

# DEPARTMENT OF YOUTH AND COMMUNITY DEVELOPMENT

Bill Chong, Commissioner



## WHAT WE DO

The Department of Youth and Community Development (DYCD) supports youth and adults through 2,691 contracts with community-based organizations throughout New York City. These include 520 contracts that comprise the citywide Out-of-School Time (OST) initiative. OST offers a balanced mix of academic support, sports/recreational activities, and arts and cultural experiences, which take place after school, on weekends, and during school vacations. DYCD also funds 270 programs to help low-income individuals and families become more economically self-sufficient and 31 adult literacy programs that help participants further their education and advance their careers, as well as ten adolescent literacy programs. The Department also administers a network of 80 Beacon community centers, housed in public schools citywide, which serve youth, adults and families during out-of-school hours, as well as 70 Cornerstone youth programs in New York City Housing Authority (NYCHA) facilities. Through a range of programs, DYCD contractors assist immigrants in becoming citizens and in taking part in the civic and cultural life of their new communities. In addition, DYCD implements and oversees the City's youth workforce development program, providing summer employment and year-round services to introduce youth and young adults to the job market and help them develop the skills to succeed. DYCD is also responsible for the City's runaway and homeless youth programs.

## FOCUS ON EQUITY

The Department of Youth and Community Development (DYCD) provides a wide range of vital services for youth and families in New York City. Each year, the agency awards thousands of contracts to community-based organizations throughout the City to provide free afterschool, youth employment, and community development programs that can transform lives, alter life chances, and narrow income and achievement gaps. In addition to administering City, State and Federal funds that support these critical programs, DYCD is also the City's designated Community Action Agency, charged with distributing federal Community Services Block Grant (CSBG) funds to providers whose specific aim is to support programs that alleviate poverty. DYCD funding decisions are based on analysis of demographic data, fair distribution of services, changing needs, and emphasize continuous improvement, while DYCD program monitoring helps maintain standards. Equity, program quality, and accountability are, therefore, guiding principles in the conception and implementation of all DYCD programs.

## OUR SERVICES AND GOALS

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### **SERVICE 1 Support youth development throughout New York City through the implementation, funding and management of contracts with nonprofit service providers.**

- Goal 1a Maximize resources to support the involvement of young people in DYCD-funded programs and direct them toward positive outcomes.
- Goal 1b Runaway and homeless youth will reunite with their families or live independently.

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### **SERVICE 2 Implement and manage contracts for programs that provide work-related education, skills training and employment opportunities to increase youth capacity for economic independence.**

- Goal 2a Young people will complete DYCD-funded training and employment programs at high levels.
- Goal 2b Young people engaged in DYCD-funded training and employment programs will achieve success targeted by these programs.

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### **SERVICE 3 Implement and manage contracts for programs to strengthen and revitalize the communities of New York City.**

- Goal 3a Maximize participation in and effectiveness of community anti-poverty initiatives for youth, adults and seniors in lower income neighborhoods, including Neighborhood Development Area (NDA) and Center for Economic Opportunity (CEO) programs.
- Goal 3b Maximize participation and success in programs improving English literacy skills among adults, adolescents, children and recent immigrants.
- Goal 3c Maximize the number of immigrants who file for visas, residency and United States citizenship through DYCD-funded programs.

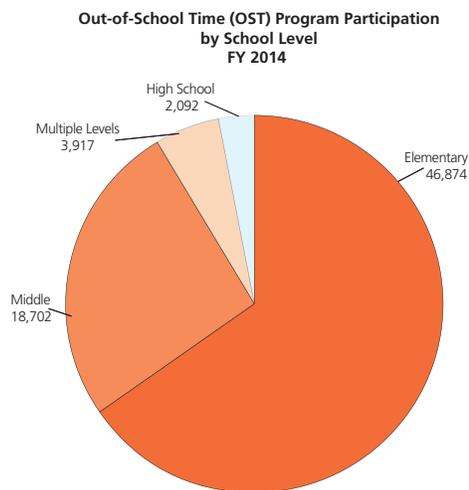
# HOW WE PERFORMED IN FISCAL 2014

## SERVICE 1 Support youth development throughout New York City through the implementation, funding and management of contracts with nonprofit service providers.

**Goal 1a** Maximize resources to support the involvement of young people in DYCD-funded programs and direct them toward positive outcomes

In Fiscal 2014 enrollment in Out-of-School-Time (OST) programs was 71,585 youth, an increase of nine percent from 65,957 in the previous year, as the Department of Education provided funding for additional program slots. Participation in the OST program is expected to increase an additional 20 percent in Fiscal 2015, when the initiative's name will be changed from OST to Comprehensive After School System of NYC (COMPASS NYC), and the middle school component will be enhanced and called School's Out NYC (SONYC).

In the third quarter of Fiscal 2014 the number of Cornerstone programs in NYCHA housing facilities was nearly tripled, from 25 to 70, and the number of youth served in them increased from 6,273 in Fiscal 2013 to 13,278 in Fiscal 2014. This was due to a major increase in City Council funding and the de Blasio Administration's emphasis on youth education and after school programming.



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15		
Number of young people involved in DYCD-funded programs	219,812	214,603	201,194	212,407	247,705	*	*	Up	Up
Out-of-School Time (OST) enrollment	73,186	68,680	63,000	65,957	71,585	56,700	85,000	Neutral	Neutral
★OST programs meeting attendance rate goal - elementary (school year) (%)	86%	86%	87%	84%	83%	80%	80%	Up	Neutral
★OST programs meeting target enrollment (school year) (%)	98%	97%	98%	96%	95%	85%	85%	Up	Neutral
★OST programs meeting target enrollment (summer) (%)	97%	99%	97%	93%	95%	90%	90%	Up	Neutral
Beacon programs' enrollment as a percentage of the minimum annual target (%)	119%	108%	117%	156%	110%	100%	100%	Up	Up
Calls to Youth Connect	46,685	41,621	34,609	36,867	34,191	48,000	48,000	Up	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

**Goal 1b** Runaway and homeless youth will reunite with their families or live independently.

The number of youth served by Runaway and Homeless Youth Program drop-in centers increased 15 percent, to 12,328, in Fiscal 2014, from 10,754 in Fiscal 2013, reflecting funding from the federal Safe Harbor Act and collaboration with the Administration for Children's Services allowing the addition of another outreach van. There was also a City-funded increase in residential beds for this population to 329 in Fiscal 2014, up from 247 beds the previous year.

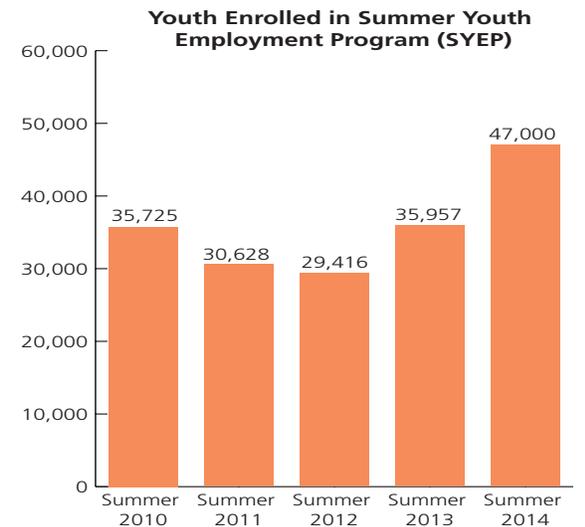
Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15		
★ Youth reunited with family or placed in a suitable environment from crisis shelters (%)	81%	79%	80%	86%	83%	75%	75%	Up	Neutral
★ Youth reunited with family or placed in a suitable environment from Transitional Independent Living (TIL) centers (%)	86%	87%	93%	91%	93%	85%	85%	Up	Neutral
Certified residential beds for runaway or homeless youth	245	256	250	247	329	*	*	Neutral	Up
Runaway and homeless youth served - crisis beds	1,489	1,686	1,346	1,478	1,744	1,400	1,400	Neutral	Neutral
Runaway and homeless youth served - transitional independent living beds	294	248	341	332	355	250	250	Neutral	Up
★ Utilization rate for crisis beds (%)	98%	82%	98%	98%	98%	90%	90%	Up	Neutral
★ Utilization rate for transitional independent living beds (%)	80%	73%	86%	91%	94%	85%	85%	Up	Up

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## SERVICE 2 Implement and manage contracts for programs that provide work-related education, skills training and employment opportunities to increase youth capacity for economic independence.

**Goal 2a** Young people will complete DYCD-funded training and employment programs at high levels.

In the summer of 2014 (Fiscal 2015) the Summer Youth Employment Program (SYEP) expanded to 47,000 participants, 31 percent more than the 35,957 youth who participated in the summer of 2013 (Fiscal 2014). This was due primarily to increased funding from the City Council and private donors. The value of SYEP contracts between DYCD and the vendors that administer the program was \$15 million in Fiscal 2014, compared with \$8.6 million the previous year, as more contracts and additional staff and site expenses were used to conduct the expanded youth employment program.



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15		
Summer Youth Employment Program (SYEP) participants	52,255	35,725	30,628	29,416	35,957	33,000	33,000	Neutral	Down
Number of Summer Youth Employment Program contracts	69	68	64	64	98	*	*	Neutral	Up
Value of Summer Youth Employment Program contracts (\$000)	\$14,231	\$9,443	\$8,116	\$8,641	\$15,036	*	*	Neutral	Neutral
Participants in WIA-funded Out-of-School Youth program	1,729	1,778	1,900	1,863	1,721	*	*	Neutral	Neutral
Participants in WIA-funded In-School Youth program	6,901	5,024	2,401	2,395	2,527	*	*	Neutral	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

**Goal 2b** Young people engaged in DYCD-funded training and employment programs will achieve success targeted by these programs.

In Fiscal 2014 the In-School Youth (ISY) program performance exceeded its targets, which were increased from the previous year. For the In-School Youth programs in Fiscal 2014, 77 percent of participants attained a degree or certificate by the end of the third quarter after exiting the program, matching the Fiscal 2013 rate and exceeding the annual target of 63 percent, and 78 percent of In-School Youth program participants were placed in post-secondary education, employment or advanced training during the first quarter after exiting the program in Fiscal 2014, compared with 77 percent the previous year, and exceeding the Fiscal 2014 target of 69 percent.

Performance for Out-of-School Youth (OSY) programs was also positive in Fiscal 2014, as 65 percent of participants in Out-of-School Youth programs attained a degree or certificate by the end of the third quarter after exiting the program, compared with 66 percent the previous year and exceeding the Fiscal 2014 target of 63 percent. In the Out-of-School Youth programs, 68 percent of participants were placed in post-secondary education, employment or advanced training during the first quarter after exiting the program, consistent with the Fiscal 2013 rate of 70 percent and the Fiscal 2014 annual target of 69 percent.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15		
★ Youth who are out-of-school, attend a DYCD-funded training or employment program, and are placed in post-secondary education, employment, or advanced training in the 1st quarter after exiting the program (%)	68%	67%	68%	70%	68%	69%	69%	Up	Neutral
★ Youth who attend a training program while in school and are placed in post-secondary education, employment, or advanced training during the 1st quarter after exiting the program (%)	73%	77%	78%	77%	78%	69%	69%	Up	Neutral
Youth who are out-of-school, attend a DYCD-funded training or employment program, and attain a degree or certificate by the end of the 3rd quarter after exiting the program (%)	63%	61%	68%	66%	65%	63%	63%	Up	Neutral
Youth who attend a DYCD-funded training or employment program while in school and attain a degree or certificate by the end of the 3rd quarter after exiting the program (%)	65%	72%	75%	77%	77%	63%	63%	Up	Up

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**SERVICE 3** Implement and manage contracts for programs to strengthen and revitalize the communities of New York City.

**Goal 3a** Maximize participation in and effectiveness of community anti-poverty initiatives for youth, adults and seniors in lower income neighborhoods, including Neighborhood Development Area (NDA) and Center for Economic Opportunity (CEO) programs.

In Fiscal 2014 the percentage of Community Development anti-poverty program participants that achieved target outcomes designated for clients in each program area was 61 percent, again meeting the annual target. The number of participants in the Community Development anti-poverty programs was 23,403 in Fiscal 2014, an increase of three percent from 22,657 participants in Fiscal 2013.

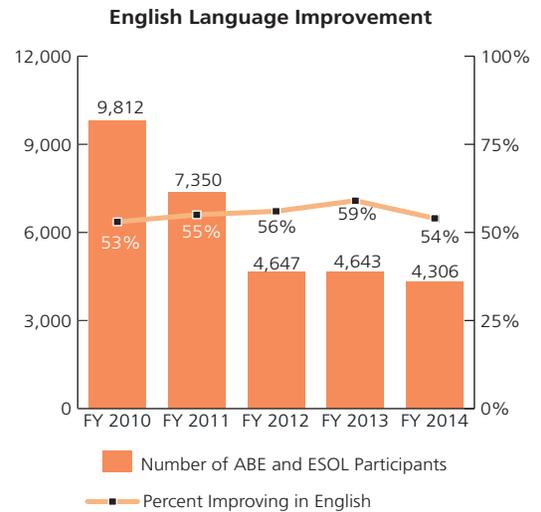
Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15		
★ Community anti-poverty program participants achieving target outcomes designated for clients in each program area (%)	66%	52%	59%	60%	61%	60%	60%	Up	Neutral
Participants in community anti-poverty programs	42,264	29,502	22,239	22,657	23,403	*	*	Neutral	Down

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**Goal 3b**

Maximize participation and success in programs improving English literacy skills among adults, adolescents, children and recent immigrants.

In Fiscal 2014 54 percent of the participants in the Adult Basic Education and English for Speakers of Other Languages programs that DYCD administered met federal standards for improvement in demonstrating an increased ability to read, write and speak English. This was a small decrease from 59 percent the previous year and consistent with the target for Fiscal 2014. There was a decrease of seven percent in the number of participants in DYCD-funded literacy programs in Fiscal 2014, to 4,306 from 4,643 participants the previous year.



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15		
Participants in DYCD-funded English literacy programs	9,812	7,350	4,647	4,643	4,306	6,500	6,500	Neutral	Down
★ Participants in DYCD-funded English literacy programs meeting federal standards of improvement in their ability to read, write, and speak English (%)	53%	55%	56%	59%	54%	55%	55%	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

**Goal 3c**

Maximize the number of immigrants who file applications for visas, residency and United States citizenship through DYCD-funded programs.

The number of participants in DYCD-overseen immigration assistance programs increased to 5,422 in Fiscal 2014, a rise of 27 percent from 4,263 in Fiscal 2013. This increase reflects the number of participants in the first year of the two-year Deferred Action for Childhood Arrivals program, which serves thousands of undocumented youth and will run through the end of Fiscal 2015.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15		
Citizenship applications filed with the United States Citizenship and Immigration Services (USCIS)	751	862	245	315	270	350	350	Neutral	Down
Participants achieving positive outcomes in immigration assistance programs (%)	59%	60%	51%	53%	58%	50%	50%	Up	Neutral
Participants in immigration assistance programs	5,730	5,780	4,047	4,263	5,422	*	*	Neutral	Down

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## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15		
★Contracts terminated	2	2	2	4	4	2	2	Neutral	Up
★Agency assessments completed as a percent of total agency contracts (%)	90%	90%	90%	97%	NA	90%	90%	Up	NA
Fiscal audits conducted	347	345	340	310	305	345	345	Neutral	Down
Expenditure report reviews	26,201	23,906	24,185	22,495	25,352	*	*	Neutral	Neutral
Programmatic reviews/contract monitoring	16,627	9,832	10,665	10,518	11,008	*	*	Neutral	Down
Agency assessments completed	1,509	892	1,110	1,663	NA	*	*	Neutral	NA
Contracts funded	2,808	2,572	2,631	2,888	2,691	*	*	Neutral	Neutral
Value of agency contracts (\$000)	\$318,429	\$272,167	\$249,526	\$275,789	\$328,301	*	*	Neutral	Neutral
Value of intracity agreements (\$000)	\$5,689	\$4,105	\$4,244	\$4,246	\$5,366	*	*	Neutral	Neutral

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15		
Customer Experience									
Completed customer requests for interpretation	1,189	1,525	1,415	1,708	1,515	*	*	Neutral	Up
Letters responded to in 14 days (%)	99.7%	100%	100%	100%	100%	*	*	Up	Neutral
E-mails responded to in 14 days (%)	99.8%	100%	100%	100%	100%	*	*	Up	Neutral
Calls answered in 30 seconds (%)	65%	53%	38%	54%	94%	*	*	Up	Up

## AGENCY RESOURCES

Resource Indicators	Actual					Plan <sup>1</sup>		5-year Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	
Expenditures (\$000,000) <sup>2</sup>	\$405.9	\$350.3	\$325.0	\$345.9	\$415.2	\$411.7	\$573.3	Neutral
Personnel	424	398	388	395	426	415	484	Neutral
Overtime paid (\$000)	\$218	\$138	\$138	\$88	\$154	\$154	\$154	Down
Human services contract budget (\$000,000)	\$300.5	\$264.9	\$245.1	\$267.6	\$325.9	\$323.4	\$375.2	Neutral

<sup>1</sup>Authorized Budget Level      "NA" - Not Available in this report      <sup>2</sup>Expenditures include all funds.

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- As of Fiscal 2015, the name of the OST Program will be changed to the Comprehensive After School System of NYC (COMPASS NYC). COMPASS NYC is expected to have over 800 programs serving more than 85,000 youth in Grades K to 12 in City schools. The COMPASS NYC program network will offer a combination of academic, recreation, life enrichment and cultural activity opportunities to support and strengthen the development of City youth. The aim of COMPASS NYC is to help young people to build skills for academic achievement, to raise their confidence and to cultivate their leadership skills through service learning and other civic engagement opportunities. The COMPASS NYC middle school segment, School's Out NYC (SONYC), will serve students in the sixth through eighth grades. Structured like clubs, the SONYC model is a pathway to success for these youth, offering them choices in how they spend their time; providing rigorous instruction in sports and arts; and requiring youth leadership through service. NYC itself becomes the classroom, with field trips and instruction outside of traditional facilities. Programs are offered three hours each day, five days per week.

## ADDITIONAL RESOURCES

For additional information, go to:

- Reports and Plans: <http://www.nyc.gov/html/dycd/html/about/reports.shtml>

For more information on the agency, please visit: [www.nyc.gov/dycd](http://www.nyc.gov/dycd).

