountability between city partners by identifying policy barriers through regular review, and assessment of outcome indicators in disparity data. The positive interagency collaboration of the Executive Steering Committee led to the development of YMI's Equity Committee to continue working together to identify service gaps, development of equitable strategies aimed at closing racial disparities and outcomes. And establish a shared understanding of the different agency equities involved in addressing each disparity we identified in the Disparity report.

Building upon the earlier iteration of YMI, our team is packaging all of our efforts under a College to Career Readiness framework known as CCR. Our current goal is not only to just focus on what is not working in communities where our young people live, but to also improve the environments they engage in everyday, the home, the school, and actual streets they walk to get between the two. We believe that every young person is capable of learning and wants to learn, and that starting in high school is too late. As a result, we

have expanded our strategies beyond ages 16 to 24, and have adopted a life span approach. We—we developed Read More Core to increase intensive preparing (sic) for schools at the lowest performance percentile within our city. In FY16, YMI's support in 30 schools resulted in an additional 387 students, first and second graders receiving literacy support. We—we are well underway to serving 770 students in FY17, and with anticipated pilot funding could potentially be an additional 45 schools by the end of this school year. YMI is currently working NYC Service and the Center for Youth Employment on a college and career mentoring strategy to support the career possibilities and imagination of high schoolers, and over time, middle schoolers as well. Through our Fatherhood Academy, YMI has adopted—has helped establish borough leaders who help with outreach to young men throughout their communities, and assist in connecting them to education and social services throughout the city. In the area of family engagement YMI in collaboration with the Department of Education has proposed a plan in the hopes of receiving state—the state's My Brother's Keep Funding toward improving engagement for parents and

communities of youth. In addition to ensuring quality delivery of existing services, the plan also aims to create safe and supportive spaces for families to communicate needs, address concerns, and be included in key decision making strategies as it relates to educational experiences of their children. This is just a snapshot of some of the current efforts we are testing, and we hope that our efforts better inform our agency and community partners long-term equitably-at these strategies and goals. YMI's goal is to set a new baseline of understanding for city policy makers, researchers, advocates and community leaders in order to develop a road map for reducing disparate outcomes for young men of color in New York City. YMI will continually measure our city's progress from where we are today to where we can be through continually eliminating policies and practices that have or can create barriers instead of bridges to equitable opportunities and access for all. I look forward to working with the committee to deepen and strengthen this work across New York City, and I would be glad to answer any questions that you may have to the best of my ability. Thank you.

1 COMMITTEE ON YOUTH SERVICES

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2 CHAIRPERSON EUGENE: Thank you very much,  
3 Mr. Garrett. Thank you. Could you tell us how many  
4 men of color participate in the Y-YMI programs this  
5 year? Enough? (sic) Yeah.

6 WILLIAM CYRUS GARRETT: So this is Carson  
7 Hicks. Carson Hicks works for the Center for  
8 Economic Opportunity in the Mayor's Office, and we  
9 are very close partners. We're like a sister agency.  
10 They support most of our data and analytics work.  
11 So, she'll be speaking to a lot of the deeper numbers  
12 issued.

13 CARSON HICKS: Good morning committee  
14 members.

15 CHAIRPERSON EUGENE: Good morning.

16 CARSON HICKS: In Fiscal Year 16 over  
17 80,000 young people were served by YMI.

18 CHAIRPERSON EUGENE: Over 80,000?

19 CARSON HICKS: Correct.

20 CHAIRPERSON EUGENE: So, just I mean that  
21 seems--just in fiscal year 16?

22 CARSON HICKS: Correct

23 CHAIRPERSON EUGENE: So how many young  
24 people, how many young black men participated before  
25 2016? That said 2014-2015? What was the number--

CARSON HICKS: [interposing] So.

CHAIRPERSON EUGENE: -that participated?

CARSON HICKS: So approximately each year it's about 75,000.

CHAIRPERSON EUGENE: 75,000.

CARSON HICKS: That would not include 2011 because of the launch that was in August.

CHAIRPERSON EUGENE: So you--did you see an increase or decrease?

CARSON HICKS: An increase with YMI 2.0 because there's new programming that has come online.

CHAIRPERSON EUGENE: Uh-huh. Could you tell us about your--the way you advertise? What is the method or promotion for the program to reach out to the young people in need to ensure that all of them who are in need are aware of the programs and the services that you are providing?

WILLIAM CYRUS GARRETT: So we mostly do that through our--our agency partners as well as our CBO partners. We are at the end of the day a funder for most of these programs, and we get--provide a policy direction. But downstream is where a lot of the advertisement is done directly to the communities by the CBO providers themselves. What YMI has been

working on is a strategy that we can work with our CBO partners to better brand their programming as a part of the YMI network or programs. And we're working on developing a strategy around that right now. We already have a media strategy around NYC Men Teach. We're looking to kind of piggyback on the success of that to better advertise other YMI programs as well. I'm sorry.

CARSON HICKS: If I may, word of mouth by young people who participate in-into programs themselves is also a really good tool for bringing in others. So young people have a positive experience in the program. They tell their friends, and that brings in other young people.

CHAIRPERSON EUGENE: In talking about your partners could you mention some of them, and could you tell us how many partners or CBOs or organizations that are partnering with you to save those young people? How many are there, and can you mention some of them.

WILLIAM CYRUS GARRETT: Yes. So, we partner with Make the Road. We partner with Greater YMCA. We partner with Big Brothers/Big Sisters. We partner with [background comments] Yeah, DMV Grants



Associates, Grand Window, Goodwill, University Settlement Society of New York, Phipps is a big partner of ours. We work very closely with Phipps on a lot of different issues. So we—we are—we have about 300 to 400 partners across the city, and we're located in each and every borough.

CHAIRPERSON EUGENE: And before I ask my next question, I want to mention that we have been joined by Council Member King. Thank you Council Member. I think that you have some questions to ask. So I'm going to call you in a few minutes. Alright. So talking about partners, and other organizations helping youth, serving the young people or the young men, but what is the level of participation in the decision making? Are they on the table with the decision also of what should be done, and action to be done?

WILLIAM CYRUS GARRETT: Yes. So we have a 30-person advisory board made up of most of the individuals that I just mentioned plus a number of private sector entities, which is JP Morgan Chase, Deutsche Bank, RBC Capital, and what we've done is we've really brought them to the table to really weigh in on the strategies we've had. The CBO

partners themselves we convened them last year in early February around these--these initial flanks and had them give us input there that we've really been executing over the last year. Right now, we're looking for another opportunity to convene them. We're really looking to do that in smaller way in terms of just very borough specific. We felt like the--the meeting in Harlem was great in terms of getting everybody's feedback on what we're planning to do. We really want to make sure that we're reaching the youth's communities. So we really want to get their input in terms of what is specifically a borough meeting.

CHAIRPERSON EUGENE: Thank you very much. In your statement you mentioned that our current goal is not only to just focus on what is not working in the communities where our young people live, but also in improve the environment the environments that they're engaged in every day, and you mentioned home, the home, the school and the actual streets they walk to get there between the two. Could you give us more detail about, you know, the type of support that you provide to--especially to the parents--

WILLIAM CYRUS GARRETT: [interposing]  
Right.

CHAIRPERSON EUGENE: --because we know  
that those young people they are facing very  
difficult challenges in their home, in their houses.  
Because I--somebody, a French philosopher said that  
the man is the result of the society of the  
environment. I think this was Rosseau, the French  
philosopher, and we know that if we can't change the  
environment and the--the--the situation of--of the  
families, where those young people are living, we  
will make a tremendous positive impact on their life.  
What is the support that you or the program provides  
to the parents?

WILLIAM CYRUS GARRETT: So, I do--I do  
want to say that that is a--a definite part of the  
change between YMI 1.0 and 2.0. We have expanded the  
age range to include all the way up to 30, and--and  
plus. So, we're looking at the Fatherhood Academy.  
We've started with one site that was in La Guardia.  
We evaluated that and it was shown to be effective.  
So we've expanded to two new sites, one in Hostos up  
in the Bronx, and one at Kingsborough down in  
Southern Brooklyn. Both of those new sites are still

working to bring in more participants. We have worked with DYCD to develop a borough coalition of fathers. It's helping us both source currently available resources in communities for fathers as well as bringing those fathers to those—the academies for opportunities in terms of further workforce and educational training. We support young adult literacy programs, HSC programs. We also are looking at how we better support mothers. We understand that a lot of these young men are raised by women in single-family households. And so we want to make sure that we have a strategy to focus on them as well, mainly because we understand that the parents' educational outcomes and their workforce outcomes often tend to show predictions or some predictive nature on the outcomes of the young person. So we want to have that intergenerational strategy to make sure that we're providing that parent an ability to support themselves, but also to provide a pathway for their young person to understand what college and career needs they would have in the long term.

CHAIRPERSON EUGENE: And—and that's great, but can you give me—give us specific examples, 1, 2, 3?

WILLIAM CYRUS GARRETT: Yeah.

CHAIRPERSON EUGENE: Like for instance you know that New York City is home to so-so many immigrant people from different backgrounds. People who are speaking English, people who don't speak English, people who came from different culture, you know. What we're seeing is language barrier, cultural barriers, and especially our parents who have been living in the United States from a while, but who are facing difficulties to raise their children because the children what to blend, you know.

WILLIAM CYRUS GARRETT: Uh-huh.

CHAIRPERSON EUGENE: This is fact that they want to follow their peers. They don't want to follow what mother and dad they are saying. There's a-a gap in their generation, and this is a big challenge for many families that I know, and I will see them every single day in my office as City Council member, and I used to provide services to their children before I became a council member. It is a very big challenge for the families. They see their children, you know, leaving and they're-they're there without them able to do anything to keep them and to provide them with the assistance that they

need to stay on the positive path. This is—we see so many broken families, and as a result, we have what we have on the streets right now. I want to know specifically what do you have to help those young people, educate the young people, their—their parents, educated their young people, men especially to make sure that they—they stay on the path, this path? To make sure that they—those parents also understand the system, and for them to make that what to do.

WILLIAM CYRUS GARRETT: Yeah.

CHAIRPERSON EUGENE: Provide their children the assistance that they need to become positive and part of the city then. (sic)

WILLIAM CYRUS GARRETT: So, it's—it's more of an approach we're taking, right. So I would say that our MBK strategy for the state around family engagement is really important because the—the place that we're finding the closest connection is between home and school. Meaning that that is the place where they spend 99% of their time, right? They spend it at the home or they're spending it at school, and so between those two influence points what we've seen is that we need to bring the parents

into the school more, and we need to make sure that the school understands what's going on in the home and being more supportive and thereby may help those young people. Really, what we're finding is that we have a 24 districts strategy. We're looking at data that says that these are the lowest performing districts in terms of outcomes. They're—they're reading at sixth grade transition, and eighth grade credit accumulation. All these milestones that we collect, and the—and the reason that we're focusing on 24 districts is because we want to make sure the resources can go deep. So when we're talking about family engagement we're not talking about a fair day. We're talking about actually creating spaces for real engagement with families that can talk about these hard issues that they're having with their young people, and actually come up strategies with the schools that these young people are going to, to make sure that they're keeping on that path. We're also making sure we're making investments in the schools so there is peer-to-peer mentoring that is happening there so that we have positive peer influence being demonstrated within schools as well on an ongoing basis around conversations and college and career

readiness. We're also looking to make sure we're creating more spaces for after school interaction in communities that have high youth arrest rates because we know that most of this is due to these young people not having instructive spaces that go between 3:00 and 8:00 p.m. on-after school. And we know that that is a time in which most young people would in a lot of other places be involved in sports, extracurricular activities. But some of those spaces are just not available in some of the communities. You're right and so--

CHAIRPERSON EUGENE: Let's talk about language barrier. We know that many young people that, you know, they--they arrived in the United States recently or they're coming to the United States. They don't speak English, and also they come from let's Spanish--from the Spanish community, from the Haitian-Creole community or a Christian (sic) community. They're also those young people that are facing challenges because they don't speak the language and also they come from different parts. They have a set and tendency to leave, to--to gather within their own community. They don't cross, you know the barrier, and for me they are isolated. They



don't even know what's going on in New York City. They don't know what are the services available because of the language barrier, and the culture barrier. What is the effort that you have done to reach out to them also to make sure that they are aware of the services that you are providing? Do you have people who speak their languages? Do you provide the services in different languages? You know, that's a way—a way to reach out to them.

WILLIAM CYRUS GARRETT: So-so programs are culturally relevant. We do in the places where we have language barriers in terms of predominantly immigrant communities have CBOs from those communities that are equipped to deal with those challenges. What we don't have, though, and I think you're hitting on something right now is a specific initiative in that those young people transition into this new society at an older age than probably, you know, where they're—where they're more aware of that transition into a new community, into trying to fit in and belong in an new culture. So I—I do think that you're putting something on my radar that we need to think a little deeper about in terms of how we're helping and make those connections for those

young people in terms of what--what is--what is productive in their communities for them to be doing. And then where are those resources and--and services can be found.

CHAIRPERSON EUGENE: I know that the program is Young Men's Initiative and you are trying to--trying to fill the gaps within the young black male and the--the white counterparts, and we know that they can't rule. The fighter road is a big compromise on that. (sic) So many young men they have children, but you know the consequences. Usually the result is not too positive for our society, and also for our city and for themselves because they don't know what they are getting in.

WILLIAM CYRUS GARRETT: Uh-huh.

CHAIRPERSON EUGENE: They want to prepare. Now we are talking about brining solutions to--to correct something that happened, but what do you have in terms of prevention, you know, to help them before they become a father, as a matter of fact? Do you have a program to get the young guys, the young males to say hey guys I see seniors, you know. This is what you can expect. You know before you get there, you know, they are selling

preparations so anything that you should know, you should not raise a child. You should in order to, you know, be able to really feel positive. So for that what type of program that you have to help them being prepared for this big important address on Saturday. (sic)

WILLIAM CYRUS GARRETT: So that's—that's where our Fatherhood Academy comes in, and we run that through CUNY. So there's opportunity for additional education as well as workforce development off of that, and that's been built into the program, and we—we expanded that to—to additional sites in the Bronx as well as in Southern Brooklyn. With—with the purpose of those programs, especially with some of the trying out of—around co-parenting, which is I think an under-appreciated aspect of what we're dealing with now in these communities. I think we still think of the family structure, the old 1950s nuclear family structure, and that's not what we're dealing with any more. We're dealing with on mother, multiple baby fathers, one baby father, you know, multiple mothers. Like there's—there's—there's—there's a plethora of different matches out there, and what we want to do is make sure that these adults

understand how to have healthy relationships, and have those healthy relationships better support their young person's development as well. So La Guardia College-Community Colleges is testing out a co-parenting initiative within the Fatherhood Academy, which invites the mother and the child in to start those-those relationship development practices.

CHAIRPERSON EUGENE: Yeah, very good. Now, we know that dealing with young people is a very, very big task, a very big one. It's not easy because we're a living in New York City. We know what's going on, and-and I want to commend you, and applaud you for working with so many community-based organizations, you know, the coalition, and we know that it is our moral responsibility to work altogether to ensure that we can provide to those young people what they need to be positive for all season (sic) as I said, and I know first hand what I'm talking about because I spent many years of my life providing services to those young people before I became a City Council Member. But we have 51 Council Members in the city of New York. Do you reach out to the Council Members to partner with you,

and to be part of this great program? And how many Council Members you are working with?

WILLIAM CYRUS GARRETT: So I think there are six that are on our board. We have met with most of our members. What we've done over the—

CHAIRPERSON EUGENE: Six and about?

WILLIAM CYRUS GARRETT: Yes. So we've— we've—

CHAIRPERSON EUGENE: Six over 61?

WILLIAM CYRUS GARRETT: [laughs] Yeah, so—so you're pointing out.

CHAIRPERSON EUGENE: I—I don't want to quote you—I—I don't want to be rude. I'm sorry about, but six over 61. I don't think this is enough, and what is—how did you approach them? How did you receive your Council Members? I don't know if the other Council Members have been invited, or if they know about your effort. I don't know. My colleagues here I'm—I'm inviting you to—to—to talk about this please, but I don't think that—I don't recall that you have reached out of my office. I don't recall that any effort has been done to reach out to my office. I don't know for my colleagues. Could you talk about that, please?

WILLIAM CYRUS GARRETT: Yes, absolutely, and we're looking to correct that.

CHAIRPERSON EUGENE: And we do want to partner with you--

WILLIAM CYRUS GARRETT: [interposing]  
Yes.

CHAIRPERSON EUGENE: --from all of us from this great committee, the Committee--the Youth and Services Committee we are advocates for youth because we are working hard. We have a long track record of working for young people. We do want to be part of that.

WILLIAM CYRUS GARRETT: Great.

CHAIRPERSON EUGENE: Would you talk about that, please?

WILLIAM CYRUS GARRETT: Yeah, absolutely, and we're--we're looking to rectify that. I mean we've--we're a six-person team, very small with a big mission. We've had to put a lot of effort to standing up for a new initiative over the last year. Some of the communication with some--participate as some potential partners has been lacking. We now have a dedicated person in--in the Governmental Affairs Office, and we're working with her on coming

up with a steady state call, which will run on a weekly or bi-weekly status, which will allow for us to have deeper engagement with the Council--the Council especially the Council staff. Because we see you as potential places for us to get out more information about the services we're providing to give you better awareness and also what investments we're making in the communities as well.

CHAIRPERSON EUGENE: What I want to--I'm going to meet with my members, the members of the Youth Services Committee. We would like to meet with you. The committee would like to meet with you--

WILLIAM CYRUS GARRETT: [interposing]  
great.

CHAIRPERSON EUGENE: --to see how we can work together to make this happen.

WILLIAM CYRUS GARRETT: Absolutely.

CHAIRPERSON EUGENE: And can you talk about the budgets that you've allocated to the Young Men's Initiative. What is the budget?

CARSON HICKS: Okay, the current budget is approximately \$30 million annually.

CHAIRPERSON EUGENE: How this new--this funding has been allocated? Is that for the--the City

of New York, the five boroughs, and can you give me a posting page (sic) you know where the money goes--

WILLIAM CYRUS GARRETT: So we--

CHAIRPERSON EUGENE: --or the funding goes?

WILLIAM CYRUS GARRETT: Yes. So we've had--we've taken a 60/40 approach. So we have six priority communities. That's East Harlem, South Bronx, South Jamaica, Queens, Brownsville, East New York and North Shore, Staten Island, and in those communities we're--we're looking to spend about 60% of that resource over the next decade. Forth percent of that will go citywide. So that's CUNY--to CUNY. We'll work with additional partners in other areas in the city. We're--we're working the 24 district strategy, which goes in--that's hit our--hit our priorities communities, but also falls out--outside, as well as looking for leveraging opportunities with private sector organizations that have initiatives that are already running.

CHAIRPERSON EUGENE: I would appreciate it if you can send to my office a detailed report of the allocation of this funding.

WILLIAM CYRUS GARRETT: Okay.



2 CHAIRPERSON EUGENE: And that is exactly  
3 what I want to know. I want to know how much funding  
4 goes to my district, you know for the young people,  
5 and I think Council Member King wanted to know the  
6 same thing. Council Member Chin wanted to know the  
7 same thing. With all our programs, you know, in our  
8 district we want to know if our district refit-  
9 received, you know, all their fair share also.

10 WILLIAM CYRUS GARRETT: Uh-huh.

11 CHAIRPERSON EUGENE: This is our-send-  
12 send us the report, and we will follow up with that.

13 WILLIAM CYRUS GARRETT: Absolutely.

14 CHAIRPERSON EUGENE: Now I want to call  
15 Council Member King for some questions.

16 COUNCIL MEMBER KING: Thank you, Mr.  
17 Chair. I appreciate it and good morning to everyone,  
18 Executive Director Garrett, and I'm not sure. Help  
19 me with your name again.

20 CARSON HICKS: Carson Hicks.

21 COUNCIL MEMBER KING: Carson Hicks.  
22 Thank you again for today's conversation. Yes, thank  
23 you for all that you have been doing, and we know  
24 there's a whole lot more that we need to get done,  
25 and I know we have a commitment here to try to work

it together, but as we're listening and reading briefings on, yes, there's some questions and some concerns. I'm going to start. I have a few questions so I'm going to start first with following up on budget. You mentioned that you have a \$30 million budget. I know when Bloomberg rolled this out he had proposed over \$130 million at the start of this back in 2010. So I'm trying to figure out how such a decline in—or was it spread over three years? So with each year was it general—was it \$30 million a year that was being spent or was it more money being spent when this initiative first rolled out? That's—that's my first question. And—and my second question that taps into that how does your budget connect with all agencies? You say you have like over 300 partners. How does that money spread out to them or are they responsible in their budgets, or any activity there with YMI are you responsible for it when you're dealing with these other agencies or CBOs, or do they take a percentage of their budget out to work with you?

CARSON HICKS: Thank you. I'll start with the budget, and then I'll I'm going to hand it over to Cyrus. So when YMI launched they made an

announcement for \$127 million of tax levy dollars, public dollars over three years. There was the additional private funding from Bluebird Philanthropy and Open Society Foundation.

COUNCIL MEMBER KING: And that was \$60 million, right?

CARSON HICKS: Thirty each.

COUNCIL MEMBER KING: Thirty each?

CARSON HICKS: So, yes, 60 total.

COUNCIL MEMBER KING: Okay.

CARSON HICKS: Okay. So that private funding has come to an end, and—and basically why my 1.0 is that we would refer to it as approximately \$22 million each and every years. The commitment for YMI 1.0 has been a steady state. There has been new funding added for new programming under Cyrus' tenure for YMI. So some of the initiatives that he has talked about. So it has actually gone up from \$22 to \$30 million each and every year.

WILLIAM CYRUS GARRETT: Thank you and so how our money is appropriated is we work directly with the agency. We identify an initiative that will either pose a disparity, remove a barrier, will improve service delivery to young men of color. Once

we've identified that, we identify what that budget will be, and we provide the budget directly to—from our budget so it's—it's only requested directly to the agency themselves, and they report back to us on a quarterly basis in terms of implementation. In one of my YMI 2.0 we've been a lot more hands on in terms of just making sure the implementation is intentional to kind of the plans that we've laid out. I can't speak to YMI 1.0, but I just know that I've made sure that our teams are working very closely with the agency partners to make sure that an equity lens is brought to each—each part of this work.

COUNCIL MEMBER KING: How many participants would you say are throughout the City involved in YMI?

CARSON HICKS: So in Fiscal Year 16 we served over 80,000 young people.

COUNCIL MEMBER KING: 80,000 young people participated. Now, how do you gauge completion or success in these programs, and how many of these young people have met that threshold of being successful in YMI?

CARSON HICKS: So the measure of success is dependent upon the program. It could be

1 completing high school. It could be getting your  
2 college degree. It could be getting a job or  
3 completing a training. I would also add to that if  
4 we are bringing young people who might otherwise be  
5 disconnected, if they are connecting with—with adults  
6 and having positive experiences, that's all growth  
7 and good things in my minds. We are monitoring each  
8 of the programs closely. I—I would like to get back  
9 to you on like what specific number fits positive  
10 outcome, but I would say through evaluation and  
11 monitoring efforts the majority are. I mean that's  
12 the whole point of keeping close eyes on the programs  
13 to make sure that they are producing the outcomes in  
14 question.  
15

16 WILLIAM CYRUS GARRETT: And if they don't  
17 produce, we run an evaluation usually around three  
18 years and an investment, and if it doesn't produce we  
19 will sometimes find that there is a couple things  
20 that we think we could tweak to make it better, give  
21 it another pilot period. If it doesn't produce then,  
22 we take that money and reinvest it. We—we refuse to  
23 continue to just fund programs that aren't meeting  
24 our intended goals.  
25

COUNCIL MEMBER KING: So they get three years?

WILLIAM CYRUS GARRETT: Three to four. It just depends.

CARSON HICKS: It depends on the program model.

COUNCIL MEMBER KING: It depends--my question to you: YMI has only been in existence for how many years?

CARSON HICKS: It started in 2011 so what we are now doing most of the--

WILLIAM CYRUS GARRETT: [interposing] Right.

CARSON HICKS: --programs that launched in 2011. So there's like 12 of them, are currently undergoing evaluations to see are they producing the results that were intended?

COUNCIL MEMBER KING: So just help me. I'm just trying to do the math. Five years in existence. You tell me three years to do an evaluation. So is anybody from it had the three-year evaluation--

WILLIAM CYRUS GARRETT: [interposing] Uh-huh.

2 COUNCIL MEMBER KING: And has--has been a  
3 failure at delivering the--on the mission?

4 CARSON HICKS: [laughs] Several have had  
5 evaluations, but have produced positive outcomes. We  
6 have one program that is coming to an end that has  
7 not been producing positive outcomes.

8 COUNCIL MEMBER KING: Okay. I'm going to  
9 go into--

10 CHAIRPERSON EUGENE: [off mic]

11 COUNCIL MEMBER KING: Yes.

12 CHAIRPERSON EUGENE: We feel a mission,  
13 please. What have been done to those young people  
14 who didn't complete the program, who didn't show  
15 enough progress, a positive accomplishment? What  
16 happened to them?

17 CARSON HICKS: Very often they may sort  
18 of--I'm going to say disappear. I don't really know  
19 that--

20 CHAIRPERSON EUGENE: [interposing] Do  
21 they sort of drive them or something has been done--

22 CARSON HICKS: [interposing] No, no, no.  
23 No, no, no.

24 CHAIRPERSON EUGENE: --to put them back  
25 in the system?

CARSON HICKS: No. Very often they re-engage with the community-based organization. I mean this is one of the valuable things about having all community-based organization of partners. They—they form close relationships with the staff. They may drop out of a program for a period of time, but they very often pop back up, and in addition their—their friends that they make in the programs very often will reach out and keep in touch with them. So it's—-it's—they're not dropped. There's not a, you know, if you're not producing an outcome we're going to drop you. There's never really that approach.

WILLIAM CYRUS GARRETT: We try to make sure there is room for failure in programs, right, because, you know, in everything else failure is a part of learning. So we try to make sure these environments are very forgiving, but also supportive of the young person's needs so that they're—they're able to come back. There is some accountability, but that's just to show them that they care enough to—to hold them accountable for leaving or dropping out. But there's no high hurdle to get back into a program if they leave and—and determine that they want to come back.



CHAIRPERSON EUGENE: And what about those who have completed the program who are looking, who are searching for jobs? Did you assist them in their search for jobs?

WILLIAM CYRUS GARRETT: So it depends on the type of program. So we have Jobs Plus, which is an active job placement program. That is—that's definitely what it does. Then we have YAIP, which runs through DYCD that is around trying to get them ready for opportunities in the workforce by training them through internships and placements. I would like to see programs like that have a better in placement in terms of attachment to workforce, and we're working on that every single day to think about what are those pathways out of these programs? But I think that across the board that's one thing that with—especially within the workforce development and training that every government across the country needs to do a better job of, which is making sure that there's pathways either to another program of training and support or to an actual placement with a job. But we right now don't have anything besides Jobs Plus that is directly a pipeline into work except for now NYC Men Teach, which is a pipeline

into the DOE to become a teacher in PARA, or an Counselor.

CHAIRPERSON EUGENE: For those who have completed the program, do you have a system of follow-up to follow up with them to find out how they're doing? If they are doing well. If they went back to the negative part, or if they are successful in their life? If they apply what they learn from the system, from the program?

CARSON HICKS: it does vary by program, by individual program what level of follow up and length of follow up there is, but I think you're raising a really good point that we would like to learn more about where our participants are say five years after completing the program. You know, what are they doing in their lives, and it is something that we want to look at. And are actively doing an evaluation right now let's going to look across programs both YMI and some other city programs to understand at least in terms of the labor market and other things are people earning good wages, et cetera who have been through these programs. I know you're asking the questions a little bit more broadly than

that. I think it's a good one, and we'd like to do some follow up there.

CHAIRPERSON EUGENE: Thank you very much. Council Member King. Thank you for all the questions that you raised.

COUNCIL MEMBER KING: No problem. Speaking of employment, how have you partnered up with after job training with the employers not only just to provide employment but asking them an offering an opportunity to be mentors as well?

WILLIAM CYRUS GARRETT: So Jobs Plus is the—the best example of that. Right now there are CBO partners that do the training, the sourcing and the placement with an employer. We worked with a number of them to actually build direct relationships with retailers in different sectors. There is even one in Queens that I know has a partnership with IBM. And so, that—it's really upon the organization itself to—to determine what are the sort of sectoral partners they could have in that area. What they've done really well, though, is to make sure that there is an understanding with the employer of the—it's sorts the needs of the employee that's coming in so that there is a more forgiving onboarding, and more

of an understanding if there is some misses and somebody doesn't show up. We've also tried to make sure that the program does not affect the NYCHA residents' rent. So there is a rent freeze that comes along with it. It's a pilot part of the program that comes along with this that if you are placed in employment, it gives you an opportunity to really save up to really earn from that employment as well. So I—I think Jobs Plus is kind of our most fertile ground for exploration in terms of what YMI can do more in this space. We're working very closely with the MAP Initiative out of MOCJ right now to think through what employment would look like around some of the high crime NYCHAs that remain in the city. But I think in terms of our—our employment portfolio we really want to make sure that we are thinking through where an actual career stop is. We believe a job is a transition point. We can get you in a storefront, but that's often times not going to beat out somebody who comes to you with an opportunity to make some quick money because it's—it's just not sustainable for you either way. So, what we want to try to move from is from a job to a career, and that often takes deeper engagement, and

it also means that we need to figure out how to better intertwine our programs and the other services to be offered to make sure that as you're in a job through us that will also help you further education or find another career path and training that you want to be on.

COUNCIL MEMBER KING: Okay. I'm just going to take it to somewhere else now, and I want to thank you for those answers, and maybe one day some of the employers, and I'm not talking retail. I'm talking about some of the employers whether they're on Madison Avenue or on 86<sup>th</sup> Street figure out how you all partner up with them to be a part whether responding to help—help a program or just, you know, welcoming some of the participants would be better.

WILLIAM CYRUS GARRETT: Well, what I will say is the tech sector seems to be the most fertile ground right now for that with outreach engagement, and we've just had a tremendous appetite from them to figure out how to source more hubs for training in tech—technology for the exploration in communities of color. They see there is a natural line of a culture there in terms of, you know, the issue of having a record is not as big of an issue as it would be in

the medical field as verse the technological field.

And we see that they also see that coming demographic changes of the city, but also the country mean that they—that their—their new recruiting pool is going to black and brown.

COUNCIL MEMBER KING: Okay. So that leads me to my next question because I'm starting to wrap up. What are you doing to—and this is a more intense of the meat and potatoes of everything of our society. What are we doing with YMI to bring in the people or the systems that have been part of the problem of oppression of discrimination of putting these young brothers in positions of where they are today, whether it's in the school system or whether it's the employment system or whether it's with law enforcement. I read something that you had in here about the problems that they have going through to fro doing schools. How are we engaging with NYPD, you know with those safe zones? If we know that there's gang activity, drug activities for me trying to get to my school, to my house how are we partnering up with—wither it's WAG or whether it's NYPD and we say how do we shut down? And—and how do we change the mindset of those who made it difficult

for this 14-year-old, who made it difficult who set systems and policies in place. How are we working with them to change—to change all that up so we can paradigm shift in how we deliver services?

WILLIAM CYRUS GARRETT: Absolutely. So the reason we developed the Equity Committee was to do just that. We knew that we had to change the thinking of the—our agency partners away from the idea that we need to fix people over systems, right. One is doable and one is still very hard. And I think for any parent in here they can tell you that trying to direct a person into what to do even if you're the authority on that person is—it's very difficult. And we've done that over the last year really working closely with about 15 agency partners and DYCD is at the table. NYPD is at the table, FDNY is at the table, ACS, HRA, DOE. So all the heavy hitters are there, and they're—they are participating fully because the reason we focus on the home schooling environment is because that's the ecosystem of the young person. And we know if there isn't a change in terms of the support they have there, the security they feel in those places, then there won't be an overall sustainable change that we can actually

keep in the young person's life. So that's a prerequisite right? But we also understand that this--the--the opportunity spaces these young people need, need--need to be placed in the locations in their community that are also the most trafficked by them. You know, we often times see programs on the other side of a community, and the re--and people wonder why it's not used. It's really because nobody knows it's there, and it's way away from where everybody else lives. And so if we were making young people have to hunt and search for these opportunities, then we're just going to--we're going to lose a lot of them in that process. Now, what we've done really working with NYPD is to really get them to focus on crime prevention. Now, the first thing you'll do when you talk to frontline officer, and I've done this a lot because I really--I came from Homeland Security. I've worked with a lot of law enforcement. So I--I really understand that those--a lot of those frontline officers are just following orders in a lot of cases, but they have a different perspective on what they're actually doing. So a lot of the NYPD frontline officers will tell you we can't arrest our way out of this. Really, if we had more



crime prevention services supports so we could defer more. If we had an opportunity to defer a young person to a program over arrest over a marijuana joint we would do that, right? But what we want to make sure is that there is objective systems and trainings and programs in place that those officers can follow so that we can evaluate that after a period of time. And whether or not that's actually happening as we develop these spaces we want to make sure that we've developed them with the command, and that they're being used, right? And that we're seeing youth arrest rates come down in these places.

COUNCIL MEMBER KING: Okay, and I'm—I'm going to wrap up because my colleagues have questions, but I'm going to—I will ask this. How do you take the information that the young people talk about and program and utilize it to improve the neighborhoods that—that they're in? And how are we going to continue to work with you all so those of us who are strong youth advocates are sitting at the table not coming here just to the committee hearing, and then we've got to have this banter back and forth?

WILLIAM CYRUS GARRETT: Yeah. So I would say that DYCD--and I'm glad Tracy is here--they've--they've done the best example of this through the Mayor's Youth Leadership Council. We've refocused that Council back on community and neighborhood. Meaning that those young people source from all over the city about 100 hubs that are bringing young people together to identify issues in their community, and through that program YMI provided each of those hubs with philanthropic money that they can actually start to take on some of those issues, and start to put dollars toward seeing outcomes in their community. I think this is an initial spark toward public service, but also a feeling of creating an agency amongst young people, and the fact that they can be the solutions to--to the problems that they see in our community. And I--I would commend DYCD for being visionary in terms of help--helping us get this away from just the young people going in and briefing the Mayor on an issue that he's probably had briefings on a bunch of times. And really helping us to be able to source that information from their communities, and saying this is what the kids in Brownsville were interested in. This is what the

kids in Sunset Park were interested in. This is what the kids in Morrisania (sp?) were interested in. And in terms of the engagement with the Council, I—I am 100% certain that Stacey Lynch, who is over there in the corner, is—is going to be reaching out to each and every one of you because we want to make sure that this is an ongoing engagement. Like I said, I—I take full responsibility for making some triage cuts of time and engagement over the last year, but it—it was more of a necessity to make sure that were implementing these programs right, and they were going to be supportive of the young people that you all serve.

COUNCIL MEMBER KING: Thank you both for your time. I appreciate it.

CHAIRPERSON EUGENE: Thank you, Council Member King. I want to mention that we have been joined by Council Member David Greenfield who left, but he—he has some other engagement. You know, the council members' schedules usually it's very tight, very tight, and we have been joined also by Council Member Annabel Palma. Thank you very much. Now we are going hear Council Member Chin for some questions.

2 COUNCIL MEMBER CHIN: Thank you, Chair.

3 Good morning. Thank you for your testimony. I just  
4 wanted to go back to the budget issues because it  
5 started off with private funding and \$127 million  
6 over three years, and now you—you said that right now  
7 it's down to \$30 million?

8 WILLIAM CYRUS GARRETT: Yes, in CTL yes.

9 COUNCIL MEMBER CHIN: So-so the funding  
10 actually-and are there any private funding?

11 WILLIAM CYRUS GARRETT: So—

12 CARSON HICKS: Go ahead.

13 WILLIAM CYRUS GARRETT: So currently we  
14 have a strategy of funding when necessary. We have  
15 fundraising when necessary. Before there was an  
16 initial upfront gift given by both philanthropic  
17 groups, we saw that it's something we could chase  
18 after for a long time, and maybe not get, or we can  
19 really build a relationship long term with these  
20 philanthropic groups to make sure there was a track  
21 record of YMI I can actually to the able. And over  
22 last year, we've done a number of small one-off sort  
23 of operations, as well as started to plan some longer  
24 term engagements. I would say the work around NYC  
25 Men Teach and our advertisement, right now that was

partly funded by Deutsche Bank, and they're—they are really interested in figuring out what else we can do together now. Pinkerton Foundation has been very influential in helping us think through how we can bring more credible messengers to classrooms to other parts of my programming. So we're really right now building these relationships. What we've—what we've heard from philanthropy over and over is they love our approach because we always talk to them about building out the infrastructure, and then having them look to fill in gaps. And that's what we're really trying to get them to get them to do. We're identifying those gaps currently right now through the Equity Committee, and we'll be doing a large fundraising push over next year to both support new initiatives that YMI wants to take on, but also to support the road map—the road map that we're going to be developing in the next couple months.

COUNCIL MEMBER CHIN: Now, this program where is it housed?

WILLIAM CYRUS GARRETT: So it's in the Office of the Mayor under Deputy Mayor Richard Buery and the strategic policy initiatives.

2 COUNCIL MEMBER CHIN: Okay, so you're not  
3 part of DYCD?

4 WILLIAM CYRUS GARRETT: No.

5 COUNCIL MEMBER CHIN: That's why we don't  
6 hear about it. [laughs] Okay.

7 WILLIAM CYRUS GARRETT: Yes.

8 COUNCIL MEMBER CHIN: Because as I—I've  
9 been on the Youth Service Committee in the last term  
10 and this term, and this is the first time we're  
11 getting I think a report about this initiative, and I  
12 don't think that should be fit. I mean you have to  
13 count on—I mean the Council should be the partner. I  
14 mean that's why one of the questions that I wanted to  
15 also focus on is that the coordination, you know,  
16 with the different agencies especially with DYCD.  
17 The Council, you know, we work so hard to advocate  
18 for increase in some of these jobs, and last year  
19 because of the partnership, you know, with the  
20 Administration with the Mayor unprecedented 60,000 in  
21 some of these jobs.

22 WILLIAM CYRUS GARRETT: Uh-huh.

23 COUNCIL MEMBER CHIN: So, the Young Men's  
24 Initiative I mean it just—it's a no-brainer, right?

25 WILLIAM CYRUS GARRETT: Yes.

COUNCIL MEMBER CHIN: Getting the—the youth the summer jobs, and there are studies that shows that it really makes a positive impact on these youth's lives. So from your testimony there are a lot of great initiatives, but it's—I just don't see the—the coordination. So that really needs to be built in there because another example is like, you know, NYCHA, public housing. A lot of us have a lot of public housing developments, and we want to make sure the youth who lives in public housing are engaged in all these programs. And we have great CBOs in our community that are doing great jobs, but how are they connected in, and bottom line is that the funding, you know. Is there a consistent funding source that can help these CBOs? They're in our schools, they're in our neighborhoods. They're working with our youth. They need more resources. So somehow I think that the coordination really needs to be there so that we can make a bigger impact in terms of supporting, you know, our youth and our young men. I mean the initiative started years ago, and I'm sure that the Mayors see the benefit of it. That's why it's—now it's promoted to 2.0.

WILLIAM CYRUS GARRETT: Right.

2 COUNCIL MEMBER CHIN: Which is—which is  
3 great, but somehow I would love to see more  
4 coordination with the Council--

5 WILLIAM CYRUS GARRETT: [interposing]  
6 Yes.

7 COUNCIL MEMBER CHIN: --so that we could  
8 work on—on this together.

9 WILLIAM CYRUS GARRETT: I believe that  
10 that is absolutely necessary. I mean I think, you  
11 know, the one thing we would love to see is every  
12 five years the Disparity Report will produce. Because  
13 we think that's one way of holding no matter who's in  
14 office, the Administration accountable for having  
15 equity strategies to close disparate outcomes for  
16 young men of color. I think what you've seen in a  
17 lot of that—the data that was in the report is that  
18 it's sort of the government investment and attention  
19 can actually produce positive outcomes, right?  
20 That's what happened to the graduation rate. That's  
21 how we have to assume the other negative rates that  
22 were there. So, now we're—we're looking a little  
23 deeper in. Now, college and career readiness, the  
24 college grad—high school graduation is not enough any  
25 more. College and career readiness is now—now our



new standard because we understand that to be the difference maker in whether or not that young person actually has the tools to go on to have a positive life outcome, right. So, our-our overall goal is to really work with the Council to make sure those institutional planks are there so that you have more visibility into work of YMI, and you have your own metric system to be able to understand how we're performing across the city. But I also want to make sure that we're providing you beforehand with the opportunity to really give us input in terms of what we should be thinking of doing in the communities in which you-serve.

COUNCIL MEMBER CHIN: Yeah, because we also are creating a lot of industry, as you know, the anti-gun laws. (sic) So how did all that come together, and we also want to make sure we're working with DOE--

WILLIAM CYRUS GARRETT: [interposing]  
Uh-huh.

COUNCIL MEMBER CHIN: --where, you know, if a student is still engaged in school. That's a-a long period of time where they should be getting that kind of support.

WILLIAM CYRUS GARRETT: Right.

COUNCIL MEMBER CHIN: And then, you know, the Mayor expanded middle school after school program, which is great, but then he forgot about the summer component. So that's something that we have to continue to advocate for, and I'm sure you agree with us that that's a critical time to continue to engage our young people, and getting kids to read at two years. I mean that's--it's--it's the Mayor's Initiative for all students--

WILLIAM CYRUS GARRETT: [interposing] Uh-huh.

COUNCIL MEMBER CHIN: --but we just got to make sure that specific student population that has greater needs and needing more support gets it.

WILLIAM CYRUS GARRETT: Right.

COUNCIL MEMBER CHIN: So that I think comes actually the coordination.

WILLIAM CYRUS GARRETT: And I think that's our shared goal. Really, we--we look at all of these strategies, and we try to say okay where are the equity gaps? Are they being rolled out in the right communities at the right time? Are the supports there to make sure they're implemented

correctly even in some of these places because what you'll see if there's a lot of initiatives that will come into a school, but you have a principal that's just overwhelmed by the choices they have to make. And it just—it—it doesn't make anything better, right? So we are very intentional about working directly with the Chancellor's Office all the way down to the principal's to make sure that when we roll out a new initiative like reading, Read More Core, our reading rescue that it is—it's timely and can be used in that school.

COUNCIL MEMBER CHIN: Right. I mean I look forward to working with you, and really getting the Council more engaged on this, too. Thank you. Thank you, Chair.

CHAIRPERSON EUGENE: Thank you very much Council Member Chin and we have been joined by Council Member Laurie Cumbo, and they're stronger looking for our young people. Thank you very much, Council Member. So, would talk a little bit about the Justice Core Programs, and also the New York City Justice in the School House? How many of these young people are enrolled in each of the programs, and give us detail about those two programs, please.

CARSON HICKS: So the New York City Justice Core is a program that has been around for quite some time at this point. It was launched in 2008, and it's underwent a redesign this past January. It serves approximately 60 kids a year at his point. It-it provides them with community engagements, job training, connections to caring adults, and the opportunity to do really positive things in our communities. We're keeping a close eye on the redesign to see whether or not this is a program that should be continued to be expanded or what we should be doing with it. And my apologies. You mentioned another program. I wasn't sure which one you were talking about.

CHAIRPERSON EUGENE: Justice in the Scholar Program.

CARSON HICKS: That's for scholars. This is a program that we designed that was to focus very much on education for young people who were involved in the criminal justice system with the notion that there would be three different tracks of those who are at sort of a basic education level. Those that are at the high school and those that are the college. It is also one of those programs that has

not performed terribly well. Absolutely through no fault of our partners. I think it's just when we designed it, we thought it would work well, and as it turns out it's a lot—it's a lot to handle kids who are reading at such different levels or whose academics are such different levels meaning somebody who is at the sixth grade versus somebody who at the 12<sup>th</sup> grade. Trying to have and offer all of that at once is very, very difficult. So we're basically going back to the drawing board to see if we can come up with a better initiative.

CHAIRPERSON EUGENE: So how many youth have been enrolled in this program in the Justice Scholar program?

CARSON HICKS: Justice Scholar I believe serves approximate 100 a year. It launched in—in 2012 I believe.

CHAIRPERSON EUGENE: Does that mean that this is a program that you're going to discontinue or will be more--?

CARSON HICKS: The contracts are coming to an end December 31<sup>st</sup>. We're going back to the—we're basically looking at a redesign at this

point and trying to figure out how to improve the program.

CHAIRPERSON EUGENE: Could you tell us in terms of the partnership with the civil, all the community-based organization where there are some of that are small organizations? And I know, because as I told you, I was on the other side also. Smaller and for-for the organization they are facing many challenges especially the administration challenges. They have a strong structure, and also the families to have a strong structure. As the big, you know, large organizations, you know, they are able to-to overcome these challenges. But what assistance that-that you provide to the small non-profit organization for getting them ready to-to fulfill their task or their goal of having you help the young people. It bears on the limitation that they have in terms of finance.

WILLIAM CYRUS GARRETT: So what we've started to do is really work with-through NYC Service to identify capacity building opportunities for CBO partners, and we're starting this year on our mentorship. We're looking to actually provide-rezoning out based on our-kind of our priority

communities, areas that we're asking CBOs to submit the proposals that they would be able to support schools at a certain level, and we're asking them to bring along some other organizations as partners. With the idea being that because a lot of these small organizations they're not prequalified vendors. They're just so many different barriers to being able to contractually work with them. We find this to be an easier avenue to bring them into the fold to give us more opportunity to really have them go through that process. But while they're also receiving funds for the work that they're doing in the community. So we're trying out different options very similar to that. Right now we don't have—we're—we're too small of a team to really focus on a CBO development that actually falls to some of our agency partners, but we're very involved in working with those partners to think through what else we can do to support these organizations. I have them come into my office all the time, and the first thing I want to do is work with them. But then I also think that most of the organizations I'm meeting with, just with the procurement processes they have to go through, not being a prequalified vendor. We're talking about

months if not a year, and by that time either the idea could have been done through other avenues, and there's kids that could have been supported that weren't because we're waiting to get procurement done. Or, there's an organization I really want to work with that I have—I can't because they're not at that place yet. So this has been our attempt to really try to figure out how we bring those organizations along right now while we're doing some of the work that needs to be done.

CHAIRPERSON EUGENE: In 2014, there's a study conducted by the Mayor Center of Opportunities. The study indicated that the frontline staff working for providers did not understand the YMI Initiative. They thought it was important. Some viewed YMI as a funding source. What have you done to clarify YMI's position to make them understand exactly what exactly the mission of the YMI, and what they should expect from them?

WILLIAM CYRUS GARRETT: So we've done much more community engagement and convenience than I think we previously did as—as an organization. We've also done much more outreach through our partners in terms of our advisory board giving them kind of the



tools they need to be able to engage with others that are interested in working with us, and letting them know what we are. I think there—there was a misconception out on the street in terms of what we actually were as an organization. A lot of people said, you know, how do I join YMI? You know, and that's a—that's a question that often I have to like, you know, walk back in terms of telling people really it's not really joining YMI. It's more of us working with you at wherever you're at to get you to wherever you need to be in terms of being able to support young people better. We've—we've developed approaches based on kind of the different levels that we have, which like I said all the way from small to some of the larger parties that were really just looking to kind of leverage the existing resources they have. I would say that Young Men's Initiative right now is in a place I think we—that wanted to be three years ago. So, I'll—I'll say that meaning that we are at—at this time flexible enough to move forward onto new initiatives with resources potentially coming back from. Initiatives will be discontinuing over the next two years. We'll also be in that same period of time really working closely

with smaller CBOs through our 24 District Strategy through MBK to make sure they're in a better position to take advantage of those resources once they become available. And I think that this is a realization that we've had over the last year that we can do both of these things at the same time and be effective.

CHAIRPERSON EUGENE: Okay. Thank you. Thank you, sir. Council Member Cumbo.

COUNCIL MEMBER CUMBO: [pause] Thank you so much, Council Member Eugene. Thank you so much for your testimony today. [coughs] One of the things that we were addressing around the Labor Day and the West Indian American Day weekend, particularly J'Overt (sic), we were working to try and create a greater understanding of how to make the area more secure during the festivities. But during that process in meeting with One Police Plaza and meeting with our new commission, we learned about the number of gangs within that Central Brooklyn area. There were about 20 identified gangs in the neighborhood with names such Folk Life, Young Savages and so on. Very disturbing in terms of the amount of these sets, crews identified young people that have identified themselves with these particular gangs. What work

does the initiative, if this hasn't been asked as of yet, what work does the initiative do. Number one, once these particular gangs are identified there's an understanding of who its members are. Young people that are identified also through the Anti-Gun Violence Initiatives that we host. Do you have collaboration because we-we understand that a large amount of the violence that is present in our communities are committed by a very few number of people. And what work does the initiative do? Does it have collaborative efforts? Is there an understanding of when you think of young people that have joined a gang or have feel-felt a necessary need to do so, it's because they are vulnerable. They're on the fringes without a lot of access to resources or opportunities.

WILLIAM CYRUS GARRETT: Yeah, I see gang formation as a defense mechanism, right.

COUNCIL MEMBER CUMBO: Uh-huh.

WILLIAM CYRUS GARRETT: It's a-it's a reaction to your-your environment, and in a lot of ways I feel like as a policy makeup YMI looks at gangs as a part of the community. We don't try to ostracize them from the community. We understand

this being something we needed to take care of as a part of the environment. And so really when we look at gangs, we look at how can we employ gang members? How can we get gang members off the street and into something—a positive program? Because if we start to chip away at the crew and there's some people in the crew that are doing positive things, there's—I wish I could have brought him here today. There's a young man from Central Brooklyn named Chuckie, a former Crip. And Chuckie now has his Crip gang in an HSC program because Chuckie was the first one to go, and Chuckie brought it back to them and said this is what it's about. This is why I'm doing it. This is where I'm going with it, and he was able to one by one win these guys over, and what-- I say that to say meaning that these are just young people who are trying to figure out for themselves what is the best way to survive in an environment they feel is hostile toward them. And so, what we've been trying to do at One Police Plaza is to think of more avenues to divert those members than can be diverted into something more positive. We are working with Probation to make sure that there is next step programs. There is Arches, which was originally

supported under YMI because CBT, Cognitive Behavioral Therapy, is a great way to deal with the trauma that a lot of these young people are experiencing and the reason that they're looking for safety in numbers in a lot of cases.

COUNCIL MEMBER CUMBO: Now, that sounds awesome but are these—is this in the thought process or is this in the implementation or is this in the doing or this is that we are doing and we have results? Has it—is it—is it something that you recognize and know? Do you not have the infrastructure to actually implement that? What is your staffing capability? Do you have targeted areas such as, you know, for example we have a—an initiative called Art as a Catalyst for Change. And so it's looking at 18 schools specifically where gun violence is most prevalent or where young people are the most vulnerable, and we target those areas for the purposes of—of having opportunities, art programs, those sorts of things. How are you all tangibly thinking about this, but then also doing it? Is it—is it coordinated yet?

WILLIAM CYRUS GARRETT: Yes. So I mean I would say to the question about whether or not it's a

thought and whether or not we're doing it. We're in the middle. We've—we've thought it out. We've planned it out. We've gotten the funding. Now, it's about, you know, working toward implementation around some of these new spaces we're trying to develop for those exact young people. We're doing this with the MAP and we're doing this with NYPD, and we've been thought partners with a number of different agencies on this work. But those are the two partners we think are the most important in terms of crime prevention and diversion at that first step, which is arrest, right? And so, I would say from our standpoint we look at this in terms of identifying areas where—where we—we operate and what we focus on. And as I mentioned, race, place and space. We look for racialized outcomes meaning that there's outcomes that affect racial groups more than other, right. So there's a disparity there. Then we look for the places where that happened often times inter-generationally over and over. It's a cycle. We see it in decades of data in a lot of—in a lot of regards. And then most of the time what we do is we push into those spaces and we say okay what are the opportunity spaces that are missing from these

communities? Is it engagement? Is it training? Is it workforce development? Is it a safe space for CBT? Is it a safe space to come together as a group of young men and talk through some of these issues? It's an amazing thing to watch if you ever go to an Arches Circle to watch guys from former gangs sit across from each other and some of them they were locked up together. Some of their friends have shanked (sic) other parts of their—you know their crews and at that circle it's a family. They've broken down all those walls because in that space they're safe. There's nobody judging them. All those people are there on the same footing. They feed them a meal. It's—it's—it's a—it's a great space to let go of some of the trauma that these young people have experienced. And so what I say is those spaces exist. We want more of those spaces. We—I try to identify them based on data because it's one of those where the city is so big we could find these pockets all over the place, but what we know is one of the root causes of all of this that you just cited, poverty. And so, we look for where that's—where that's the deepest, where that's been the most

intergenerational, and where that's produced inter-racial as well.

COUNCIL MEMBER CUMBO: Just want to conclude by saying that [coughs] I would like to be in a space where with the Young Men's Initiative if I'm working on issues around crews, gangs, young people, I'd like to know how your initiative can help me. How can it be a partner? Because I guess for the last three years, I've been functioning and operating not thinking of you as a-as an obvious partner. And that needs to change so that, you know, when I'm thinking about the summer and I'm thinking about the fact that One Police Plaza is telling me you have 20 crews in your area. This is who they are, I need to have the ability to know what you can do--

WILLIAM CYRUS GARRETT: [interposing] Uh-huh.

COUNCIL MEMBER CUMBO: --whether that's a town hall, whether that's a concert, whether that's after school programming, whether that's one-on-one mentorship, whether that's college tours, whether that's taking them out of the environment to go to the Million Man March. Like--



2 WILLIAM CYRUS GARRETT: [interposing] Uh-  
3 huh.

4 COUNCIL MEMBER CUMBO: --we're racking  
5 our brains doing a gazillion other things trying to  
6 figure out how can we have a meaningful impact, and I  
7 would like your visibility and participation and  
8 inclusion to be more obvious, too.

9 WILLIAM CYRUS GARRETT: Okay.  
10 Absolutely, and I—and I think that's—that's  
11 instructional for us, too, because we ended up last  
12 year we had a great partnership. We tried BACA  
13 (sic), and they were just looking for a number of  
14 communities we could actually source that program  
15 within. They were going to show movies all day, and  
16 it was last minute, and what we didn't have was the  
17 ability to kind of reach out to the Council Members  
18 understanding what your needs were for the summer to  
19 be able to get that program in. But I think we will  
20 definitely with Stacy being here now be able to make  
21 those sorts of connections, identify those  
22 opportunities a lot sooner. Just as you know  
23 procurement is one of those things, and—and in terms  
24 of whatever is needed to be done to make sure we can  
25 pay those people who need to be paid. We—we want to

make sure we identify those opportunities early enough with you. So, I would like to engage with you all as soon as possible. We have already started looking at our budget and starting to allocate for the fiscal year, and we'll be looking at that budget also to see what additional dollars we may have in accrual that we—we—we will be using in a—a different fashion this year.

COUNCIL MEMBER CUMBO: Thank you.

WILLIAM CYRUS GARRETT: Thanks.

CHAIRPERSON EUGENE: Thank you very, Council Member Cumbo. Council Member Palma, please.

COUNCIL MEMBER PALMA: Thank you, Mr. Chair. I—I know that you spoke—you keep referencing that procurement is a problem for you to be able to fully work with CBOs. So it's not the CBOs that you know are doing grassroots work. Have you started conversations with OMB and the Administration with the—specifically how you can connect those CBOs that are having these challenges?

WILLIAM CYRUS GARRETT: So we've worked closely with the Mayor's Office of Contracting to try to figure out what are some ways that we can make the process easier on CBOs especially through our fees

and anything else that we were lease from our office. What we've really done, though, and actually I'm very proud of this work that we've done is fully leverage a lot of existing initiatives over the first year and a half of the work that we're doing. So these are contracts that are existing, money that's already being spent by the agency or by another entity. And really figuring out what are some of the gaps in those programs, or how can we expand the services of those programs, and really putting additional resources there: So that's taking away some of the procurement burn, but one of the things that it's done, though, is for most of the people who have current contracts or who are currently engaged with the city are not those smaller CBOs. So we've had to try to really figure out how we can through some of these contracts work directly with those CBOs, do subcontracts and other setups along those lines. But working very closely with the Mayor's Office of Contracting to make sure that we can find sustainable solutions for this over the long term.

COUNCIL MEMBER PALMA: Right, and—and I think I will encourage you to—to continue, you know, to have these discussions because what ends up

happening with these smaller organizations that do have the knowledge right of who the individuals are, where they are, and--and how--and have experience in meeting their needs is because of the RFP they--they get left--

WILLIAM CYRUS GARRETT: [interposing]

Yes.

COUNCIL MEMBER PALMA: --out, and are not invited, you know, to the table to be able to deliver these services. So I--I really encourage you to continue to find creative ways to--to make sure that they're also sort of getting a piece of the pie to continue to do the work that needs to be done that permits funding our people out. (sic) I just one--one more question. I just--I don't know if this has been asked before, but what has YMI changed in terms of their--their approach, in terms of getting youth college ready? And--and I know that YMI was created to focus around, you know, unemployment for those youth that were disconnected, but we know that there's a population that definitely we want to see educated although college is not for everyone. So, you know, for--for the ones that are not interested in going to college what are their alternatives? What

are you offering in terms of alternatives, and making sure that they're like completed and then get connected to real jobs, not the retail jobs like Council Member King mentioned. And for those who do want to continue college, you know, program and—and a college experience, what are we also doing for them to make sure that then at the other end we—we know that they just can't focus on a college, but they may have financial needs to help their families. Then what are we doing to help them holistically?

WILLIAM CYRUS GARRETT: Yes, so we've—like I said, we expanded our view from 16 to 24 all the way down to cradle to career with the idea being that if we really want to make sure that kids are college ready, then they need to be able to read in third grade, right? We need to make sure that transitions into junior high and into high school are good transitions, that they're supported, and they're getting social-emotional supports around those transitions. We also need to make sure that those mentorship that is supporting them as well. And then the last thing I would say to that is to make sure that we are providing them with teachers that look like the population of students that are in the

classroom. So that—that—you know, in fact there's new initiatives around Reading Rescue around third grade reading. It's really a first and second grade program. The idea is to really identify who is having more than just time on task reading issues before the third grade so that they can be screened for dyslexia. You know, one out of four are affected by that. In our communities it's—it's one of the highest unscreened issues that we have, and that can be detrimental to a young person who is not supported earlier on in that. So, we have an investment there. We're supporting Cornerstone mentoring right now, which is a junior high. Now, we've added a high school component. We've expanded from 25 to 40 or actually 65 sites, right?

FEMALE SPEAKER: [off mic] No, 62 sites.

WILLIAM CYRUS GARRETT: Sixty-two sites, around the city, which are additional supports around social-emotional development, and exploration of both career and other activities in those spaces. We've invested heavily now over—we're—we're getting ready to invest in more peer-to-peer programming in the city. We really see peer influence as being something we've underutilized. We did a survey of

mentorship in our sixth part of the communities, and what we found was that there was a real need for mentorship, but a real lack of services that could be provided for them. Even if we were to try to expand the existing ones that were there, there was just more--way more need than there was services. However, every single kid in those communities goes to a school. Every single kid in those communities is a potential leader, and if we invest in them and develop them to be that, then they are the most important I--I think messenger to another young person about what are the options of this high school that you've gotten to now on the first day, you know. And I really think that they can be our messengers around college and career access that--that we've been--we've been looking for in some of these harder reach places. And then finally, NYC Men Teach. NYC Men Teach my deputy and I really sat back last year when the Mayor asked us to really look at how we could recruit 100 or 1,000 new male teachers of color, and thought it was impossible because we hadn't seen any other municipal success in doing it. And I'm proud to say that we have not only just focused on recruiting a number, but we're trying to make sure

that we're producing a quality of program as well as the support for teachers that will allow for them to not only just be males of color and in classrooms, but change agents for schools and communities. And just to give you preliminary under-understanding of where we are in this, we're—we've increased the number of qualified applications for males of color to DOE and last year by 67%. So we're well on our way to meeting that number, and we're well on our way to producing the quality and sort of supports that we've—we've been looking to do.

COUNCIL MEMBER PALMA: Thank you, Mr. Garret. Thank you, Chairman.

CHAIRPERSON EUGENE: Thank you very much Council Member. Council Member King, please.

COUNCIL MEMBER KING: I just wanted to follow up. Thank you because I did read that, and you're briefing a thousand men of color going into the school system. Because I have noticed myself. I'm leaning to have a kid. I'm out here running around with kids all the time trying to do all that we can. But I want to know from your programs how many of your programs that are servicing people of color, how many of the adults that are in the room,



how many of them reflect the students or the young people that's before them? Because it's hard to turn somebody around when you can't identify what their experience, their cultural experience and being able to say hey this is where we're going. Now, these, that was—that goes back to the other question that I asked you before about systems that have been in place in communities that have led to self-destruction of our children whether it's churches, and there's liquor stores right around them, right next to them. You know, when you have the drug dealer that's right when you come out of, you know, out of there or whether you have killings and no one is being held accountable. What—how—this first question is how does the faces of these people look that are trying to change the lives of children of color. And secondly, how are you advertising and promoting YMI that people can know more about it that there can be more participants in the programs?

WILLIAM CYRUS GARRETT: So the first question I would say-- I'm sorry, could you repeat that?

2 COUNCIL MEMBER KING: The first question  
3 is how-how-what is your--the staffing of all the  
4 programs that are served--

5 WILLIAM CYRUS GARRETT: [interposing]  
6 Yeah.

7 COUNCIL MEMBER KING: --through you. How  
8 was the ethnic makeup? If I'm a young African, am I  
9 walking in and there's going to be a brother there  
10 that's going to be able to educate me and to help me  
11 understand my experiences? Or, there's going to be a  
12 Caucasian male who might be part of the same system  
13 that I've been fighting that because that same system  
14 is hurting me or will hurt my dad or hurt my  
15 granddad?

16 WILLIAM CYRUS GARRETT: So all of our  
17 programs are culturally relevant. So that means that  
18 there is a mixture of-of those who participate in  
19 terms of the instruction of them, but all of them  
20 come with an understanding of community need. We  
21 make sure that in terms of our selection of the CBOs  
22 that they have track record of doing that. I would  
23 say right now that I would-if you were to do an audit  
24 of that I would be 90% confident that you would not  
25 have a discrepancy with the partners that we have

because of that fact. And I really—I really look at this in terms of not so much the color of the person. I do want to make sure that we are changing the—the view. You can't do what you can't see, right? I want to make sure that they see males of color in classrooms, and in positions of authority early in their lives because I want them to understand that that is a part of a parcel of who they can or can't be. But I also want to make sure that we are giving young white men the opportunity to learn more about the cultural needs of communities of color and really to come to that place with—with an understanding of empathy. Because I—I think that, you know, one of the things I'm finding that is really detrimental to our system as a whole is bias. It's the one thing unchecked that could wreck lives. It can ruin people, and what I've been looking at is how can we bring more objectivity to systems, but also make sure that there is more understanding between those people that are gatekeepers of those systems in terms of what the populations that they're serving actually need, and not what the system itself desires, right?

COUNCIL MEMBER KING: I'm going to end it with this. I'm just going to ask of you as you all

do your assist-assessments and evaluations, you're going to come back with us, with the numbers of who has been successful and who is completed what. If you ever find that certain entity or that person that's not sensitive to the plight of the person, because it's not—it's almost like telling young people—young men of color they need to learn how to deal with the police. Why they should learn to deal with the police? The police will service everyone, but young white males don't have to—don't get—don't get taught how to deal with the police. So why should one young man of color have to learn how to deal with the police? I'm saying if you find people who are not there, then I would ask you to remove them because they'll do more harm than help.

WILLIAM CYRUS GARRETT: Well, absolutely.

[pause]

CHAIRPERSON EUGENE: Thank you very much, Council Member King. Mr. Garrett and Hicks, I just want to thank you for being part of this wonderful and very important public hearing. But before I let you go [laughs] before we let you go, I remember my father usually he said that listen, kids, you always have to sit down and take a moment to evaluate what

you are doing. Every day, every night before you go to sleep, you think about what you have done during the day, what you have done last week to see if you make any progress. And he used to say also—he used to say also there is perfection. We cannot say that we succeeded 100—succeeded 100%. So, I want to know if you have evaluate YMI, do you believe that the program is 100% successful, 90% successful, or 50% successful?

WILLIAM CYRUS GARRETT: I would say we're about 55%, and I want to just put us on the higher end of that, and—and it's about continuous improvement with us. We understand that this is—these are decades long issues that we're going to have to face. What we see our current job on the YMI 2.0 is putting in the institutional structures, making sure that we're documenting the approaches we're taking, and making sure that we're putting out metrics that can become standards for the field in the city. So that we're all looking at the same idea of what's happening as well as making sure that we're making intention investments in supports that we know have been evaluated to produce successful outcomes. But one thing that terrifies me is that a young

person who has been let down by multiple programs walks into YMI program thinking this is going to be the shot that he's been looking for, and it does the same thing as every other program. That is my greatest fear, and so what I would say is we're about 55%. We're working really hard every single day to continue to build that infrastructure. I hope that in the next five years you ask the next director and-- and they say something different.

COUNCIL MEMBER KING: [off mic] And connect to the people. (sic) [laughter]

CHAIRPERSON EUGENE: Now, you say that you believe that the program is successful for 50%.

WILLIAM CYRUS GARRETT: No, I-I would say--

CHAIRPERSON EUGENE: [interposing] 55.

WILLIAM CYRUS GARRETT: If I was giving my own evaluation and I'm very hard on myself, 55%. I think our--our internal metrics in terms of those who have gone through the programs, those who have gone on to do other things, gone to career college. I think we're probably a lot better than that, but I-- I think in terms of both making sure we have good Council engagement. Making sure communities

understand what YMI does, and that we're there to support, and making sure that our programs are connected. Meaning that there's pathways from our programs into real opportunities that are sustainable. I think we're about 55% away there.

CHAIRPERSON EUGENE: 55%. You're very generous with yourself [laughs] I believe. I would do the same thing probably, but now what is—I know that you mentioned many steps that you are to take to make sure you improve the success of the program. If I ask you what is the biggest challenge for you or for the administration to achieve at least 80 to 90%? What is the biggest challenge that you are facing?

WILLIAM CYRUS GARRETT: It's—it's just the process of better integrating planning and data. I believe that what we have right is pretty good data streams in terms of what the individual agencies do. For an organization like ours what we first do is try to look at the outcomes from the data, from each agency. What we'll be able to see is the connection between the agency's work, and where if there were to work in better consort with each other, they would be able to serve more people and more effectively do it. And we would be able to bridge some of those results

to make sure more community—more of the young people we're trying to serve are also getting the benefit of that as well. So, that is taking time because there's—there's these partnership agreements that come up. There's privacy issues that need to be worked through, but I would say that we're on a good track right now. We have a working group that is working on better integrating data between ECS, DOE, HRA and DOHMH, which we think will be a great tool for helping us understand what is really happening in communities down on a granular level. But also helping us understand what those gaps are so that we can both communicate with those communities in terms of resource needs that they have, and what—what we're going to be doing to meet those needs. But also make sure that we understand in government where we're having systemic failures across the system. One of the things people always talk about is how we're all certain—how bad certain communities are doing. And I say we never talk about the communities that are doing really well. Why aren't we looking at what those communities have in terms of support, and whether or not it's government or not, what supports are they getting just from the resources they already



have in their community? Right, and how do we as government replicate those in the places that need our support the most? Right? And those are just going to be discussions for us to have with agency partners because it's going to mean down the road we're going to have to look at moving priorities within budgets, and I—I think with the right evidence, the right data, and the right testing to show that our approach works on these things, we could be successful.

CHAIRPERSON EUGENE: Well, this is a good time, you know, to identify the biggest challenge. This is a good step. That's when if you can identify the program, you can try to get the solution, but are you really reading it. I mean you want us a youth institution, the organization willing to take the necessary measure toward the cause of the child, and what is the timeframe, you know, to put that there first, the necessary infrastructure in place to welcome this child?

WILLIAM CYRUS GARRETT: So I would say we are working to have this done in the next nine months in terms of a temporary—a preliminary agreement between those agencies to make sure that there is a—

we're really focusing on District 9 to start with so that we can understand how a district framework for this sort of information sharing would happen. And then we're trying to understand the--the requirements within the system. So, we're going to try to do that within the next nine months. We actually got a grant from NCCD to do that planning work, and they're actually helping us with technical assistance and trying to pull the agencies together to--to better integrate those services. Over that same time period, and we're looking to produce this in February, we're going to work on having a consolidated strategic road map that--that funds equitable strategies in the areas of college and career readiness through our 15 agency partners in the Equity Committee. So those are our two--that's our two-pronged approach. One is a road map around policy and programmatic development in investment. The other one is around how we better identify the needs of communities and better target the services we have for those meetings.

CHAIRPERSON EUGENE: Would you be able to send us a report to send to the committee, a report

to show the progress made from now to five months or six months or nine months? We would appreciate that.

WILLIAM CYRUS GARRETT: Yeah, we can—we can come up with a report to show you our progress in terms of new participants in our new programs. We can show you in terms of some of the policy initiatives that we've started or some of the changes that we've had. We—we look forward to an announcement in the next couple months that we think will please the Council as well.

CHAIRPERSON EUGENE: Another thing that I want to put out it's—before the funding, you know, I've heard about for the YMI program was about one of the \$10 millions right? And now we—we are in 2016 is that correct, the \$10 million to charity?

CARSON HICKS: Sorry, the—the private funding no longer exists—

CHAIRPERSON EUGENE: [interposing] Yes

CARSON HICKS: --but the City's investment has increased from the beginning. It is higher now than it was previously--

CHAIRPERSON EUGENE: [interposing] Yes.

CARSON HICKS: --and it's been a steady state and it's gone up.

CHAIRPERSON EUGENE: Yes, but we know that and our resources is very important for any program, for anything that we want to do even if we have the desire, the strong desire to do, we need resources. What I want to know what are the step or the effort that you are going to do to ensure that we have no private, you know, partners involved in the program in order for us to get more funding. In addition of the city our government funding because we know and part of that the private funding or private participation do everything, do anything that we are doing. What are the steps that you are going to take to make sure you have more private partners involved in the program?

WILLIAM CYRUS GARRETT: So we are over the next six months going to be engaged with a member with a member of the--the Foundation Coalitions like Win Strategies, a number of the Juvenile Justice organization foundations. And really that strategy is based around kind of the current gaps we understand that exist within our programming. We've asked them for multiple supports around credible messengers that we want to add and integrate into some of the programming that we want to have that we--

we think would have a better recruitment outcome that we're trying to be--better utilize, The space that we have we can fill--we fill in more students. We're also looking to really try to move ourselves in a direction of fundraising annually per community. And so we've identified like a goal of about \$100,000 per community that we want to raise over the next year with the idea that that money would go directly toward community needs based on assessments that we've done. This is a strategy that's going to take some engagement with philanthropy. We are working through it now with the Mayor's Fund and--and we look to be able to engage with Council within the coming months.

CHAIRPERSON EUGENE: I don't know if you remember. I asked the question about the participation of the City Council members, and to tell you initially I was shocked and, but disappointed to tell you to be honest with you to see you have only six members of the 51 members of the City Council involved in the YMI. We don't know how they were selected, what was the process, but I strongly recommend you and the Administration to

reach to the Council Members because we have 51 Council Members. You call that the City of New York.

WILLIAM CYRUS GARRETT: Yeah.

CHAIRPERSON EUGENE: This is a good asset. You ought to take advantage and capitalize on that. We are willing to help. We are all advocates-- we are advocates for young people. We have been working very hard. You know that.

WILLIAM CYRUS GARRETT: Yeah.

CHAIRPERSON EUGENE: Friday night working very hard to make sure that we have the necessary resources allocated for youth services. We want to work together with you because we do believe that helping young people is a team effort--

WILLIAM CYRUS GARRETT: [interposing] Uh-huh.

CHAIRPERSON EUGENE: --and we should all work as a village to make sure that we provide the best services and the best opportunities for our young people. So we are looking forward to hearing from you.

WILLIAM CYRUS GARRETT: Okay.

CHAIRPERSON EUGENE: Because we want to be part of this.

2 WILLIAM CYRUS GARRETT: Absolutely.

3 CHAIRPERSON EUGENE: And I want to thank  
4 a very important and some partner also Tracy Lynch.  
5 Thank you very much. You have been and worked in in  
6 the youth and community departments. Thank you very  
7 much, and I know that you—now you made a little  
8 change, but I know that your dedication to young  
9 people will stay the same, and friend over here. So  
10 thank you very much. Thank you. Now, I just want to  
11 thank you one more time both of you for what you  
12 have been doing for the young people, and please lets  
13 continue to work together. This is our moral  
14 obligation to do it.

15 WILLIAM CYRUS GARRETT: Absolutely.

16 CHAIRPERSON EUGENE: Thank you very much.

17 WILLIAM CYRUS GARRETT: Thank you.

18 [background comments, pause]

19 CHAIRPERSON EUGENE: Thank you.

20 [background comments, pause]

21 CHAIRPERSON EUGENE: Okay, we're going to  
22 call the next panel. [coughs] [pause] Let me call  
23 now Ms. Andrea Bowen. Let me take the opportunity  
24 Ms. Boeing to thank you. I want to mention that you  
25 are—you represent United Neighborhood Houses and

United Neighborhood Houses is one of our strongest, strongest partners, and you are also a very strong advocate, and I want to thank you from the bottom of my heart. On behalf of all the young people, the children, the parents and the good City of New York thank you for the wonderful job that you have been doing. That knowing that we also like working for the young people, for the youth in New York City.

ANDREA BOWEN: Thank you.

CHAIRPERSON EUGENE: Thank you so much.

Welcome and thank you for being here.

ANDREA BOWEN: Thank you immensely Council Member. Thank you Council Member Eugene, Council Member King, Council Member—Council Member Chin. Thank you, staff and thanks for having us here today. As you know, United Neighborhood Houses is New York City's Federation of settlement houses and community centers, and we collectively benefit over half a million New Yorkers at over 600 sites throughout the city, and we provide a broad range of services in a neighborhood based multi-generational setting including early childhood education, after school workforce programs for youth and adults, adult literacy, homelessness prevention, shelter and



services for older adults. I'm going to not read the entire testimony, but I just want to I guess start off by saying that when Mayor Bloomberg launched the Young Men's Initiative, you know it invested in expanded well-evidenced program models, and many UNH members including Bronx Works, Union Settlement, Camba, Northern Manhattan Improvement Corporation. We're among the first to administer YMI programming. We—in the testimony you can see our members administer a lot of the different programs, advocate, Intervene Mentor, Arches, Cornerstone Mentoring, the Fatherhood Initiatives, Jobs Plus, Teen Action, Young Adult Internship Program, the Young Adult Literacy Program. That doesn't even exhaust the list. So our members are—are very deeply invested in YMI and, of course, we consulted with them in putting this testimony and these recommendations together. I want to start off just by talking about what we see as some of the—the strengths of YMI, and the ways that the programs have been implemented. Wanted to give definitely a nod to city agencies in adopting the programs. DYCD has adopted program design specifically, you know, with YAIP, and it's done a really amazing job with incorporating provider

feedback. Just to give an example, there had been provider concern that people who had started one, you know, youth workforce program might be blocked from using another program, and we know that this was changed with YAIP that, you know, if you lead Young Adult Literacy Program, you can now go into Young Adult Internship Program, and that's a really important change. So people can, you know, sort into new programs that can deepen their workforce experience. Also, you know, our—our providers for Cornerstone Mentoring and teen action commended DYCD for including some program components like participation in the Step It Up competition, and group camping. That really deepens the experience for young people. We also really appreciate the way the city has cultivated workforce—has cultivated employers. I don't know how many times I've heard recently how appreciative providers are in the efforts that the city has undertaken to get like CVS to help out with various youth employment programs. So, yeah, that's just the thing that providers don't necessarily have the vans left to do. You know, they'd love to, so this would be something really helpful. Wanted to point to some key reforms on an

individual level and systemically, and before I go into those, I want to recognize that we recognize that—we recognize that like DYCD has done a lot of work already in—in pushing forward with these reforms, and I bring them up just to say providers mention these, and we want to make sure that the work deepens, if that makes sense. So, you know, we want to see with Young Adult Internship Program in particular, we want to see that improved by increasing flexibility and participant retention, outcome counting and accommodation to employer need. And, you know, we'd like to just make sure that providers are in conversation with DYCD to draw attention to where these issues are germane. So, first of all, allowing YMI participants to leave the program due to trauma, allowing those participants to re-enter the program. So we had providers who said, you know, we've got a lot of people who sort of go into the program. You know, these are participants from marginalized communities. They face some sort of trauma, predict reasonably someone-- You know, they drop out, and then there is sort of confusion on the provider's side and the participant's side as to whether or not they could rejoin YAIP. In speaking

with DYCD, I'm aware that the policy has--that they're working to, you know, change that policy to make sure that providers--that people who have experienced trauma can re-enter the program. But that, you know, providers sort of need to come forth, and sort of let DYCD know. And so, we just want to sort of like push this as an issue, and say like we want to see that conversation continue so that like DYCD gets the examples of young people who, you know, who have left, and--and so that they can sort of be pulled back in. Did that make sense? Some of the things are going off script. So we commend DYCD, though, for exploring options for youth to re-enter YAIP. We want to allow providers to receive credit when youth leave the program for positive outcomes that the provider helped bring about that weren't exactly like internship completion. Right, so we'll have young people leave for, you know, they'll be in YAIP and they'll get offered a union apprenticeship or they'll got college. And so, up until relatively recently providers were like--there was somewhat of a disincentive arguably for providers to, you know, for providers who want to get the internship completion outcome and want the retention outcome. And so, you

know, but at the same time these providers also want to see their YAIP participants go to better things. And so we know that, again DYCD has implemented a reform recently to give providers credit for these kinds of outcomes, and there's just a need to make sure that providers like DYCD know what-know what they need, and that, you know, this-this can sort be worked through. Providers should also be given greater flexibility to accommodate employers' needs with more creative utilization of internship hour maximums. What I mean by that is-is basically this: So, you know, YAIP is currently constructed with three cycles a year, right? And you're-you've got these 250 hours that you complete within this specific, you know, 14-week period. And that's not exactly suited to natural, what I would call natural employer cycles. You know, employee-employers hire people for seasonal work or, you know, they-they're just-there are specific points in time where they can hire people. And one provider mentioned to me that like with the OSY program, you know, there's sort of like a maximum number or hours like 150, but they can sort of match those hours to meet the employer's needs like bring the person on when the employer

needs them, and sort of work around what the employer's scheduling is. And they'd like to see YAIP-YAIP's sort of like hour amounts, more-more carefully-be a little bit more flexible to-to meet those natural employer cycles if that makes sense. Coherent? [laughs] Okay. Continuing on with other programs, fostering deeper engagement with mental resources, and the-the AIM Program, which is the Advocate Intervene Mentor, Arches and the Fatherhood Initiative, and this specifically speaks to Council Member King's concern from earlier about making sure that, you know, people who-like people of color are-are recognizable. People with like similar experiences as program participants are recognizable among staff. So in talking with different agencies that run these mentorship programs, there was-they voiced a concern that (1) mental health issues were predominant and weren't being addressed, and you know there were-there were sort of two recommendations that came from. (1) is that, you know, even though these programs are constructed to give referrals to mental health, people have stigma about taking on mental health programs. And if like you aren't sort of maybe provided counseling supports at intake or

it's made very clear that like mental health is like an integral part of the program, people might-might not partake of it. Another recommendation that the provider made, though, is that when it comes to receipt of mental health services, providers of mental health services might not necessarily be from the same cultural background as the participant. And so like the sort of rapport doesn't form. So, it's really important to make sure that mental health services in these programs are relevant to the cultural context of the part-of program participants, culturally sensitive strengths based developmentally informed, and can really met participants' needs. Beyond that, expand Jobs Plus beyond NYCHA residents. Jobs Plus is an effective program serving NYCHA residents, and we'd like to see it extended to more low-income communities. Providers have been allowed in the past to allow some NYCHA residents to-some non-NYCHA residents to take part. Like there have been like 90/10 split. So it's like 10% of participants can be non-NYCHA residents, and one provider I spoke to really, really liked that. And would like to see because it is a helpful program, they'd like to see, you know, non-NYCHA residents be

able to take part. And finally, an increase in funding for Teen Action. When Teen Action in the 2011 RFP it was funded at \$67,500 per site. Last year in 2016, it was funded at \$10,000 per site, and then this year FY17, it's funded at \$5,000 per site. It's a reduction. It's so substantial some providers were asking like at a level that low then why are we even—why are we even doing this. [laughs] At the same time, providers loved the program. Like, you know, one of—one of our members was saying, you know, what an amazing experience it was to have like the young women from her program go to the Step It Up competition and be encouraged to do community service and do so in this broad citywide community context. So, we'd recommend funding Teen Action and to at 10,000 sites [laughs] if not more. So, as just a final note, you know, it's worth noting that approximately 186,000 17 to 24-year-olds in New York City are out of school and out of work. And, you know, while like the Center for Youth Employment has an achievable and very laudable goal of providing 100,000 youth internships, mentorships, and summer jobs by 2020, demand for youth workforce employment programs among the most high needs population is



almost double that 2020 goal. So expansion of opportunities for the out-of-work, out-of-school population especially workforce opportunities remains a vital needs, which we all know that serve extra that encompasses (sic). So thank you so much for your time, and I'm happy to take any questions that you have.

CHAIRPERSON EUGENE: Thank you very much, Ms. Bowen. I don't think that I have too many questions for you because you have been there fighting alongside all of us for the young people. You have covered so many areas, and beautifully, as a matter of fact.

ANDREA BOWEN: [laughs] Thanks.

CHAIRPERSON EUGENE: But I've got only one question.

ANDREA BOWEN: [interposing] Yeah.

CHAIRPERSON EUGENE: Only one question. As a provider, and I think you will speak on behalf of all the other providers, could you identify one big challenge or the biggest challenge that the providers are facing in trying to-to-serve the young people through this wonderful initiative, and what you believe also. The second question what you

believe that we all together can to do to make this wonderful initiative more successful?

ANDREA BOWEN: So it's just--

CHAIRPERSON EUGENE: [interposing] Among everything--in addition to everything that you are--are saying. You know, what is your biggest--

ANDREA BOWEN: [interposing] Sure.

CHAIRPERSON EUGENE: --challenge? What is your belief that all of us we can do together to make this intercity the most successful?

ANDREA BOWEN: So, first I just want to clarify United Neighborhood Houses isn't a provider in and of itself. We--we represent providers, but we are not providing--

CHAIRPERSON EUGENE: [interposing] Uh-huh.

ANDREA BOWEN: --services of--of our own.

CHAIRPERSON EUGENE: Some--I think from a--from a workforce perspective with the programs in the Young Men's Initiative like sticking to that, though. I feel like program flexibility was the number need that came out, and in both, in the conversations about young adult internship program, and wanting flexibility was allowing people to re-enter, allowing

flexibility with being able to meet those employer-  
employer work cycles with Jobs Plus being able to  
take on more than just NYCHA residents. I think  
flexi-flexibility of-of-of program-I guess program  
design was the thing that really came to the fore  
specifically with the Workforce Programs. When it  
came to mentorship programs, I feel like the thing I  
heard most frequently was mental health, mental  
health, mental health. You know, again, you go back  
in these programs. You look at our fees, you look  
at-the-the design. Like yes they're supposed to be  
providing referrals to mental health, but it seems  
like there's some sort of disconnect going on there  
where the mental health needs are participants are  
not really being met. And this is just from the  
providers that I spoke with, right, but that was-that  
was the theme that really came out most strongly in  
the conversations about mentorship. And then when it  
came to, you know, when it came to teen action, and I  
think also in some conversations about Cornerstone  
mentoring a little bit more funding. Obviously,  
everyone always wants more funding, but that's the  
thing. So, so the flexibility for the Workforce  
programs, and culturally appropriate and sort of more

deeply engaged mental health being like a major—a major theme that can open conversations about mentorship. Those seem to be the biggest challenges, and I—I'd say what we can do to make the initiative more successful is--is exactly addressing those challenges, which again, you know DYCD is working on that with YAIP. And, you know, and—and talking with Mr. Garret earlier, it sounded like he was definitely amenable to and interested in talking more about making Jobs Plus flexible. So like I—I know this is a conversation, that this is the thing that's on people's minds. So—so the—the—the challenges, meeting the challenges are what I think would ultimately make these programs more successful if that makes sense.

CHAIRPERSON EUGENE: Thank you. Thank you very much. [off mic] One more time I want to— [on mic] One more time I want to thank you all very much for your dedication to helping young people, and also to--

ANDREA BOWEN: [interposing] Thank you.

CHAIRPERSON EUGENE: --to—to help those providers in doing a better job. Thank you so very much.

ANDREA BOWEN: This is my pleasure. Thank you all.

CHAIRPERSON EUGENE: Thank you.

ANDREA BOWEN: Thank you Council Member Chin for-for-for staying. Thank you Mr. Benjamin and thank for-for taking part. Yes, thank you all.

CHAIRPERSON EUGENE: Thank you and let's keep the team, and the team together.

ANDREA BOWEN: Yes.

CHAIRPERSON EUGENE: Now, I can tell you about some attorney Kenny Yang from DYCD. (sic)

ANDREA BOWEN: Thank you, sir.

CHAIRPERSON EUGENE: He's always had, you know, thank you very much for the dedication and thank you for what you're doing also.

ANDREA BOWEN: And David Lauer (sic) here.  
[laughs]

CHAIRPERSON EUGENE: Yes, thank you so much. Thank you very much, and I want to thank also all my colleagues from the City Council, the members of the Youth Services Committee especially Council Member Margaret Chin. Thank you very much. I want to thank also one more time Kiru Disharu (sp?) Michael Benjamin, and Jessica Dodson(sp?) and also Ms.

2 Aminta Kilawan. Thank you very much, and as I said  
3 they progress me (sic). It is a team. That's why to  
4 stay together and continue to work together to make  
5 sure that we ensure the future of the—of New York  
6 City, and the future of this good nation the United  
7 States of America. Thank you to all. God bless you  
8 and the meeting is adjourned. [gavel]

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C E R T I F I C A T E

World Wide Dictation certifies that the foregoing transcript is a true and accurate record of the proceedings. We further certify that there is no relation to any of the parties to this action by blood or marriage, and that there is interest in the outcome of this matter.



Date October 15, 2016