

# 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 3,046 contracts with community-based organizations throughout New York City. These include 837 contracts that comprise COMPASS NYC (Comprehensive After School System of NYC), formerly called the Out-of-School Time (OST) initiative. COMPASS NYC offers a balanced mix of academic support, sports/recreational activities, and arts and cultural experiences after school, on weekends and during school vacations. DYCD funds 270 programs to help low-income individuals and families become more self-sufficient and 32 adult literacy programs that help participants further their education and advance their careers, as well as nine adolescent literacy programs. The Department administers a network of 80 Beacon community centers, housed in public schools citywide, which serve youth, adults and families, and 70 Cornerstone youth programs in New York City Housing Authority facilities. Through a range of programs, DYCD contractors also assist immigrants to take part in the civic and cultural life of their new communities. 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

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 and 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

### **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.

### **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.

### **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 New York City immigrants receiving services that improve language and employment skills and help families support their children's education and successfully integrate into their new communities.

# HOW WE PERFORMED IN FISCAL 2015

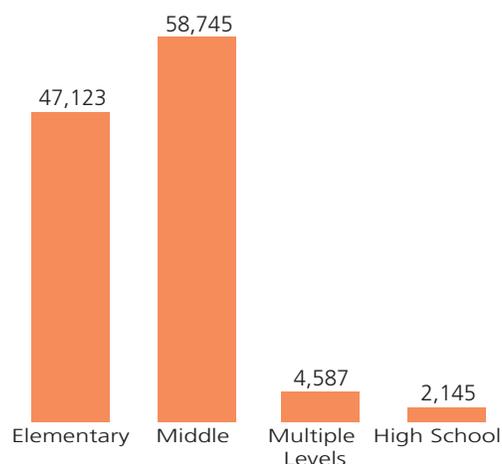
## SERVICE 1 Support youth development throughout New York City through the implementation, funding and management of contracts with nonprofit service providers.

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

In Fiscal 2015, DYCD programs served 288,767 New York City youth in a broad variety of educational, social, cultural, athletic and employment-related programs, compared with 247,705 youth served in Fiscal 2014, an overall increase of more than 16 percent. This was due primarily to the expansion of COMPASS, Cornerstone and Runaway and Homeless Youth programs.

COMPASS NYC (Comprehensive After School System of NYC), formerly called the Out-of-School Time (OST) initiative, served 112,600 youth in Fiscal 2015, an increase of 57 percent over the 71,585 youth in the programs in Fiscal 2014, and well above the Fiscal 2015 target of 85,000. COMPASS programs offer high quality academic, recreational, enrichment, and cultural activities to youth during the times when school is not in session. This expansion in participation was due to greatly increased support for COMPASS programs, including implementation of the newly launched model for middle school youth, "Schools Out NYC" (SONYC). The percentage of COMPASS middle-school summer programs meeting their target enrollment also rose from 55 percent in Fiscal 2014 to 78 percent in Fiscal 2015, due to increased promotion and outreach in the communities. As a result of the COMPASS programs' success, the 85,000 MMR performance target for COMPASS participation has been raised to 105,000 for Fiscal 2016.

**Comprehensive After School System of NYC (COMPASS NYC)  
Participation by School Level - FY 2015**



Cornerstone programs at NYCHA facilities served 23,078 youth in Fiscal 2015, up from 13,278 in Fiscal 2014, a 74 percent increase in service delivery. This increase reflects an expansion from 25 to 70 Cornerstone programs in late Fiscal 2014. An additional 24 Cornerstone programs will be added at the start of Fiscal 2016, bringing the total to 94 active programs.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY11	FY12	FY13	FY14	FY15	FY15	FY16		
Number of young people involved in DYCD-funded programs	214,603	201,194	212,407	247,705	288,767	*	*	Up	Up
Comprehensive After School System of NYC (COMPASS NYC) enrollment	68,680	63,000	65,957	71,585	112,600	85,000	105,000	Neutral	Up
★ COMPASS NYC programs meeting attendance rate goal - elementary (school year) (%)	86%	87%	84%	83%	87%	80%	80%	Up	Neutral
★ COMPASS NYC programs meeting target enrollment (school year) (%)	97%	98%	96%	95%	96%	85%	85%	Up	Neutral
★ COMPASS NYC programs meeting target enrollment (summer) (%)	99%	97%	93%	95%	92%	90%	90%	Up	Neutral
Beacon programs' enrollment as a percentage of the minimum annual target (%)	108%	117%	156%	110%	110%	100%	100%	Up	Neutral
Calls to Youth Connect	41,621	34,609	36,867	34,191	47,281	48,000	48,000	Up	Up

★ 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 runaway and homeless youth (RHY) served by DYCD programs increased overall from 24,630 in Fiscal 2014 to 28,816 in Fiscal 2015, an increase of 17 percent. RHY served through crisis beds increased from 1,744 in Fiscal 2014 to 2,193 in Fiscal 2015, a rise of 26 percent, reflecting an increase in the number of crisis beds in Fiscal 2015. Youth served by Drop-In Centers rose from 12,328 in Fiscal 2014 to 15,096 in Fiscal 2015, a gain of 22 percent, due to the opening of the first 24-hour Drop-In Center and greater levels of community outreach. RHY served by Street Outreach increased from 10,203 in Fiscal 2014 to 11,166, a gain of over nine percent, as a result of Safe Harbor programming and an additional Street Outreach team that canvassed the boroughs of the City.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY11	FY12	FY13	FY14	FY15	FY15	FY16		
★ Youth reunited with family or placed in a suitable environment from crisis shelters (%)	79%	80%	86%	83%	89%	75%	75%	Up	Up
★ Youth reunited with family or placed in a suitable environment from Transitional Independent Living (TIL) centers (%)	87%	93%	91%	93%	92%	85%	85%	Up	Neutral
Certified residential beds for runaway or homeless youth	256	250	247	329	337	*	*	Neutral	Up
Runaway and homeless youth served - crisis beds	1,686	1,346	1,478	1,744	2,193	1,400	1,400	Neutral	Up
Runaway and homeless youth served - transitional independent living beds	248	341	332	355	361	250	250	Neutral	Up
★ Utilization rate for crisis beds (%)	82%	98%	98%	98%	99%	90%	90%	Up	Up
★ Utilization rate for transitional independent living beds (%)	73%	86%	91%	94%	96%	85%	85%	Up	Up

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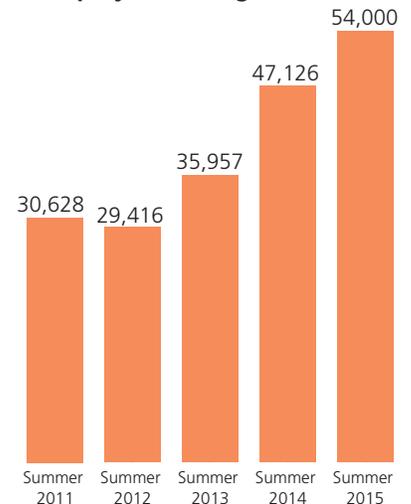
**SERVICE 2** Implement and manage contracts for programs that provide work-related education, skills training and employment opportunities to increase youth capacity for economic independence.

**Goal 2a**

Young people will complete DYCD-funded training and employment programs at high levels.

Continuing an upward trend, Summer Youth Employment Programs (SYEP) employed 54,000 youth during the summer of 2015 (Fiscal 2016), compared with 47,126 during the summer of 2014 (Fiscal 2015), primarily as the result of a \$2.1 million increase in City Council funding. Particular efforts were made to place youth in work situations that had the potential to lead them into career paths, and accommodations were made for at-risk youth as well as those with disabilities. As a result of these efforts, SYEP developed substantially more employment opportunities in the private sector this year than in the past.

**Youth Enrolled in Summer Youth Employment Program (SYEP)**



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY11	FY12	FY13	FY14	FY15	FY15	FY16		
Summer Youth Employment Program (SYEP) participants	35,725	30,628	29,416	35,957	47,126	33,000	33,000	Neutral	Up
Number of Summer Youth Employment Program contracts	68	64	64	98	98	*	*	Neutral	Up
Value of Summer Youth Employment Program contracts (\$000)	\$9,443	\$8,116	\$8,641	\$15,036	\$17,145	*	*	Neutral	Up
Participants in WIA-funded Out-of-School Youth program	1,778	1,900	1,863	1,721	1,800	*	*	Neutral	Neutral
Participants in WIA-funded In-School Youth program	5,024	2,401	2,395	2,527	2,678	*	*	Neutral	Down

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

DYCD's workforce development programs for youth in school and out of school maintained consistent levels of participation and placement from Fiscal 2014 to Fiscal 2015.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY11	FY12	FY13	FY14	FY15	FY15	FY16		
★ 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 (%)	67%	68%	70%	68%	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 (%)	77%	78%	77%	78%	82%	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 (%)	61%	68%	66%	65%	68%	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 (%)	72%	75%	77%	77%	78%	63%	63%	Up	Neutral

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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 2015, the percentage of Community Development anti-poverty program participants that achieved targeted outcomes designated for clients in each program was 67 percent, up from 61 percent the previous year and again above the annual target. Participants in community anti-poverty programs decreased in Fiscal 2015 due to federal sequestration that resulted in less available program funding.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY11	FY12	FY13	FY14	FY15	FY15	FY16		
★ Community anti-poverty program participants achieving target outcomes designated for clients in each program area (%)	52%	59%	60%	61%	67%	60%	60%	Up	Up
Participants in community anti-poverty programs	29,502	22,239	22,657	23,403	19,128	*	*	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.

The number of Adult Basic Education (ABE) programs increased from eight in Fiscal 2014 to nine in Fiscal 2015 due to an increase in funding at the beginning of Fiscal 2015. DYCD expects that additional increases in base-line funding will allow literacy program expansion in Fiscal 2016.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY11	FY12	FY13	FY14	FY15	FY15	FY16		
Participants in DYCD-funded English literacy programs	7,350	4,647	4,643	4,306	4,068	6,500	5,100	Neutral	Down
★ Participants in DYCD-funded English literacy programs meeting federal standards of improvement in their ability to read, write, and speak English (%)	55%	56%	59%	54%	52%	55%	55%	Up	Neutral

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### Goal 3c

Maximize the number of New York City immigrants receiving services that improve language and employment skills and help families support their children's education and successfully integrate into their new communities.

DYCD's Immigration Assistance programs served 7,058 participants in Fiscal 2015, compared to 5,422 in Fiscal 2014. This 30 percent increase in service levels occurred prior to the transfer of Citizenship Application and Legal Services programs from DYCD's portfolio to the Human Resources Administration in the fall of Fiscal 2015 and reflects services provided to applicants seeking Deferred Action for Childhood Arrivals (DACA) status. Given that DYCD's involvement in supporting the federal DACA program has concluded, the number of immigrants served through DYCD-administered programs will decline in Fiscal 2016.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY11	FY12	FY13	FY14	FY15	FY15	FY16		
Citizenship applications filed with the United States Citizenship and Immigration Services (USCIS)	862	245	315	270	50	350	0	Neutral	Down
Participants achieving positive outcomes in immigration assistance programs (%)	60%	51%	53%	58%	59%	50%	50%	Up	Neutral
Participants in immigration assistance programs	5,780	4,047	4,263	5,422	7,058	*	*	Neutral	Up

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## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY11	FY12	FY13	FY14	FY15	FY15	FY16		
★ Contracts terminated	2	2	4	4	2	2	2	Neutral	Up
★ Agency assessments completed as a percent of total agency contracts (%)	90%	90%	97%	91%	NA	90%	90%	Up	NA
Fiscal audits conducted	345	340	310	305	290	345	345	Neutral	Down
Expenditure report reviews	23,906	24,185	22,495	25,352	21,687	*	*	Neutral	Neutral
Programmatic reviews/contract monitoring	9,832	10,665	10,518	11,008	14,622	*	*	Neutral	Up
Agency assessments completed	892	1,110	1,663	1,579	NA	*	*	Neutral	NA
Contracts funded	2,572	2,631	2,888	2,691	3,046	*	*	Neutral	Up
Value of agency contracts (\$000)	\$272,167	\$249,526	\$275,789	\$328,301	\$478,784	*	*	Neutral	Up
Value of intracity agreements (\$000)	\$4,105	\$4,244	\$4,246	\$5,366	\$9,460	*	*	Neutral	Up

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY11	FY12	FY13	FY14	FY15	FY15	FY16		
Customer Experience									
Completed customer requests for interpretation	1,525	1,415	1,708	1,515	1,986	*	*	Neutral	Up
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Up	Neutral
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Up	Neutral
Calls answered in 30 seconds (%)	53%	38%	54%	94%	47%	*	*	Up	Up

## AGENCY RESOURCES

Resource Indicators	Actual					Plan <sup>1</sup>		5yr Trend
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	
Expenditures (\$000,000) <sup>2</sup>	\$350.3	\$325.0	\$345.9	\$404.4	\$593.9	\$589.6	\$658.4	Up
Personnel	398	388	395	426	503	491	522	Up
Overtime paid (\$000)	\$138	\$138	\$88	\$134	\$154	\$154	\$154	Neutral
Human services contract budget (\$000,000)	\$264.9	\$245.1	\$267.6	\$318.1	\$473.9	\$465.5	\$561.8	Up

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

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- With regard to DYCD's MMR Goal 3c, the number of citizenship applications filed with the United States Citizenship and Immigration Service (USCIS) decreased from 270 in Fiscal 2014 to 50 in Fiscal 2015, as the Immigration and Citizenship programs formerly under the aegis of DYCD were transferred to the Human Resources Administration after the first quarter of Fiscal 2015. As a result, Goal 3C has been revised to focus on maximizing the results of the services of immigration outreach and community assistance programs that remain under the oversight of DYCD.

## 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).