



**NEW YORK CITY
DEPARTMENT OF YOUTH AND COMMUNITY DEVELOPMENT**
SERVING NEW YORK CITY YOUTH, FAMILIES, AND COMMUNITIES

156 William Street
New York, New York 10038
Phone 212.442.5900 Fax 212.442.9196
TTY 212.442.5903 www.nyc.gov/dycd

JEANNE B. MULLGRAV
Commissioner

Dear Community Members:

I am pleased to present “Staffing and Skill-Building in the DYCD Out-of-School Time Initiative: Findings from 10 Programs.” This report, prepared for the Department of Youth and Community Development (DYCD) by Policy Studies Associates, Inc. examines patterns and structures of implementation in ten programs and program features intended to promote program quality and shape youth experiences.

DYCD is gratified that the findings presented in this report underscore the goals and objectives drawn for the Out-of-School (OST) system as a whole. Focusing on a sample of ten elementary and middle school level programs that have been in operation since the start of the OST initiative in 2005, this study analyzes the characteristics, educational performance, academic motivation, and family support structures of youth participants as well as the management and staffing strategies these programs employed in 2009-2010. The report also assesses program content from a youth development and skill-building perspective, and offers guidance helpful to everyone engaged in OST programming. DYCD is delighted that its conclusions underscore the importance of the range of efforts we are undertaking to promote the broad adoption of evidence-based best practices.

I look forward to sharing these findings with program providers and other stakeholders as we continue to work together to provide high-quality OST programming for New York City youth, and their families.

Sincerely,

Jeanne B. Mullgrav

