



**Department of  
Youth & Community  
Development**

**NEW YORK CITY COUNCIL  
COMMITTEE ON YOUTH SERVICES**

**OVERSIGHT HEARING:  
SUMMER YOUTH EMPLOYMENT PROGRAM**

**BILL CHONG  
COMMISSIONER**

**OCTOBER 16, 2017**

Good morning Chair Eugene and members of the Committee on Youth Services. I am Bill Chong, Commissioner of the Department of Youth and Community Development. I am joined by Andre White, Associate Commissioner, Youth Workforce Development. Thank you for the chance to testify today on the Summer Youth Employment Program (SYEP). We certainly appreciate the City Council's commitment and support of SYEP over the years. SYEP is a vital program, that helps young people gain work experience, explore careers, build skills, and prepare for their future.

Together, we have made incredible progress. With the Council's strong support, Mayor de Blasio has doubled the size of SYEP over the past four years. DYCD is very grateful for these investments, since by doubling the program's size through baselined funding, DYCD and its providers have been able to plan more effectively. This has helped to ensure the sustainable development of quality job placements for young people that are engaging, generate interest in exploring future careers, and offer positive exposure to the workplace. Essentially, stable funding means a higher quality summer job experience.

This past summer, New York City's Summer Youth Employment Program set a new record, serving nearly 70,000 young people, the largest SYEP cohort in DYCD's history. With the support of the Center for Youth Employment, the City also had a record number of Ladders for Leaders participants, serving 1,855 youth, an increase of 21%, from 1,538 in 2016. Summer jobs for vulnerable youth who are homeless, court-involved or in foster care increased by 4%, from 3,050 to 3,170. Private sector worksites in 2017 comprised 45% of SYEP worksites, a 17-point increase from 28% in 2014. In 2014, we set a goal of 45% private sector worksites by 2017, and I'm proud to say we achieved it.

Our partnership with nearly 40 City agencies also contributed greatly to the success of SYEP, with job placements once again at the Office of the Chief Medical Examiner; Department of Transportation; and Department of Health & Mental Hygiene; and new ones at the New York City Police Department. And thank you again to the City Council for your role in hosting participants this summer—26 Council Members and the Director of the Progressive Caucus provided SYEP and Ladders youth with the chance to work in the offices of elected officials. In total, employers at over 12,000 worksites hired youth in diverse fields such as financial services, technology, real estate, fashion, healthcare, small businesses, law firms, museums, and sports enterprises.

With such strong interest and partnership from the City Council, providers, advocates and employers, SYEP is poised to continue its success. We are planning for the future of SYEP, and have issued a concept paper that will inform the upcoming SYEP Requests for Proposals (RFP). The concept paper builds on the recommendations from the Youth Employment Task Force, which was commissioned in June 2016 by Mayor de Blasio and Speaker Mark-Viverito to assess the key areas of growth and improvement for SYEP and Work Learn and Grow, with implications for the full portfolio of New York City's youth employment initiatives. Other stakeholders

represented on the Task Force included advocates, providers, and the philanthropic sector. The primary Task Force report recommendations include:

- Strengthening connections between SYEP providers and public high schools to improve in-school career development for young people.
- Serving younger youth through career exploration and project-based learning.
- Enhancing support services, including pre-program orientation and counseling, to help meet the unique needs of vulnerable populations.

The Task Force report also affirmed what we already know is SYEP's overall goal—to provide youth with a set of work-related experiences that prepare them to succeed in employment. Through SYEP, participants achieve the following objectives:

- Develop social skills, including communication, critical thinking, decision-making and problem-solving skills, and self-management.
- Learn work norms and culture.
- Understand career pathways and decision points, including the inter-relationship between educational attainment, relevant experience, demonstrable skills, and career advancement.
- Build professional networks.
- Learn to manage money.

I would like to thank Chair Eugene, Chair Ferreras-Copeland, Council Member Matteo and their team of colleagues, Council Members Chin, Gibson, Rodriguez, Torres and Williams for their leadership on the Youth Employment Task Force, and for working with us to plan the growth and evolution of these programs for future generations of participants.

Since the release of the Task Force report, DYCD has considered how best to address its recommendations. We anticipate making the following strategic changes to SYEP:

- Expand access to underserved populations by enhancing existing programming or creating new service options for vulnerable youth, youth residing in public housing developments with high crime rates, youth with disabilities, and youth at risk of gun violence.

- Enhance connections to school year learning and instruction by supporting new service models that offer youth more cohesive career development experiences. These models will provide participants with summer experiences to complement their school-year academic and afterschool activities, and enable schools to give students summer enrichment activities, including work experience.
- Implement a sector-focused approach to align with New York City's Career Pathways approach and Task Force recommendations. DYCD continues to encourage opportunities in all sectors, but is emphasizing connections and partnerships with high growth sectors, including but not limited to: technology, hospitality, real estate, fashion, culinary arts, media and entertainment, business and professional services, health care, construction, transportation, and manufacturing.

Based on the Task Force recommendations and the strategic changes DYCD anticipates making to SYEP, DYCD issued an SYEP Concept Paper on September 13, 2017. We extended the comments deadline one additional week, until this Thursday, October 19. We welcome all comments, so please submit them if you have not already done so. The concept paper proposes three different SYEP RFPs:

- The Community-Based SYEP RFP will have 3 service options:
  - **Younger Youth** will meet the developmental needs of youth ages 14 and 15, and provide them with enriching career exploration and skills-building opportunities through project-based training.
  - **Older Youth** will meet the developmental needs of youth ages 16 to 21 and utilize a sector-focused approach that encompasses meaningful career exploration, college readiness and exposure to post-secondary education options, work readiness training, and job placement in the relevant sector(s).
  - **Ladders for Leaders** is designed to help eligible youth ages 16 to 22 transition to the professional world of work through internship opportunities in growth sectors.
- The Special Initiatives SYEP RFP will have 5 service options:
  - **Year-Round Sector-Focus Programs** is designed to strengthen connections between school year instruction and education with sector-based summer job opportunities, for youth ages 16 to 24.

- **Vulnerable Youth** is designed to meet the needs of vulnerable youth ages 14 to 24, and provide them with supports and work-readiness skills to help them succeed. Vulnerable youth include homeless or runaway youth; justice-involved youth; youth in or aging out of foster care; or youth in families who are receiving preventive services through NYC's Administration for Children's Services (ACS).
- **SYEP for the Mayor's Action Plan (MAP) for Neighborhood Safety** is designed to expand access to career readiness as well as summer job opportunities for youth ages 14 to 24, residing in the 15 New York City Housing Authority (NYCHA) developments with some of the highest crime rates. Mayor de Blasio launched MAP in 2014 to reduce violence and make neighborhoods safer in and around the 15 NYCHA MAP developments.
- **Youth with Disabilities** is a new service option to increase summer job opportunities among youth with disabilities, ages 14 to 24. While this is a new specific service option, all SYEP programs will continue to serve youth with cognitive, emotional, and physical disabilities.
- **SYEP for Cure Violence** will provide skill-building and work readiness programming for Cure Violence participants, who are youth ages 14 to 24 most at risk of gun violence, gang involvement, and/or violence related arrests. Cure Violence is an evidence-based set of public health strategies to reduce gun violence, operating in 17 police precincts across the City.
- Finally, the **School-Based SYEP RFP** will fund programs designed to strengthen connections between academic learning and summer career exploration. Eligible participants are youth ages 14 to 21 who are enrolled in participating schools.

Due to Mayor de Blasio's leadership, we have made tremendous progress in expanding SYEP, and supporting more young New Yorkers to gain the skills and workplace experience that will support them to find stable and engaging employment as they transition to adulthood. The future of SYEP is very bright, as we seek to develop more specialized models to meet the unique employment and skill building needs of New York City's young people. We look forward to continued partnership with the City Council to ensure that the City's youth are well-prepared to succeed in the labor force and contribute to the City's economy. Thank you again for the chance to testify today. We welcome your questions.



Testimony of  
Grant Cowles  
Senior Policy and Advocacy Associate for Youth Justice  
Citizens' Committee for Children

Before the  
New York City Council  
Youth Services Committee

*Oversight Hearing: Summer Youth Employment Program*

October 16, 2017

Good morning. My name is Grant Cowles and I am the Senior Policy and Advocacy Associate at Citizens' Committee for Children of New York (CCC). CCC is a 74-year-old independent, multi-issue child advocacy organization dedicated to ensuring every New York child is healthy, housed, educated and safe.

I would like to thank City Council Youth Services Committee Chair Matthieu Eugene and all of the members of the Youth Services Committee for holding today's oversight hearing on Summer Youth Employment (SYEP). Given that the administration has just released a new concept paper for SYEP, this hearing is particularly timely.

CCC appreciates the City Council's longstanding commitment to SYEP, particularly your ongoing work to ensure as many youth as possible can participate each summer. It is not unnoticed that every summer, thousands more youth are able to participate in SYEP because of the funding and advocacy from the City Council.

We also appreciate the City Council working with the Administration to create the NYC Youth Employment Task Force, on which CCC participated. And notably, we thank the Administration for its commitment to the work of the Task Force, for baselining 70,000 slots last year, and for their thoughtful new SYEP concept paper (which will lead to new contracts beginning in 2018 and 2019). The concept paper incorporates much of the work and thinking of the Task Force and we thank for the Council and the Administration for creating that valuable process and enabling CCC to participate.

As you know, SYEP is a win-win-win for youth, communities, and the NYC economy. Youth gain skills in financial literacy, financial responsibility, professional expectations, and workplace experience while learning about career opportunities and industry-specific knowledge. Communities benefit from having youth engaged in pro-social programming during the summer months, and youth wages help youth, their families, and local businesses. Businesses and the New York City economy gain workers at no extra cost who often can provide unique contributions based upon their age, experiences, and dynamism, some of whom transition later into full-time employees for the business.

Research has shown that SYEP leads to higher rates of school attendance and passage of the NYS Regents examinations, and lower rates of mortality and incarceration.<sup>1 2</sup> Perhaps no greater example of SYEP's success is demonstrated as well as the overwhelming participation by New York City youth.

This most recent summer, thanks to the City Council, DYCD, and the Administration, funding was available for 70,000 youth to participate. In the summer of 2016, nearly

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<sup>1</sup> NYU Steinhardt School of Culture, Education and Human Development. More Than a Paycheck? The Impact of Summer Youth Employment on Students' Educational Engagement and Success, June 2012. [http://steinhardt.nyu.edu/scmsAdmin/media/users/spa2/SYEP\\_Policy\\_Brief\\_02\\_12\\_June\\_2012.pdf](http://steinhardt.nyu.edu/scmsAdmin/media/users/spa2/SYEP_Policy_Brief_02_12_June_2012.pdf).

<sup>2</sup> The National Bureau of Economic Research. The Effects of Youth Employment: Evidence from New York City Summer Youth Employment Program Lotteries, December 2014. <http://www.nber.org/papers/w20810>.

140,000 youth applied for the program and just over 60,000 participated.<sup>3</sup> Clearly, this program resonates with NYC's youth.

CCC believes that the SYEP concept paper sets up New York City to have an even stronger Summer Youth Employment Program in the future. Notably, some of the highlights from the concept paper, which we believe will strengthen the Summer Youth Employment Program are:

- A new program model for Younger Youth (14 and 15 year olds) that seeks to make SYEP more age-appropriate for these youth through project-based learning.
- The inclusion of a year-round sector-focused work program for youth. As the City Council has long-advocated (and funded) SYEP's positive outcomes can be strengthened by having a year-round program.
- Designated SYEP programming slots for vulnerable youth and youth with disabilities as these youth present some of the greatest needs and greatest gains from positive, strengths-based programs like SYEP.
- The concept paper's emphasis on finding jobs for youth in promising career sectors. Connecting youth to career fields that prepare them with real-world experience in growing, well-paying sectors is a tremendous value for participating youth.
- The clear delineation of different program models for Younger Youth, Older Youth, Ladders for Leaders, Special Initiatives (Year-Round Sector Focused, Vulnerable Youth, NYCHA Neighborhoods, Youth with Disabilities, Cure Violence), and School-Based programs.

Despite these strengths, CCC will be offering the administration recommendations in the form of comments next week. We hope that the City Council can also weigh in with similar recommendations. Our recommendations will include:

- **The Administration Should Fund DYCD to Increase SYEP Capacity**  
The SYEP concept paper anticipates contracting for 70,000 slots in the Summer of 2019, thus no growth. As mentioned previously, and as the Council is well-aware, there is tremendous unmet demand for SYEP. While the concept paper says that the RFP will be "open-ended to allow for potential expansion," we strongly suggest that the administration and DYCD directly plan for expansion slots so that SYEP can eventually become a universal program for New York City youth. We were deeply disappointed to see that there is no anticipated growth. We urge the Administration to at a minimum build the SYEP contracts around an expectation of growing to serve 100,000 youth each summer.

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<sup>3</sup> Department of Youth and Community Development. Summer Youth Employment Program Annual Report 2016. [https://www1.nyc.gov/assets/dycd/downloads/pdf/2016\\_SYEP\\_Annual\\_Summary.pdf](https://www1.nyc.gov/assets/dycd/downloads/pdf/2016_SYEP_Annual_Summary.pdf).

The luck of a lottery draw should not determine whether youth can benefit from this potentially life-altering program. Investing in SYEP is a multi-faceted investment in the youth, their families, their communities, and the future of the New York City economy with manifold benefits in the short-term and long-term.

- **DYCD Should Provide Free or Reduced Price Metrocards to SYEP Participants**

CCC believes that DYCD should provide free Metrocards for SYEP participants. The requirement that students pay for their own transportation is highly burdensome. Younger youth will only be paid a stipend and 16-24 year olds will only be paid the minimum wage—and the youth do not receive their first paycheck until several weeks after they have started work. Transportation costs should not be an impediment for a youth to participate in SYEP.

- **DYCD Should Inform Providers of the Number of Slots They are Being Awarded as Early as Possible**

Providers have had a yearly challenge of coordinating SYEP job placements because they have not been informed of the actual number of youth they will serve until very late, sometimes with only a few weeks notice. While this has often been due to tremendous investments in SYEP by the City council, this has been a challenge for providers as last minute planning can sometimes sacrifice the quality of the experience. It also means that many youth do not know that they can participate in SYEP until very close to the start date. We will be urging DCYD to inform providers as early as possible, preferably in the fall, of the number of SYEP slots and which type of slots they will awarded so they can effectively arrange the job placements, starting with the summers of 2018 and 2019 when there will likely be a lot of shifting from the new contracts.

- **DYCD Should Modify the New Training and Orientation Process Outlined in the Concept Paper**

The concept paper lays out different training requirements for different age groups: for 14-15 year olds (Younger Youth) the orientation and training is part of the summer program; for 16-24 year olds there is an 8-hour unpaid training that can be spread over various sessions and can be a mix of classroom and online; and Ladders for Leaders has a 30-hour unpaid training.

CCC is concerned that the eight-hour unpaid orientation session for older youth SYEP participants (ages 16-24) will be a deterrent to program participation. While an orientation is important to teaching the skills that are necessary to make SYEP successful, an eight-hour orientation seems too long for youth to sufficiently engage and retain information.

In addition, we believe that returning SYEP participants in particular should be allowed to have shorter orientation requirements as they have already gone through the orientation process and they already have experience with SYEP

participation. One alternative process could be to utilize an entirely online curriculum for returning youth to refresh and update youth on relevant topics.

Finally, we hope that DYCD will encourage the use of more interactive, relevant, and skill-based training during the orientation to keep youth engaged and convey information that they will retain. We believe an effective orientation includes real-life examples, role-playing, breakout sessions, practical tips, and other participatory exercises.

- **Increase Funding for Providers**

The concept paper does not specify actual per-participant-price (PPP) for each service option, but merely states a range of \$325 to \$1,000 PPP. DYCD should specify the PPP for each service option in the RFP. Additionally, \$325 for any service option is too low for providers to effectively administer and support youth in SYEP placements. The \$325 PPP has been the rate since 2004, and new contracts are an opportune time to address this low rate.

- **Suggestions to Modify the Younger Youth Model Described in the Concept Paper**

The concept paper introduces a Younger Youth model for 14 and 15 year olds. While we support the creation of this model, we have some suggestions to how it is laid out in the concept paper.

- The concept paper changes the payment method for younger youth from hourly wages to a weekly stipend that starts at \$50 per week and grows to \$200 per week by the sixth and final week, for a maximum total of \$700. We believe that DYCD should increase the overall amount paid to younger youth because \$700 is much lower than previously paid through hourly wages (approximately \$1,150 less). In addition, we believe this total is too low to adequately incentivize these youths to participate and will hinder the experience of earning a decent wage.
- We also believe that the tiered payment scheme is weighted too low for the first two weeks (currently at \$50 for first week and \$75 for second week). While we can support a tiered payment system where payments grow each week, we believe it needs to start higher and not punish those who miss one week, as they would not earn the \$200 from the highest paid week (28% of the total summer stipend.)
- CCC is also concerned that the creation of this new Younger Youth model, which is classroom-based and only 3 days a week, will prohibit 14 and 15 year olds from being able to be camp counselors or CITs in summer programs. CCC is interested in learning more from providers about whether this will impact their ability to staff their current summer programs and/or expand to meet demand.

- Finally, CCC believes that the staffing ratio for the younger youth model described in the concept is too low at 1:25. The class-based and project-based learning model requires highly qualified staff to lead a room of youth for the entire day. We do not believe this can be done effectively at a 1:25 ratio and we urge DYCD to use a lower ratio when they issue the SYEP RFP. In addition, the PPP funding for younger youth should also reflect the more demanding staff requirements.

- **Vulnerable Youth Model**

CCC is once again pleased to see that SYEP is being targeted to vulnerable youth, including those involved in the justice system, foster care, ACS preventive services, runaway and homeless youth, and those living in homeless shelters. We support reserving slots for these young people, in a separate lottery that increases the likelihood that they will be able to participate.

We remain concerned that separating these youth, and calling the program “Vulnerable Youth” is stigmatizing to these youth. We also believe that many of these youth could benefit from being in the regular SYEP program with their peers (rather than a special program for foster youth or homeless youth, etc.). Employment can be an opportunity for a positive and normalizing experience, which is particularly useful for many of these youth. DYCD should thus make sure these youth are not unnecessarily separated from other SYEP youth, are not publicly labeled as “vulnerable” youth, or given job placements that are less valuable than other youth.

In addition, the concept paper lays out a vision that the SYEP providers working in the “Vulnerable Youth” option will provide or refer these youth for support services such as mental health and housing support. We are concerned that this level of intervention by the SYEP provider might be beyond the scope of the short summer program. In addition, all of these youth, except for those living in the family shelter system, already have a social service provider required to be arranging those types of services for the youth. While we agree that it is important that SYEP providers working with these youth who identify an unmet need take steps to address it, we do not think the responsibility should shift from the ongoing provider to the summer provider.

Finally, though the concept paper does not detail how many youth will be served in each special initiative program, DYCD should ensure that the number of slots reserved for “vulnerable youth” continues to expand. The Task Force recommended increasing the number of youth from these settings to 5,000 by 2020, and we urge DYCD to ensure they at least meet this minimum objective.

In conclusion, CCC is grateful to the City Council for its commitment to youth employment and SYEP. We look forward to working with you to support our youth through a continually improving SYEP program.

Thank you for the opportunity to testify.



# Children's Aid

Every step of the way

**Sandino Sanchez, Teen Workforce Development Director, Children's Aid  
Committee on Youth Services, New York City Council  
October 16, 2017**

My name is Sandino Sanchez and I am the Teen Workforce Development Director at Children's Aid. Thank you Chair Mathieu Eugene and the members of the Youth Services Committee for the opportunity to submit testimony about the importance of Summer Youth Employment Programs for youth across New York City.

At Children's Aid we believe all kids have limitless potential. But for those growing up surrounded by poverty, family instability, and physical or emotional stress, life is too often about survival, not possibility. It's unacceptable that in New York, a city of historic opportunity, so many of our children face serious barriers to realizing their own promise. Children's Aid helps kids build a solid foundation for their future by supporting their academic success at every level through college. We do so through a comprehensive counterattack on the obstacles that threaten achievement in school.

We are teachers and social workers, coaches and health care providers. We know what it takes to ensure children grow up strong and healthy, and ready to thrive in school and life: excellent education and health care, social-emotional support, and strong, stable families. At Children's Aid, our motto is "every step of the way" because we have been and will continue to be there for children throughout their journey. It reflects our more than 160-year historic commitment as well as our philosophy of continuous improvement. Today our 2,000 plus staff members empower kids and families at more than 50 locations in targeted New York City neighborhoods. Children's Aid is also a member of the Campaign for Summer Jobs- a coalition of more than 100 organizations working to support the Summer Youth Employment Program (SYEP).

## **Summer Youth Employment Program (SYEP)**

Children's Aid's youth development programs build upon a foundation that supports young people becoming independent. We offer programs that provide a graduated series of experiences that help young adults cultivate their unique interests and talents, obtain leadership skills, build resiliency and self-confidence, all skills required to succeed in adulthood. The Summer Youth Employment Program (SYEP) is a core part of the employment and work readiness programs that Children's Aid provides to young adults in New York City.

For the past 7 years, Children's Aid has had contracts from the Department of Youth and Community Development (DYCD) for SYEP slots. In 2017, Children's Aid received over 7800 applications for 2678 SYEP slots. Of the total cohort, 60% of the young people were between the

ages of 16 to 24, 40% were 14 to 15 year olds, 55% were male, 45% female and 90% of the students enrolled resided in the Bronx and Manhattan. There is an immense demand for this program, which for many of our youth provides supplemental income for their families or supports a young person's ability to pay for higher education expenses.

We are grateful for the opportunity to provide our feedback in response to the Department of Youth and Community Development's (DYCD) *Summer Youth Employment Program Concept Paper*. While the concept paper provides extensive guidelines for the future of the SYEP program, there are concerns and questions that we would like to highlight.

### **School Based Option**

While the new school based options provides promising partnerships for the school community, there are some concerns with the current guidelines for this model. For example, this model does not seem to take into account already existing partnerships. Also, Community Based Organization (CBO)-school relationships (e.g., community schools, Learning to Work) has shown that the most successful partnerships are those where there is an organic relationship between a CBO and a school administration. Accordingly, CBOs who already have successful partnerships with schools should be allowed to apply even if the schools in question are not on the DYCD-provided list of eligible schools.

Some of the other recommendations we have for the school based model are as follows:

- It is not clear if this option will include older youth as well. Our recommendation is that the age range for this option should be 14-21.
- The year round services for this option is not clear. Twenty hours of work readiness or instruction from January to June is just not enough. Our recommendation is that the requirement should include at least 5-10 hours per weeks for a six-month period.
- Are there wages or stipends for this option? Similar to Work learn and Grow the teens enrolled should receive some form of compensation. Older teens should also be placed in a worksite to obtain needed experience.
- Not clear how schools will qualify or how they will be picked or matched up with a provider. All successful school community partnerships have shared goals and objectives. The use of shared space and a fully functional school presence are essential elements for success and they are not outlined in the RFP.
- This option will require certified teachers, social workers, career coaches to be successful and the price per participant should be as close as possible to \$2,000 each.
- The providers should know what schools are available prior to the RFP release and the RFP should include a Memorandum of Understanding with the specific schools. School should not be able to submit more than one MOU.
- Commitment for the CBO to use space should be a qualifier for the schools.
- The concept paper has both the 14 and 15 year olds in different developmental stages, which is a grave error. Instead all the teens that are participating for the first time and have no experience should receive the intentional training and all the others with experience or that are participating in the 2nd year should have a different experience.

### **Community Based Option**

While we are excited that many of the positive components of SYEP are highlighted in the concept paper, the community-based option seems to not include a Work, Learn and Grow

component equivalent. Work, Learn and Grow was very successful and should be included in the new RFP. Furthermore other issues that arise under this community-based options are:

- The younger youth seem to be limited to service learning. Our experience shows that many younger youth have the skills and maturity to work. The YY should not be limited. The CBO should assess and determine which younger youth are ready for a real job experience. The RFP should not define that.
- The younger youth experience under this option should include wages and not the proposed stipend. When you factor in wages going up in January all YY will only earn 30% of what their older counterparts will earn. This may discourage teens from applying and can effect retention. Providers will also have to deal with the parents pushing back on this. We recommend wages for all.

### **Vulnerable Youth**

We applaud DYCD for creating separate service options that will create specialized SYEP options for both vulnerable youth (homeless or runaway, justice involved, in or aging out of foster care, youth in families receiving preventive services from the Administration for Children's Services) and youth with disabilities.

Our feedback on the vulnerable youth and youth with Disabilities model within the concept paper is as follows:

- It is far too general. Most organizations already work with specific subgroups of vulnerable youth. In our case we would do very well with foster care youth, teen parents and adjudicated youth. Providers should be able to outline which populations they prefer to work with based on their experience and expertise.
- Providers who receive this option should be able to pick their own teens or have a specific list of the teens they worked with year-round. In order to be successful with this population the provider must work with them over several years.
- The need for higher stipends applies even more strongly with vulnerable youth and youth with disabilities. Families with vulnerable youth and youth with disabilities have higher costs, given needs for various supports. Thus, it is even more important that their families receive more income than \$700 over the course of six weeks.

### **Conclusion**

Children's Aid thanks the City Council for the opportunity to engage in this process to strengthen the SYEP model. We look forward to continuing working with the City Council and the Administration to improve apprenticeship and work readiness opportunities for young people in the City of New York and to continue the city's commitment to the next generation of leaders. Please consider us a resource and a partner.

Thank you again for the opportunity to submit testimony on this important issue. Please feel free to reach out to me if you have any additional questions at [sandinos@childrensaidNYC.org](mailto:sandinos@childrensaidNYC.org).

## **Phipps Neighborhoods Testimony for Hearing RE: Oversight - Summer Youth Employment Program (SYEP)**

**Delivered to the Youth Services Committee on October 16<sup>th</sup> at 10am**

My name is Elizabeth Clay Roy, Chief of Staff at Phipps Neighborhoods. Our organization helps children, youth, and families South Bronx communities rise above poverty through education and career programs, and access to community resources. We serve approximately 11,000 participants a year, including over 550 Summer Youth Employment Program participants.

Phipps Neighborhoods is very supportive of the city broadening the reach and deepening the effect of the Summer Youth Employment Program. As noted in our written response to DYCD's September 13, 2017 concept paper, we believe extending the program, making it more comprehensive, linking to growing sectors, integrating with high schools and supporting vulnerable populations are all valuable steps forward.

In fact, as a leader in the South Bronx Rising Together Collective Impact partnership, we executed a successful pilot program in 2016 to increase training time, allow youth to select their own career pathway, increase stipends modestly and have post-placement career readiness support. All of the youth who participated were unemployed and out of school at the start of the summer, and three months after the completion of the Summer Youth Career Launch, 73% of participants are known to have a positive outcome of work, college or a supported career program.

Looking at the program citywide, our priority recommendations are as follows:

- The City has wholeheartedly embraced a sector-based employment strategy. There are many positive aspects to this approach in terms of training and contextualized learning. Many young people, however, have not yet been exposed to enough career options to be positioned to make informed choices. SYEP participants should be provided with career choices rather than be pigeon-holed into specific pathways too soon. Phipps Neighborhoods recommends allowing CBO providers the opportunity to offer a variety of sectors as part of the training and placement options so as to increase a participant's ability to be exposed to several career pathways.
- Eligible Youth should have access to supports that reduce barriers to participation. Childcare should be provided to all SYEP participants who have children as it presents a significant barrier to many, particularly those in the vulnerable youth category. Teens and youth with disabilities should be accommodated to find meaningful placement opportunities and connections to relevant city resources.

- Transportation – young people have a 3 to 4 week gap between employment and their first paycheck, creating a challenge and additional stress on participants, many of whom are navigating a variety of pre-existing stressors. The program should consider adopting the DOE’s model of providing MetroCards to summer school students. Alternatively, CBO providers could be provided with an additional budget line-item, paid *in advance* of program operations, so as to fund transportation for participants prior to receiving their first stipend.
- The current allocation of eight hours for training prior to the program, falls significantly short of best practices in both career readiness programs as well as youth development. Participants should be engaged in ongoing learning and reflection throughout the course of the program so as to facilitate “real time” learning.
  - The concept paper places a higher level of emphasis on Social Emotional Learning than the program has in the past. Phipps Neighborhoods firmly believes this is the right direction for SYEP, particularly with the younger populations. The current design for SYEP however, does not allow sufficient time to provide ongoing opportunity for participants to focus and reflect systematically on their experiences so as to actively reinforce desired learning and build skills in the social emotional realm. More training hours for each age group would need to be provided for this to be attainable.
- Current SYEP funding requires that providers manage two separate budgets during the fiscal year (a 3 month and a 9 month budget). This is both cumbersome and limiting. Phipps Neighborhoods would recommend awarding a single budget per year and allowing the CBO partner to determine how to manage and allocate the funds so as to ensure adequate staffing throughout and reduce administrative burdens.
- Traditional funding for SYEP has not provided for the skilled level of staffing needed for a more comprehensive model. Sector based training, social emotional learning and project-based learning all require a higher level of skills and expertise from those positioned to provide instruction and supervision. Adequate increases in funding levels would be required in order for CBO’s to address the requirements as laid out within.

The ideas presented in the Concept Paper provide an unprecedented opportunity for innovation and learning across the city. This is a rare chance to pilot and test approaches that could later be adopted and scaled city-wide. Phipps Neighborhoods applauds the city for its leadership in improving SYEP and urge the city to consider a roll out strategy that is of a manageable scope so as to maximize the learning and increase the possibility of long term success and impact.

We look forward to continued dialogue with the Council and DYCD as it moves forward in its re-conception of workforce development activities for young people.

**FOR THE RECORD**



**TESTIMONY  
BEFORE  
THE COUNCIL OF THE CITY OF NEW YORK  
COMMITTEE ON YOUTH SERVICES**

**HONORABLE MATHIEU EUGENE, CHAIR  
HEARING ON THE SYEP CONCEPT PAPER**

**WRITTEN TESTIMONY SUBMITTED BY  
Lucy N. Friedman, President**

**ExpandedED Schools (formerly TASC)**

**October 16<sup>th</sup>, 2017**

Good morning. My name is Lucy N. Friedman and I am the President of **Expanded Schools, formerly TASC**. I want to thank Chair Eugene and members of the City Council for the opportunity to submit written testimony about the Summer Youth Employment Program Concept Paper.

Expanded Schools (formerly TASC) is dedicated to closing the learning gap by increasing access to enriched education experiences. Expanded Schools has been an innovator in after-school and expanded learning, piloting several Expanded Demonstration Schools in NYC. Our Expanded Demonstration schools, where all students participate in an expanded school day, have shown great progress, especially for students of color.

Since its inception more than 15 years ago, **Expanded Schools (formerly TASC) has helped more than 900,000** kids by supporting after-school programs in New York City and beyond. Expanded Schools-supported after-school and expanded learning programs are operated by community-based organizations (CBOs) with roots in the neighborhoods and schools they serve. Our partnerships with CBOs ensure that programs provide a balanced range of services for children and youth, that includes academics, art, and sports.

SYEP is a critical part of our city's promise to young people to offer them a rich array of choices so that they can practice their skills as leaders and problem-solvers in our City and the world. I was proud to serve on the Youth Employment Task Force and to partner with the Department of Youth and Community Development to test two pilots this summer that informed the concept paper.

**Advance school readiness to provide supports for school-based options for SYEP.** We are particularly excited about the opportunity for young people afforded by the school-based option as this enables providers to build their capacity and develop relationship with schools and enables schools to build their competencies to offer work-based learning as part of the high school experience. We recommend that the RFP include the following criteria for the City to select schools to be part of the option:

- Demonstrated commitment to school staff playing a key role in managing internships as part of a student's high school experience
- Opportunities to offer credit or connect the internship to school transcripts or requirements
- Partnership with a nonprofit organization who will help the school manage and train students
- A school application for schools to demonstrate their interest and commitment to developing career pathways culture and experiences.
- Expand the definition of School Based SYEP to include an entire campus & a network of affiliated schools. This will expand the number of student who could apply.

**Include appropriate partners to ensure school-based options are successful.** The concept paper is silent on partnerships that may be necessary for school-based options to be successful, and mentions only the school and the provider. We recommend stating that all partners involved should sign a Partnership Agreement, including SYEP provider, content provider partners (if any) or other organizations supporting the school's implementation of work-based learning. A key goal of the School Based SYEP is to instill career readiness within the schools and help students understand the multiple pathways they can choose from. The

partnership should be explicit about how the provider and school will work together to make this happen.

**Per participant price (PPP) is too low, and is unspecified for each service option.** PPP is only provided as a range from \$325 to \$1000 per youth, and these amounts are not matched with any specific service options in the Concept Paper. This range is unfortunately the current range of PPPs, with \$325 being the amount, excluding wages, for the standard Younger Youth (YY) and Older Youth (OY) service options, and \$1000 as the amount for Ladders for Leaders. \$325 has been the rate for YY and OY since the 2008 RFP (it was \$300 in the 2004 RFP), and must be increased. Other advocates have called for a doubling of this rate to \$650 (*Summer Jobs for NYC's Youth*). The need for this funding increase is made more urgent by the increased demands of the new program models proposed in the Concept Paper. Furthermore, before the RFPs are released for the new SYEP service options, specific PPP for each option should be made available for comment to the public.

**The Concept Paper does not address the onerous paperwork burdens of the program, which must be addressed to improve program quality and equity.** SYEP's data collection requirements, including income and address verification requirements and paper timesheets. We found that requesting income and address verification, which are not typical requirements for a job that is not publicly funded was off-putting and onerous to some of the young people and their parents who wished to be in pilots in summer 2017. Perhaps more troubling, what appeared to be more struggling families were less likely to comply and therefore missed the opportunity for the young person to participate in the program. We are deeply committed to serving severely under resourced young people and ask that the waiver be extended to all participants in this special category and digitized timesheets be made available immediately for all providers.

Thank you for this opportunity to submit testimony today. We're grateful for the Council's continued support of ExpandedED Schools and I have faith that you will take the necessary action to ensure that thousands of teens in New York City continue to have access to quality summer youth employment programs.



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## United Neighborhood Houses and the Campaign for Summer Jobs Response to the DYCD Concept Paper for the Summer Youth Employment Program

October 2017

United Neighborhood Houses (UNH) is New York City's membership organization of settlement houses and community centers. Nearly 14,000 youth participate in SYEP through settlement house SYEP providers and settlement houses are worksites for thousands of SYEP participants who gain experience in a wide range of programs including summer camps, senior centers, administrative offices and early childhood education programs. UNH has, for 17 years, convened the Campaign for Summer Jobs (CSJ)- a coalition of more than 100 organizations working to support the Summer Youth Employment Program (SYEP).

UNH and CSJ are grateful for the opportunity to submit comments in response to the Department of Youth and Community Development's (DYCD) *Summer Youth Employment Program Concept Paper*. SYEP is the City's largest youth employment and youth development program and has proven effective at giving youth both work experience and often their first paycheck. UNH and CSJ are proud to have worked with the City to expand SYEP. Several recommendations that UNH and CSJ made regarding administrative improvements to SYEP, notably in its 2016 white paper, *Summer Jobs for NYC's Youth*,<sup>1</sup> have become policy. Similarly, UNH was honored to take part in the City's Youth Employment Task Force, many of whose recommendations are reflected in this Concept Paper.

The Concept Paper outlines promising new visions for SYEP. However, a thorough reading of the paper by current SYEP providers reveals several necessary changes and considerations that must be made to the eventual new SYEP RFPs to ensure program quality.

In order to prepare a response to this Concept Paper, UNH and CSJ convened providers to offer their perspective on the ideas proposed in the *Concept Paper*. SYEP providers bring direct knowledge of how and why the program benefits their communities, and historical knowledge of what program changes have aided or hindered their services.

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<sup>1</sup> United Neighborhood House and the Campaign for Summer Jobs. *Summer Jobs for NYC's Youth: A Plan for Expanding NYC's Summer Youth Employment Program to Meet Demand by FY2019*. Available at [http://www.unhny.org/Advocacy/Final\\_SYEP\\_white\\_paper\\_05172016.pdf](http://www.unhny.org/Advocacy/Final_SYEP_white_paper_05172016.pdf)

Our response is in two parts: the first outlining improvements and general feedback, and the second a section-by-section response to the *Concept Paper*.

### *Improvements and General Feedback*

UNH and CSJ applaud the City for engaging in a deliberate process, via the Youth Employment Task Force and subsequent pilot programs in the summer of 2017, to arrive at the proposed service options in this Concept Paper. The Concept Paper shows dedication to ensuring that SYEP is a youth development program that can meet the needs of youth at many developmental stages, and of many different circumstances (vulnerability, disability, residency in neighborhoods with high incidences of violence). It is also heartening to see SYEP open to take advantage of synergies between the program and institutions, such as schools or year-round employment programs, that can deepen employment experiences with supplemental lessons outside of SYEP's typical six-week structure. The concept of rolling application and contract approvals, as noted at the end of the Concept Paper, will be vital to ensuring a larger provider base and greater capacity for the program to expand.

However, there are general concerns about some ideas in the Concept Paper that apply to all service options, and some administrative issues that do not appear to be addressed by this Concept Paper:

- **An eight-hour orientation is unnecessary and overlong, and does not respond to the core problem of the need for *relevant, engaging, and dynamic* orientation. Providers should have flexibility to make orientations as long as the material they teach demands.** The Concept Paper suggests, in line with the 2012 SYEP RFP, eight hours of unpaid orientation for 16-24 year-olds in the program. This is excessive. However, UNH and CSJ hope to work with DYCD to make the orientation more relevant to the issues youth face and more engaging for them. Furthermore, since orientation material is now the same year-to-year, UNH and CSJ hope to work with DYCD to prevent young people from tuning out the orientation.

UNH and CSJ urge DYCD to make the orientation material more:

- **Relevant:** Orientations do not address vital issues dealt with on jobsites. Important questions, such as “What do you do if you disagree with your manager?”, or other common workplace dilemmas that highlight vital soft skills, are not dealt with in the standard orientation that DYCD offers to providers. Including such material would help youth develop a framework for building the social skills necessary in navigating the workplace. Some providers address these questions, but through materials they have developed in-house.
- **Engaging:** Making orientation useful is a matter of presentation, such as providers taking the initiative to include interactive components, e.g., small group breakout sessions, or role-playing. Inclusion of more interactive components would help youth pay attention.

- Dynamic: If youth are to repeat the program as some currently do, and as the Task Force report recommends become more commonplace, orientations will need to be varied year-after-year to maintain youth attention.

Finally, administrative costs play a role in the current problematic status of orientations, something that a new mandatory orientation length would complicate. Orientations are almost necessarily done in large spaces (auditoriums, gyms) with high youth to staff ratios.<sup>2</sup> Shorter timespans for orientation are helpful to make sure providers do not end up with many youth, whose attention is liable to wander, in a single space for too long. Providers' limited base rates for the program (currently \$325 for the most popular service options) keep providers from finding multiple spaces and multiple instructors. There is only so much space available in the city; there is only so much money for staffing. Thus orientations are held in large spaces with many youth. This is not to suggest youth-to-staff ratios should be implemented. Simply, providers should have flexibility to make orientations as long as they need, and in line with what they can accomplish given the space they have procured.

Increasing the orientation time to eight hours, if done in one day, would be an overload of material. Spreading orientation over several days would only increase the burden upon providers to secure extra space. And then, the major problems of making the material engaging and relevant would remain.

- **Per participant price (PPP) is too low, and is unspecified for each service option.** PPP is only provided as a range from \$325 to \$1000 per youth, and these amounts are not matched with any specific service options in the Concept Paper. This range is unfortunately the current range of PPPs, with \$325 being the amount, excluding wages, for the standard Younger Youth (YY) and Older Youth (OY) service options, and \$1000 as the amount for Ladders for Leaders. \$325 has been the rate for YY and OY since the 2008 RFP (it was \$300 in the 2004 RFP), and must be increased. UNH and CSJ called for a doubling of this rate to \$650 in our policy paper *Summer Jobs for NYC's Youth*. The need for this funding increase is made more urgent by the increased demands of the new program models proposed in the Concept Paper. Furthermore, before the RFPs are released for the new SYEP service options, specific PPP for each option should be made available for comment to the public. Further comments on reasonable PPPs per section will be discussed in proceeding sections.
- **The Concept Paper does not address the onerous paperwork burdens of the program, which must be addressed to improve program quality.** UNH and CSJ recognize that DYCD is in the process of overhauling and standardizing its data collection systems.<sup>3</sup> It is necessary that SYEP's data collection systems be digitized as soon as is practicable. As we

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<sup>2</sup> One provider, due to space costs, held 300-person orientation sessions prior to summer 2017. After borrowing money from other contracts and finding extra schools to donate space, this provider was able to decrease orientation class sizes to 30-40 youth. Another provider was able to hold orientations with no more than 25 youth per session, which was partially facilitated by earlier enrollment in 2017.

<sup>3</sup> Current online login, active for several programs, is available at <https://www.dycdonline.org/Pages/SystemAccess/Login.aspx>

noted in *Summer Jobs for NYC's Youth*, the program's paperwork and physical administrative burdens could be eased by greater use of digital technology. Timesheets provide an example of the burden of paper information collection. The current system of writing hours on a paper timesheet is wasteful and onerous. Providers waste time when they are told to re-do timesheets simply because there is a scratch-out. Perhaps paper timesheets can be used for *some* providers who lack consistent online access, but overall, the paperwork burden of filling out timesheets without scratchouts, and having provider staff go to worksites to collect paper timesheets, is an unnecessary burden and cost. Timesheets should be entered with an online payroll interface. All elements currently on paper, from supervisory evaluations to worksite assessments and the closeout package, should be completed online and provided to DYCD digitally.

Finally, as urged in *Summer Jobs for NYC's Youth* and the Youth Employment Task Force report, the City must follow through on leveraging City government resources to engage in employer recruitment, which would increase the worksite development capacity for providers.

#### *Community-Based RFP: Younger Youth*

The new service option for 14- and 15-year-olds, or Younger Youth (YY), outlined in the Concept Paper is one of the most radical, and controversial, changes to SYEP from previous RFPs. This proposed service option would eliminate traditional job placements for 14- and 15-year-olds and replace jobs with career exploration and skill development via project-based experiences led by CBO staff.

Suggestions and comments to improve upon the outline in the Concept Paper include:

- **Maintain a traditional SYEP option for 14- and 15-year-olds, given the success that providers have had in developing successful placements for such youth.** It is helpful to see DYCD acknowledge the difficulty of finding placements for 14- and 15-year-olds, and provide an alternative for youth. It is not unreasonable to allow providers to have an option, where, as the Concept Paper outlines, youth will work on skills-building projects. This could help providers who have difficulty placing YYs, and this option may be developmentally appropriate in a way that a standard work site would not be for some youth. However, despite the difficulty of finding YY placements, providers *have* successfully developed them, and are distressed at the notion of seeing their work superseded by this new model. Since some 14- or 15-year-olds are developmentally ready for traditional jobs, and providers should be able to continue their successful work in placing 14- and 15-year-olds. UNH and CSJ urge DYCD to maintain the current YY model of SYEP as an option.
- **If there is a stipend, it should be higher to more effectively incentivize 14- and 15-year-olds to apply or stay in the program, and provide necessary money to low-income families that depend on SYEP income. It should also be indexed with inflation.** YY program participants may be disinclined to apply to SYEP if they believe that they can get a job at minimum wage, which is significantly more (\$1,150 more per summer

than the maximum earning level of the proposed stipends in the model introduced in the Concept Paper) than \$700 for 6 weeks. Furthermore, SYEP youth have told CSJ year after year that they rely on SYEP money to contribute to their families' income. This is more than anecdotal: as the Youth Employment Task Force shows, 77% of SYEP youth are eligible for Temporary Assistance for Needy Families (TANF), and 69% for the Supplemental Nutrition Assistance Program (SNAP). Families of SYEP youth actually need this money. If youth enter the program a week or two late, they can only make a total of \$500, which is another potential setback for youth who truly need this money. If the YY service option switches to a stipend, that stipend should be higher than \$700, and it should be indexed to inflation.

- **If the program is stipended, youth should receive a transportation subsidy.** Without supplemental funding for transportation fare to and from program sites, youth will see their stipends further diminished. If youth are given less than minimum wage, that should be balanced by a Metrocard or other transportation subsidy that maximizes the potential of the payment as discretionary income.
- **Stipends should be paid weekly.** Whether stipends are paid on a weekly basis is unclear from the Concept Paper. Youth and their families should not have to wait six weeks for payment. Furthermore, regular payment at least every two weeks, as per the Fair Labor Standards Act, is an important expectation to build for future jobs.
- **Regardless of the stipend level, DYCD should, to ensure adequate retention, advertise very clearly that the new YY model is stipended and of a potentially very different program model.** If youth apply assuming the traditional SYEP model and then are told they will receive a stipend and something other than a traditional job, they may not stay in the program.
- **Youth should be able to work more than 15 hours a week.** SYEP, in addition to being a youth development and employment program, is one of several City-funded programs that occupies youths' time while their parents work during the summer. Three days a week is at least one day less of engagement than the current SYEP YY model. Youth should have more than three days' worth of engagement. The unusual schedule will also make it harder to find qualified staff as few workers can afford to take a position that only offer three days of work per week. From multiple programmatic angles, greater than 15 hours a week is worthwhile.
- **If youth do not work a full 15 hours each week, there should be special considerations given as to why they should not receive pay for the week.** It is not uncommon for some youth to miss a few hours of work per week. With such a low amount of income under the new YY model, youth should still be eligible for pay if they have an acceptable excuse (e.g., doctor's appointment, important family activity).

- **Youth who, as 14-year-olds, had a regular job in summer 2018 and get selected in the lottery for summer 2019 should be able to work in real job placements.** Youth who previously worked real jobs should not be limited to spending a summer in the project-based YY model. They should have the full opportunity to once again work a traditional job and build upon their skills in a real work environment.
- **Providers will struggle to find staff and space for this model.** As was previously noted, finding staff with the qualification to provide this model's educational experiences to youth will be difficult to find at only 15 hours of work a week. Furthermore, finding program space has always been a problem with SYEP, and this program will create yet another space need. Some providers have also noted that the staff to youth ratio listed in the Concept Paper of 1:25 is too large for the quality of program outlined—yet decreasing the ratio would build upon the space-finding problem.
- **This program should have a PPP commensurate with a high level of services, and should be at least \$1000, exclusive of wages.** Ladders for Leaders is currently compensated at \$1000 per participant, and the proposed YY model is at least as laborious as Ladders for Leaders. In place of job placement (a requirement for Ladders for Leaders that would be obviated under the new YY model), there are staffing needs to cover the 15 hours of instruction per week.

*Community-Based RFP: Older Youth*

This service option is the most similar to the current SYEP model: it provides a subsidized minimum wage job. The major changes are that for the majority of youth (those not eligible for one of the Special Initiatives RFPs discussed below), the program as outlined in the Concept Paper would only be available for 16-21-year-olds (as opposed to 24-year-olds) and would require an eight-hour orientation, as discussed above.

UNH and CSJ Urge DYCD to:

- **Ensure the sector focus does not come at the expense of staffing summer camps.** Jobs at summer camps, which are quality introductory-level social service work, should not be excluded from the new sector focuses outlined in the Concept Paper. In other words, sector focuses for the OY service option should not ultimately limit the number of youth that can be placed in summer camps. Summer camps and SYEP have long been mutually-reinforcing, with summer camps being staffed with considerable support from SYEP youth.
- **Allow providers to demonstrate the need for providing SYEP for 22-24-year-olds in their RFP Response.** While 22-24-year-olds made up only 5% of total SYEP participants in summer 2016, some providers have seen a strong need to continue hiring 22-24-year-olds. Providers should be able to demonstrate in their RFP responses whether SYEP for 22-24-year-olds is appropriate for the neighborhoods they serve. Some CBOs have found they can

get better cooperation from worksites for hiring high schoolers if they can also offer college students.

### *Community-Based RFP: Ladders for Leaders*

Providers have been enthusiastic about Ladders for Leaders as a programmatic model, as it provides more intensive, competitive internship opportunities for youth who have at least a 3.0 Grade Point Average. However, the Concept Paper implies an expansion of the program, and expanded slots in the program would necessitate more job development. Furthermore, a greater sectoral focus means job training will have to align with industry needs, which will ultimately require extra work on behalf of Ladders providers. Thus, the **PPP should be increased from its current rate of \$1000 to compensate for the new job development and training needs.**

### *Special Initiatives: Year-Round Sector-Focus Programs*

UNH and CSJ applaud the inclusion of the year-round sector-focus programs, which would guarantee SYEP slots for programs that already provide sector- or industry-focused, school-year or afterschool programs (e.g., Girls Who Code).

**This competition is not unlike Work, Learn, and Grow in offering a year-round model. We support the creation of a truly year-round Work, Learn, and Grow, and ask that funding for Work, Learn and Grow be baselined.**

### *Special Initiatives: Vulnerable Youth and Youth With Disabilities*

UNH and CSJ applaud DYCD for creating separate service options that will create specialized SYEP options for both vulnerable youth (homeless or runaway, justice involved, in or aging out of foster care, youth in families receiving preventive services from the Administration for Children's Services) and youth with disabilities.

While Vulnerable Youth and Youth With Disabilities are different service options, UNH and CSJ have similar feedback on the two service options.

- **Vulnerable Youth and Youth With Disabilities utilizing the YY model outlined in this Concept Paper may need to be in classes with even smaller staff to youth ratios (e.g., 1:10) than as outlined in the YY section of the Concept Paper (1:25).** All such youth, given their various psychosocial needs, will need more staff reinforcement.
- **The need for higher stipends applies even more strongly with vulnerable youth and youth with disabilities.** Families with vulnerable youth and youth with disabilities may have higher costs, given needs for various supports. Thus, it is even more important that their families receive more income than \$700 over the course of six weeks.

- **Vulnerable Youth and Youth With Disabilities providers will both need to hire specialized staff (e.g., social workers), and PPP needs to reflect that extra hiring cost. DYCD should consider applications from organizations who propose a PPP above \$1000, to ensure that organizations who accurately price the cost of services can receive contracts.**

*Special Initiatives: SYEP for the Mayor's Plan for Neighborhood Safety*

This service option would set aside SYEP slots for youth in NYCHA sites with the highest crime rates.

The major concern with this service option is its requirement that “at least 90 percent of job placements for older youth must be outside of the proposed NYCHA development.” NYCHA developments have programming outside of summer camp (senior centers, Cornerstones) that could use staffing, and requiring that 90% of jobs be outside of one’s NYCHA development accordingly seems high. **If DYCD wishes to disqualify certain jobs at NYCHA developments from being eligible for SYEP enrollment, DYCD should list those jobs rather than leave the overbroad 90% requirement. DYCD should also provide an explanation for why it would not want to offer jobs in those fields.**

*Special Initiatives: SYEP for CURE Violence*

SYEP for CURE Violence provides skill-building and work-readiness programming for youth who are at greatest risk of gun violence, and eligible participants are youth who are involved with CURE Violence.

The major concern with this service option was that contracting for SYEP for CURE Violence should **keep the name and purpose of CURE Violence, but otherwise be separate from the contracting process for CURE Violence.**

**This model could similarly be used to support programs working in conjunction with similar youth serving anti-violence programs such as the Youth Opportunity Hubs funded by the Manhattan District Attorney’s Office.** UNH and CSJ urge DYCD to explore similar opportunities to link SYEP to other youth serving programs.

*Special Initiatives: School-Based SYEP RFP*

The School-Based SYEP RFP, which seeks to “strengthen connections between academic learning and summer career exploration,” left providers with several comments:

- **The School-Based SYEP RFP be should be further elaborated upon in a revised Concept Paper so that providers have more time to discuss program specifics *before* release of an RFP for this service option.** In general, the collaboration between schools and SYEP outlined in the Youth Employment Task Force Report is clearer in intent and content than the Concept Paper. As the Youth Employment Task Force outlines,

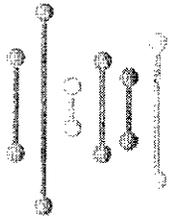
collaboration between schools and SYEP providers could “provide more student training, and additionally, ensure more deliberate planning in advance of the summer experience, as well as follow-up through the fall.” Based on the current concept paper, providers were confused as to what they were supposed to offer to schools other than 15-20 hours of workshops to youth. **Several questions should be answered in the elaborated-upon concept paper:**

- **Who picks the students for this service option?**
  - **How are the students being targeted?**
  - **If students don’t “pass” a program during the academic year, are they still provided with an SYEP slot during the summer?**
  - **Are the programs during school hours?**
  - **To what extent is the school participating and/or open during the summer?**
- **The WIOA ISY program offers an excellent model for CBO-school collaboration that should be followed by the School-Based model.** CBOs have a history of providing dynamic services to youth in a school context, such as with the WIOA ISY program, where providers provide a combination of post-secondary preparation and work-based learning. The WIOA ISY program, with its PPP of \$3,308, would have to be decreased, with an attendant decrease in services, in order to meet the anticipated scale of the School-Based SYEP model. Nevertheless, a modified ISY program serves as worthwhile basis
  - **More than one CBO should be able to contract with a school, i.e., different CBOs should be able to run the YY and OY competitions within the same school.** Different CBOs may have different capacities to work with different age groups, and competition should be open to ensure that multiple CBOs can work within a single school.
  - **DYCD should not limit the list of participating schools to a to-be-announced list.** CBOs who already have successful partnerships with schools should be allowed to apply even if the schools in question are not on the DYCD-provided list of eligible schools. Experiences with several extant CBO-school relationships (e.g., community schools, Learning to Work) has shown that the most successful partnerships are those where there is an organic relationship between a CBO and a school administration.
  - **Finally, School Partnership Agreements, which are stipulated in the Concept Paper, should be true Memoranda of Understanding.**

### *Conclusion*

UNH and CSJ appreciate the opportunity to engage in this process to strengthen the SYEP model. We are excited to work with the City to ensure the success of SYEP into the next decade, and with several innovative options to meet the varied needs of New York’s youth.

If you have any questions, please contact Gregory Brender at [gbrender@unhny.org](mailto:gbrender@unhny.org).



# MEASURE OF AMERICA

of the Social Science Research Council

Testimony of Rebecca Gluskin, PhD  
Committee on Youth Services, The New York City Council  
October 16, 2017

Thank you for the opportunity to testify today. I want to start by applauding the Council's efforts to address youth disconnection in our city. Our work in other cities and counties has confirmed that it's a problem that is responsive to efforts to reconnect kids and also to programs and policies that prevent disconnection from happening in the first place.

I am the Chief Statistician at Measure of America, a project at the Social Science Research Council based in Brooklyn. Our focus is on improving people's well-being and expanding their choices and opportunities. One recent area of our research is youth disconnection because of the way it stunts young people's well-being at a critical moment in their lives and can leave scars that endure years later.

In New York City, roughly 180,000 teenagers and young adults in the 16 to 24 year age range are neither working nor in school. This is far too many kids disconnected from institutions that give purpose to their days and meaning in their lives. But what our research tells us is that there are astonishing disparities within cities by race and by place. These disparities hold critical clues to the solutions. While the NYC rate is 15.8 percent, in Manhattan's 7<sup>th</sup> Community District—the Upper West Side and West Side—the rate of youth disconnection is **3 percent**, which translates to 391 kids. In the South Bronx Districts 1&2 (Hunts Point, Longwood, Mott Haven, Melrose), the rate is **33 percent**, representing 8,423 kids.

Turning to race and ethnicity, in the greater New York metro area, the white rate of youth disconnection is 9 percent, the Latino rate 17 percent and the black rate is more than double the white rate: 19 percent. Because of limitations in Census Bureau data, we could not calculate the Asian rate this year.

What becomes clear from these enormous disparities is that in order to better target efforts to address disconnection, **we need more granular data** than we have had in the past. In my written testimony, I have included more data. But with my limited time, I want to focus now on what our research tells us about the most important factors associated with youth disconnection. I will focus on only 5 main factors:

- 1.) Disconnected youth are nearly twice as likely to **live in poverty**.
- 2.) They are three times as likely as connected youth to **have a disability**.
- 3.) While personal attributes like persistence, willingness to work hard, impulse control, etc. are critical for young adults to succeed, programs that focus only on these personal characteristics are missing a vital point: Disconnected youth overwhelmingly come from **disconnected families in disconnected communities**. These are places where parents and other adults also struggle with education or connection to the workforce. These are communities that are isolated from transportation options to where jobs are, and where schools and public institutions are chronically underfunded. And they are places where adult social networks for helping kids find jobs or internships are relatively limited.
- 4.) A fourth surprising, and somewhat disheartening, factor is that when we calculated disconnection rates across 2,000 U.S. neighborhoods 15 years ago, we found **rates of youth disconnection in 2000 were highly predictive of what they will be today**. This relationship holds true even when you control for population growth and demographic change. What does this tell us? It suggests an absence of successful action for far too many years. But it also tells us that in neighborhoods like Brownsville, Central Harlem, East Flatbush and many parts of the South Bronx where disconnection is almost the norm, it sets a poor example for younger children and shapes their own expectations about the future.
- 5.) And finally, as the data show, place matters. Race matters. But our analysis shows that the combination of the two really packs a wallop. Residential segregation has dramatic but very different consequences for young people depending on their race. In highly segregated metro areas like NYC, Chicago, Washington DC, and Detroit, black youth tend to have higher-than-average rates of disconnection, whereas white youth tend to have lower-than-average rates of disconnection. In other words, residential segregation by race disproportionately harms black teenagers and young adults. And it disproportionately advantages young white adults, who are more likely to live in neighborhoods with good schools, strong adult networks for mentorships, jobs, with convenient transport and concentrated advantage.

**What the above factors show is that youth disconnection is not a spontaneously occurring phenomenon. It is a problem years in the making.** Engaged young people from middle class neighborhoods rarely drift away from the worlds of school and work. So in order to reduce disconnection, we need to support these kids in the context of their communities. There is increasing research on what works and why. Summer jobs

or youth jobs programs do offer young adults valuable things: self-confidence, money in their pocket, understanding about expectations in the workplace. But evaluations four or five years later consistently show these programs don't tend to have lasting effects.

The most promising programs for addressing kids who are currently or are at risk of becoming disconnected include additional supportive interventions: **job training programs** that build in remedial numeracy and literacy programs as well as the famous soft skills everyone's always talking about; **partnerships between businesses and nonprofits** that combine paid work with wraparound services to help young adults grapple with personal and family issues or health and housing challenges; **apprenticeships** that culminate in a postsecondary credential they can take with them. And all of these programs need to include followup with the kids for 3 to 5 years to help youth maintain a connection to the workforce after they graduate from the program.

These programs cost more than a one-off job placement. But in the long run, they are actually far cheaper than the status quo. **We are already paying a high price for youth disconnection** through juvenile justice, incarceration, crime, higher health costs, lost tax revenues, and much more. We could instead be paying for success in the form of investing in low-income communities, in our schools, and in programs that offer lasting pathways for disconnected youth.

Thank you.

County	Youth Not in School and Not Working 2011-2015 (% ages 16-24)	Youth Not in School and Not Working 2010-2014 (% ages 16-24)	Youth Not in School and Not Working 2011-2015 (total number ages 16-24)
UNITED STATES	12.3	13.2	5,252,896
Bronx	21.48	22.8	44,510
Brooklyn	17.64	18.5	55,720
Manhattan	11.99	12.9	22,240
Queens	13.8	14.8	36,215
Staten Island	13.95	14.8	7,900

Source: Measure of America calculations using U.S. Census Bureau, American Community Survey PUMS Microdata 2010–2014.



**ADVANCING OUR  
COMMUNITY**

**Chinese-American Planning Council, Inc. (CPC)**

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**Chinese-American Planning Council, Inc.  
Testimony at the New York City Council Committee on Youth Services  
Honorable Mathieu Eugene, Chair  
Hearing on Summer Youth Employment Program Concept Paper  
October 2017**

Thank you Chair Eugene and the Members of the City Council for the opportunity to testify today. The mission of the Chinese-American Planning Council, Inc. (CPC) is to promote social and economic empowerment of Chinese American, immigrant, and low-income communities. CPC was founded in 1965 as a grassroots, community-based organization in response to the end of the Chinese Exclusion years and the passing of the Immigration Reform Act of 1965. Our services have expanded since our founding to include five key program areas: Early Childhood Education, School-Age Child Care, Education & Career Services, Senior Services, and Community Services.

CPC is the largest Asian American social service organization in the U.S., providing vital resources to more than 60,000 people per year through more than 50 programs at over 30 sites across Manhattan, Brooklyn, and Queens. CPC employs over 700 staff whose comprehensive services are linguistically accessible, culturally sensitive, and highly effective in reaching low-income and immigrant individuals and families. Over 2,670 youth participate in the SYEP program through CPC.

CPC is grateful for the opportunity to submit comments in response to the Department of Youth and Community Development's (DYCD) Summer Youth Employment Program Concept Paper. We appreciate the City's thoughtful process around engaging providers in the development of this Concept Paper through the Youth Employment Task Force. While the Concept Paper outlines important aspects for a successful SYEP program, CPC respectfully raises several concerns and considerations that will help ensure a high-quality RFP and program. These concerns and considerations, outlined below, are a result of feedback provided by our center and school-based youth program supervisors who have been involved in providing SYEP programs. As members of the United Neighborhood Houses and the Campaign for Summer Jobs, CPC supports the recommendations that they have submitted around the Concept Paper.

Provider Paperwork

CPC recommends that SYEP's data collection systems be digitized as soon as possible, which will help ease the burden of physical administrative paperwork such as timesheets. We support the UNH recommendation that all elements currently on paper, from supervisory evaluations to worksite assessments and the closeout package, should be completed online and provided to DYCD digitally.

Community-Based RFP: Younger Youth

- The new service option for 14 and 15 year old Younger Youth proposed in the Concept Paper addresses many of the challenges associated with finding a developmentally appropriate placement for the Younger Youth. CPC notes that some Younger Youth are developmentally ready for traditional jobs, and job placements have been successful. We recommend that in addition to the proposed service option, providers should have to option to provide a traditional job placement. Additionally, CPC recommends increasing the PPP to accommodate these changes.
- In order to accommodate the service model, the Current PPP needs to be at least significantly increased to bring on more staff to run these workshop sessions efficiently and without a burden to those who have multiple SYEP contracts. CPC supports UNH and CSJ's recommendation that the PPP be increased to \$1000 for YY.
- If the program is stipended, the stipend provided should be higher to incentivize participation in the program, and to provided needed income to families. The current stipend is significantly less than the potential earnings of a minimum wage job over the course of the summer. This amount is even lower for individuals who enroll late. The stipend model, especially with such a low payout, will potentially deter applicants for applying, or cause them drop out of the program during the summer. Providing a competitive stipend will incentivize participation in the program. Furthermore, SYEP participants' families often rely on their SYEP income for meeting their basic needs. The Youth Employment Task Force shows that 77% of SYEP youth are eligible for Temporary Assistance for Needy Families (TANF), and 69% for the Supplemental Nutrition Assistance Program (SNAP).
- If the program is stipended, youth should receive a transportation support. Having to pay for transportation to and from the program cuts into their stipends even more. A metrocard or other transportation subsidy would allow the stipend to be used to contribute to family expenses or as discretionary income.
- Stipends should not be paid out in a lump sum at the end of the program, but rather weekly or biweekly. If the funds are not paid out until the end of the program, many youth may not have the resources necessary to pay for related expenses. Furthermore, their families who rely on the SYEP income may need it paid out at more regular intervals to meet their regular financial obligations. Lastly, regular payment at least every two weeks, as per the Fair Labor Standards Act, is an important expectation and practice for youth to build as they move into the permanent workforce.
- Youth should be able to work more than 15 hours a week. This is less time in work than the current SYEP model for YY. This will make it difficult to recruit quality staff. Additionally, parents of SYEP youth rely on the program to ensure that their children are occupied while they work, so it is important to ensure that the youth are engaged for as much of a regular work week as possible.

#### Community-Based RFP: Older Youth

- Traditionally, summer camps are staffed with considerable support from SYEP youth. While the sector focus is appropriate, CPC recommends that summer camp jobs are still included in this, as they provide valuable entry human services and social services experience.
- We recommend that providers be allowed to include slots for 22-24 year olds in their RFP responses. CPC has seen a strong need to provide slots for this age bracket, as it provides necessary income and valuable internship experience. Over 700 youth aged 21+ applied for CPC SYEP programs last year.
- In order to effectively recruit staff for and staff programs, the PPP should be increased to accommodate rising minimum wage laws. The need for this funding increase is made more urgent by the increased demands of the new program models proposed in the Concept Paper. The PPP should be at least doubled, but we support UNH's recommendation of increasing it to \$1000.
- An 8 hour orientation can be difficult to find space for, staff and maintain youth attentiveness throughout (especially for youth that have previously participated). CPC recommends reducing the total number of orientation hours, or allowing supplementary activities such as attending a job fair to count towards the required hours

#### Community-Based RFP: Ladders for Leaders

The Ladders for Leaders Concept Paper implies an expansion of the program, and expanded slots in the program would necessitate more job development. Additionally, in order to create a greater sectoral focus, providers will have to do significantly more work. The PPP should therefore be increased in order to compensate for additional needs.

#### Special Initiatives: Year-Round Sector-Focus Programs

CPC supports the inclusion of the year-round sector-focus programs, which would guarantee SYEP slots for programs that already provide sector-focused, school-year or afterschool programs

#### Special Initiatives: Vulnerable Youth and Youth With Disabilities

CPC supports creating specialized SYEP options for both vulnerable youth (homeless or runaway, justice involved, in or aging out of foster care, youth in families receiving preventive services from the Administration for Children's Services) and youth with disabilities. The PPP for this must reflect the increased cost of providing specialized staff and appropriate space. Additionally, the RFP should outline how applicants are to provide confidential and sensitive information regarding their disabilities in order to fill the slot. CPC also raises the concern that depending on what sites are available to youth, it may be difficult for them to find a provider that is both easy to access from their home and offers this initiative, and has appropriate staff and space.

#### Special Initiatives: SYEP for the Mayor's Plan for Neighborhood Safety

While this initiative has an important intention, the requirement that "at least 90 percent of job placements for older youth must be outside of the proposed NYCHA development" may be

difficult in practice. It may be difficult to find 90 percent of participants from further away because often their parents want them to work near home. CPC recommends that rather than a burdensome requirement, that DYCD disqualify certain jobs from being eligible for SYEP enrollment.

#### Special Initiatives: School-Based SYEP RFP

The School-Based SYEP RFP, which seeks to “strengthen connections between academic learning and summer career exploration,” left CPC providers with several questions that need to be clarified in the RFP.

- When will we notified of which schools are eligible for the RFP? The concept paper mentions that DYCD will identify and publish a list of approved schools. What is the criteria for a school to be eligible?
- Is this open to high school only or are junior high school students also eligible?
- Can a provider apply for this RFP via new collaborations and partnerships?
- Do participants have to attend the school the program is based in or is it open to individuals from different schools?
- Will different CBO's have to compete to gain contracts in eligible schools?

In general, the collaboration between schools and SYEP outlined in the Youth Employment Task Force Report is clearer than that in the Concept Paper. CPC supports UNH and CSJ's recommendation that the School-Based SYEP RFP be elaborated upon in a revised Concept Paper so that providers have more time to discuss program specifics before release of an RFP for this service option.

#### Conclusion

CPC appreciates the opportunity to testify on the SYEP concept paper and looks forward to working closely with the City to carry out a successful SYEP.

If you have any questions, please contact Carlyn Cowen at [ccowen@cpc-nyc.org](mailto:ccowen@cpc-nyc.org)

**CAMBA**  
**Testimony Before the New York City Council**  
**Committee on Youth Services**  
**October 16, 2017**  
**Daniel Manbode**

Chairman Eugene and Members of the Committee, my name is Daniel Manbode and I am the Program Manager who oversees the Summer Youth Employment Program at CAMBA. I want to thank you for holding today's hearing and affording us the opportunity to testify. CAMBA is one of New York City's largest and most trusted community-based organizations. Founded in 1977 as a merchants' block association, the agency has grown in direct response to the needs of the Brooklyn community and beyond. Today, CAMBA provides services to 45,000 individuals and families annually through an integrated set of six program areas: Economic Development, Education and Youth Development, Family Support, Health, Housing, and Legal Services. Through our comprehensive continuum of care, CAMBA provides people with the tools and resources that they need to achieve their full potential.

Today, I would like to address our concerns regarding the Department of Youth and Community Development's Summer Youth Employment Program (SYEP) Concept Paper. CAMBA has been operating an SYEP program for 22 years and this past summer we placed over 1,200 young people into summer jobs. We are pleased to see that the model for Older Youth maintains most of the features which have made it successful in the past. We also applaud the Department's decision to add a component for youth in Cure Violence programs. CAMBA is an active member of the Campaign for Summer Jobs (CSJ) convened by United Neighborhood Houses and we endorse the positions that the Campaign has taken today and in its written response to DYCD. However, there are some specific issues we would like to highlight. Our recommendation related specifically to Service Option 1 (Younger Youth) of the Community-Based SYEP RFP. First and foremost, we are concerned with the change from a summer jobs program for youth ages 14 and 15 to a classroom-based program built around project-based learning. The whole point of SYEP is to provide young people with actual work experience and much-needed income. We agree with CSJ that providers should retain the option to provide job placements for younger youth.

We are also concerned with the proposal to make the program for younger youth stipend-based. As currently structured, the proposed stipend works out to \$7.70/hour, far below the minimum wage of \$13/hour. Young people with access to paid employment will likely not be attracted to SYEP if the stipend is so low. Moreover, youth who do participate will find themselves with much less income than they would have received through subsidized, minimum-wage employment. Youth who participate in SYEP typically come from low-income families who struggle to make ends meet. SYEP income is often very important to their households. Reducing that income will further burden low-income families across the City.

The Concept Paper describes a program for younger youth that would operate for only 15 hours per week, substantially less than the 20 hours per week of programming that they received before. This proposed level of engagement for youth is too low for them to receive the full

benefits of the program. It also undermines the program goal of keeping youth engaged in positive activities while their parents are working to support their families. Moreover, having a three-day-per-week program model will make it harder for providers to find capable staff, as most qualified candidates will be seeking full-time employment.

Finally, we believe that having separate tracks for 14 year olds and 15 year olds will put an unnecessary burden on providers. Structuring the program in this fashion would require providers to hire more staff at the same price per participant of \$325. Because we would have to design and implement two separate projects, the demands on our staff would be that much greater. Developing and facilitating a project-based summer component for younger youth would require a different staff skill set and a lower adult to youth ratio. While CAMBA would endorse maintaining the current model that places 14 year olds and 15 year olds together, if the new model is implemented, we would urge that the price per participant be increased to at least \$1,000. The new model requires a greater number of higher qualified staff that simply cannot be supported at the current rate.

Once again, I thank you for the opportunity to testify before the Committee. We look forward to working together to implement a sustainable SYEP model that meets the needs of youth and their families. |

**Lazar Treschan**  
**Director of Youth Policy**  
**Community Service Society of New York**

**Testimony to the Committee on Youth Services**  
**Council of the City of New York**  
**October 16, 2017**

**Issue:** *The Summer Youth Employment Program (SYEP)*

**Recommendation:** *Continue to push for reforms to strengthen SYEP, with a focus on:*

- *Expand and strengthen connections between school-year academic work and SYEP*
- *Allow more targeted service and innovative programming*
- *Eventual move toward a universal program that serves all NYC public high school students*

The Community Service Society of New York (CSS), established in 1843 as the New York Association for the Improvement of the Condition of the Poor, has a long history in the fight against poverty. As CSS' Director of Youth Policy, I am happy to submit this testimony in support of this committee's effort to ensure that the communities of greatest need receive a higher concentration of public resources.

The Community Service Society of New York (CSS) is pleased to see New York City's efforts to continue to improve the Summer Youth Employment Program (SYEP), as proposed in its recently released concept paper, in advance of the forthcoming SYEP RFP. SYEP is a crucial support for academic and career development, with the ability to improve the lives of tens of thousands of young people each year. Our organization is a strong supporter of SYEP, and has published two recent reports ([here](#) and [here](#)) about the immense value of the program, and ways to continue to expand the program's impact. We were pleased to serve on the City's Joint Task Force on Youth Employment, during which many of the reforms to SYEP were developed and discussed.

We believe that an ultimate goal for the City should be to make summer jobs universal for all New York City high school students. As we have proposed in the two above-linked reports, we believe that every public high school student should have the option of extending their school year into the summer with an optional two-month internship program that builds off of their academic work, and offers a real world application of those skills and interests, while at the same time allowing students to earn money and gain knowledge of an personal connections in the labor market. The existing research about the benefits of career and technical education make a clear case for why every student should have access to some form of work-based learning, and a universal summer jobs program for high school students would be the simplest, most straightforward way of doing so.

If that cannot happen immediately, the reforms and expansions proposed in the recent SYEP concept paper comprise important progress for SYEP. Above all, the growing set of service options represents continued acknowledgement that the program cannot utilize a “one size fits all” approach, and we are happy to see that overarching idea, as articulated by many stakeholders, has been taken into account. The new school-based service RFP; more clearly differentiated age-based programming across service options; and a timeline that allows for more program planning are all strong steps forward, each deserving of note and praise.

We recognize that implementation of many of these changes will not be simple, and offer our support to the City to hold firm to these and other advances for SYEP in the face of inevitable challenges. As the City codifies these reforms into a Request for Proposals, we respectfully offer the following suggestions:

1. Providing Clarity and Strengthening the School-Based RFP

- ***Offering more guidance and support for program quality*** -- we are strong supporters of the City’s intention to enhance the year-round experiences of high school students with subsidized summer jobs. In addition to the language in the concept paper, we believe that the forthcoming RFP can ensure higher levels of program quality with additional guidance. This could include stronger language around the School Partnership Agreement, which might look in many ways like a formal Memorandum of

Understanding (MOU) with clear commitment from both partners about types and levels of support. Proposals that include in-kind supports from the school might be given stronger consideration. Specifically, this support should be encouraged to include space from the school to use during the summer, as well as the designation of a school staff member, other than the principal, responsible for both liaising with the SYEP CBO contractor administratively, and integrating the SYEP activities into those of the school, to ensure that they are strongly connected from the perspective of students/SYEP participants. Such commitment from the school will make students' experiences and CBO programming stronger.

- ***Expand access for interested schools*** -- in the concept paper, the City notes that a list of schools that might be served will be provided. We suggest that the City consider offering simple ways for schools who do not find themselves on that list, but who would otherwise be strong candidates for the program to opt into the school-based option. If one of the goals of this service option is to model how strong relationships with CBOs can enhance students' high school experiences, we may want to ensure that we include existing strong such partnerships. There are many CBOs already working with schools, either in programs that offer work experience or other enrichment. The chance to strengthen that relationship--and the experience of the young person who is at once a student in a specific school and has a connection to a local CBO--through SYEP should be an option to them, if there is an existing strong relationship, even if they are not on the DYCD/DOE priority list.

Similarly, many high schools have already invested in internship programs without CBO support, but lack some of the resources to administer those well, or do not have the connection to employers that a local CBO might already have. These schools' existing programs could be bolstered by SYEP slots, which might allow them to form new relationships with local CBOs, at the same time giving the CBO another connection to young people it is potentially already otherwise serving.

- ***Identify and clarify school-system supports and integration*** -- The RFP might offer clear lines of SYEP support within the DOE, so that schools with questions have a place to turn with which they are already familiar. In addition to general support, this would support and formalize the value of work-based learning and CBO partnerships within the DOE.

2. Allowing More Targeted Service to Youth in Need in the Community-Based RFP

- ***Expanding targeted, high-impact service*** (reducing percentage of slots based on lottery) -- we are pleased to see that some aspects of SYEP will allow for targeted service delivery and less reliance on the program lottery. This is especially important in the school-based RFP, which will allow for CBOs and schools to jointly create intentional programs for specific cohorts of students. We also believe that the community-based SYEP option should offer similar opportunities. This might include:
  - Allowing participants to repeat if they meet certain performance/participation goals -- the City's own research into SYEP has shown increased benefits to program repeaters. Allowing providers to offer a percentage of their slots to prior participants who meet objective attendance and performance goals would allow the city to reap the gains identified by that research. This might also induce more participation from employers, who would now have the chance to retain high performing participants, and might be induced to offer pseudo-promotions within as part of their involvement in SYEP.
  - Within the CBO option, allow for additional targeting of high need students in local high school, even outside of the school-based RFP. Given that the school-based RFP may represent too much of a commitment for some CBOs, a service option to target high need students within the community-based RFP would allow for some flexibility for other SYEP providers to develop relationships with schools that may evolve into candidates for the school based program in the

subsequent SYEP. In this sense, this could be considered an on-ramp for expansion, even within this RFP's set of contracts, which are noted to grow to 20,000 slots.

- o In full, the City should set a goal of an eventual 50/50 split between lottery and targeted slot allocation. The allocation of targeted slots could be reviewed annually by an impartial program auditor/ombudsman for fairness.

I would be happy to be an ongoing resource to this committee as it continues this work.  
Thank you for the opportunity to submit testimony.

THE COUNCIL  
THE CITY OF NEW YORK

Appearance Card

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in favor  in opposition

Date: 10/16/17

(PLEASE PRINT)

Name: RAIHAN MONDAL

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SYEP

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_

in favor  in opposition

Date: 10-16

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Name: Gregory Brender

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I represent: United Neighborhood Houses

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SYEP

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in favor  in opposition

Date: Oct 16-

(PLEASE PRINT)

Name: Don Oustatcher | Stephanis Shepin

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I represent: NSHDS | Cojo Fltbrsk

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(PLEASE PRINT) ASSOCIATE COMMISSIONER

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I represent: DYCD

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Name: BILL CHONG, COMMISSIONER

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I represent: DYCD

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Name: Sandino Sanchez

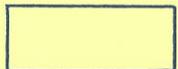
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Name: BRIAN LICATA

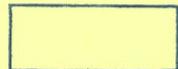
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I intend to appear and speak on Int. No. S4EP Res. No. \_\_\_\_\_

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Name: Grant Cowles

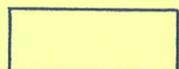
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Date: \_\_\_\_\_

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I represent: Phipps Neighborhoods

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in favor  in opposition

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