

# DEPARTMENT OF YOUTH AND COMMUNITY DEVELOPMENT

Bill Chong, Commissioner



## WHAT WE DO

The Department of Youth and Community Development (DYCD) sponsors a network of community-based programs to alleviate the effects of poverty and provide opportunities for New Yorkers and communities. DYCD's diverse range of programs includes services to help low-income individuals and families become more self-sufficient, literacy programs that help adults and adolescents further their education and advance their careers, and programs that assist immigrants. DYCD's afterschool programs, known as COMPASS NYC (Comprehensive After-School System of NYC), offer school-age youth a mix of academic support, sports/recreational activities, and arts and cultural experiences when school is out. As part of the City's broader commitment to providing free afterschool programs to all middle school students, SONYC (School's Out NYC), a component of COMPASS, provides opportunities for more than 61,000 young people in grades six to eight, including justice-involved youth and young people living in Department of Homeless Services' family shelters. DYCD also oversees the City's youth workforce development system, 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, and the City's portfolio of services for runaway and homeless youth. The Department supports 80 Beacon community centers, housed in public schools, which serve youth, adults and families, as well as 94 Cornerstone community center programs in NYCHA facilities.

## FOCUS ON EQUITY

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 programs specifically aim to alleviate poverty. DYCD's funding decisions are based on analysis of demographic data, fair distribution of services, and changing needs. DYCD emphasizes the importance of continuous improvement and monitors program performance to 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 Increase youth capacity for economic independence through programs that provide work-related education, skills training and employment opportunities.**

- 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 Support programs that provide participants with the services needed to increase and tap their capacity 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 2016

## 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

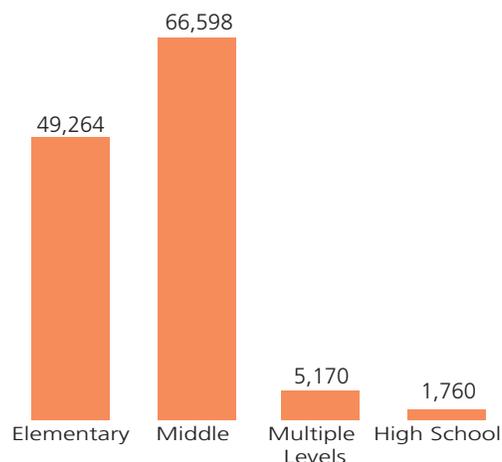
In Fiscal 2016, DYCD programs served 317,341 New York City youth in a broad variety of educational, social, cultural, athletic and employment-related programs, compared with 288,767 youth served in Fiscal 2015, an increase of 10 percent. This was due primarily to the expansion of COMPASS and Cornerstone programs.

The Comprehensive After-School System of NYC (COMPASS) programs offer high quality academic, recreational, enrichment, and cultural activities to youth of different ages when school is not in session. COMPASS NYC programs served 122,792 youth in Fiscal 2016, an increase of nine percent from 112,600 youth served in Fiscal 2015 and well above the target of 105,000 for Fiscal 2016. The percentage of COMPASS elementary school-year programs meeting attendance rate goals increased from 87 percent in Fiscal 2015 to 88 percent in Fiscal 2016, exceeding the 80 percent target rate by a large margin. Additionally, in Fiscal 2016, 99 percent of COMPASS elementary school year programs met their target enrollment compared to the target rate of 90 percent.

Enrollment in SONYC, a key component of the City's expansion of middle school afterschool opportunities, continues to rise, increasing by 13 percent from Fiscal 2015 to Fiscal 2016 and now serving 66,598 participants. Ninety one percent of SONYC school year programs met their target enrollment, well above the 85 percent set target. Together with afterschool services offered to middle school youth through DYCD Beacon and Cornerstone Community Centers as well as the City's Department of Education, the network as a whole has grown from 111,448 participants in Fiscal 2015 to 116,014 in Fiscal 2016, a four percent increase.

Cornerstone programs at NYCHA facilities served 27,432 youth in Fiscal 2016, an increase of 4,354 or 19 percent compared to Fiscal 2015. An additional 24 Cornerstone programs were added at the start of Fiscal 2016, bringing the total to 94 community center programs.

**Comprehensive After-School System of NYC (COMPASS NYC) Participation by School Level - FY 2016**



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Number of young people involved in DYCD-funded programs	201,194	212,407	247,705	288,767	317,341	*	*	Up	Up
Comprehensive After School System of NYC (COMPASS NYC) enrollment	63,000	65,957	71,585	112,600	122,792	105,000	110,000	Neutral	Up
★COMPASS NYC programs meeting target enrollment (school year) (%)	98%	96%	95%	96%	94%	85%	85%	Up	Neutral
★COMPASS NYC programs meeting target enrollment - SONYC/ middle school (school year) (%)	95%	93%	92%	95%	91%	85%	85%	Up	Neutral
★COMPASS NYC programs meeting target enrollment - elementary (school year) (%)	100%	97%	99%	100%	99%	90%	90%	Up	Neutral
★COMPASS NYC programs meeting target enrollment (summer) (%)	97%	93%	95%	92%	80%	90%	90%	Up	Down
Beacon programs' enrollment as a percentage of the minimum annual target (%)	117%	156%	110%	110%	100%	100%	100%	Up	Down
Calls to Youth Connect	34,609	36,867	34,191	47,281	55,538	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.

DYCD-funded programs for runaway and homeless youth (RHY) served 27,971 youth in Fiscal 2016. RHY served through crisis shelter programs increased from 2,193 in Fiscal 2015 to 2,539 in Fiscal 2016, a rise of 16 percent. This was largely due to the increase in the number of crisis beds made available in Fiscal 2016. Additionally, the number of certified residential beds at DYCD-funded facilities increased from 337 in Fiscal 2015 to 441 in Fiscal 2016.

While the percent of youth reunited or placed in suitable environment from crisis shelters decreased from 89 percent in Fiscal 2015 to 77 percent in Fiscal 2016, this outcome remains above the target of 75 percent. This decrease was largely due to the increase in the number of youth who self-discharge from crisis shelters. While the percent of youth reunited with family or placed in suitable environment from TIL facilities decreased slightly, from 92 percent in Fiscal 2015 to 89 percent in Fiscal 2016, this result also exceeded the target of 85 percent.

The RHY served by Street Outreach programs continued to increase, rising from 11,166 in Fiscal 2015 to 11,737 in Fiscal 2016, a gain of five percent.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Youth reunited with family or placed in a suitable environment from crisis shelters (%)	80%	86%	83%	89%	77%	75%	75%	Up	Neutral
★ Youth reunited with family or placed in a suitable environment from Transitional Independent Living (TIL) centers (%)	93%	91%	93%	92%	89%	85%	85%	Up	Neutral
Certified residential beds for runaway or homeless youth	250	247	329	337	441	*	*	Neutral	Up
Runaway and homeless youth served - crisis beds	1,346	1,478	1,744	2,193	2,539	1,400	1,400	Neutral	Up
Runaway and homeless youth served - transitional independent living beds	341	332	355	361	519	250	250	Neutral	Up
★ Utilization rate for crisis beds (%)	98%	98%	98%	99%	96%	90%	90%	Up	Neutral
★ Utilization rate for transitional independent living beds (%)	86%	91%	94%	96%	91%	85%	85%	Up	Neutral

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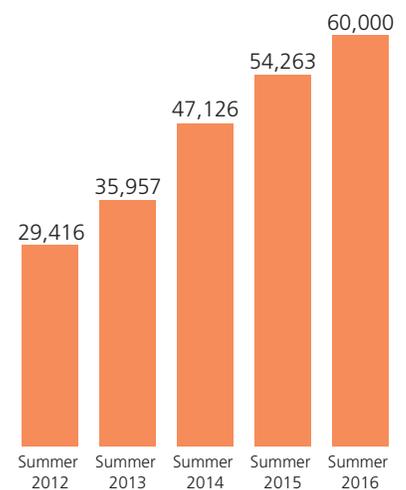
**SERVICE 2 Increase youth capacity for economic independence through programs that provide work related education, skills training and employment opportunities.**

**Goal 2a**

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

The number of youth served through the Summer Youth Employment Program (SYEP) continued to grow with funding for an estimated 60,000 SYEP youth secured for the summer of 2016 (Fiscal 2017). During the summer of 2015 (Fiscal 2016), 54,263 youth participated in SYEP, representing a 15 percent increase from the previous year. SYEP expanded to a record 9,156 diverse worksites, with private sector worksites comprising 35 percent of approved worksites, an increase of seven percent from the summer of 2014. SYEP also doubled the number of Ladders for Leaders internships and summer employment opportunities for young people who are homeless, court-involved or in foster care.

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



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Summer Youth Employment Program (SYEP) participants	30,628	29,416	35,957	47,126	54,263	33,000	60,000	Neutral	Up
Number of Summer Youth Employment Program contracts	64	64	98	98	100	*	*	Neutral	Up
Value of Summer Youth Employment Program contracts (\$000)	\$8,116	\$8,641	\$15,036	\$17,145	\$18,563	*	*	Neutral	Up
Participants in WIA-funded Out-of-School Youth program	1,900	1,863	1,721	1,800	2,265	*	*	Neutral	Up
Participants in WIA-funded In-School Youth program	2,401	2,395	2,527	2,678	2,766	*	*	Neutral	Up

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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 2015 to Fiscal 2016. Additionally, the percentage of in-school youth who attained a degree or certificate by the end of the following third quarter increased from 78 percent in Fiscal 2015 to 83 percent in Fiscal 2016. There was also an increase in the number of youth served by DYCD's in-school and out-of-school programs in Fiscal 2016.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ 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%	70%	68%	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 (%)	78%	77%	78%	82%	85%	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 (%)	68%	66%	65%	68%	70%	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 (%)	75%	77%	77%	78%	83%	63%	63%	Up	Neutral

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### SERVICE 3 Support programs that provide participants with the services needed to increase and tap their capacity 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 2016, 64 percent of participants in Community Development anti-poverty programs achieved their designated targeted outcomes, four percent above the annual 60 percent target. The number of participants in community anti-poverty programs reached 19,480 in Fiscal 2016, an increase of two percent due to expanded outreach to communities.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Community anti-poverty program participants achieving target outcomes designated for clients in each program area (%)	59%	60%	61%	67%	64%	60%	60%	Up	Up
Participants in community anti-poverty programs	22,239	22,657	23,403	19,128	19,480	*	*	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 nine in Fiscal 2015 to 11 in Fiscal 2016. The number of students served in ABE programs grew by 72 percent, increasing from 872 students in Fiscal 2015 to 1,501 in Fiscal 2016. There was also a 41 percent increase in the total number of students served by English for Speakers of Other Languages (ESOL) programs, from 3,196 students in Fiscal 2015 to 4,502 students in Fiscal 2016. In Fiscal 2016, increases in baseline funding for literacy programs supported program expansion, allowing more students to be served through such programs.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Participants in DYCD-funded English literacy programs	4,647	4,643	4,306	4,068	6,003	5,100	5,100	Neutral	Up
★ Participants in DYCD-funded English literacy programs meeting federal standards of improvement in their ability to read, write, and speak English (%)	56%	59%	54%	52%	54%	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.

The number of participants served by DYCD's immigration assistance programs decreased to 3,505 participants in Fiscal 2016, from 7,058 in Fiscal 2015. This reflects the transfer of programs offering citizenship application assistance and legal services to the Human Resources Administration in the fall of Fiscal 2015. Given that DYCD's involvement in the federal DACA program has concluded, the number of patrons served through its programs for immigrants is expected to decline further in Fiscal 2017.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Participants achieving positive outcomes in immigration assistance programs (%)	51%	53%	58%	59%	58%	50%	50%	Up	Up
Participants in immigration assistance programs	4,047	4,263	5,422	7,058	3,505	*	*	Neutral	Up

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## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Contracts terminated	2	4	4	2	13	2	2	Neutral	Up
★ Agency assessments completed as a percent of total agency contracts (%)	90%	97%	91%	56%	90%	90%	90%	Up	Down
Fiscal audits conducted	340	310	305	290	344	345	345	Neutral	Neutral
Expenditure report reviews	24,185	22,495	25,352	21,687	25,433	*	*	Neutral	Neutral
★ Programmatic reviews/contract monitoring	10,665	10,518	11,008	14,622	16,832	*	*	Neutral	Up
Agency assessments completed	1,110	1,663	1,579	732	1,356	*	*	Neutral	Down
Contracts funded	2,631	2,888	2,691	3,046	2,502	*	*	Neutral	Neutral
Value of agency contracts (\$000)	\$249,526	\$275,789	\$328,301	\$478,784	\$548,747	*	*	Neutral	Up
Value of intracity agreements (\$000)	\$4,244	\$4,246	\$5,366	\$9,460	\$6,945	*	*	Neutral	Up

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Customer Experience									
Completed customer requests for interpretation	1,415	1,708	1,515	1,986	2,380	*	*	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 (%)	38%	54%	94%	47%	47.82%	*	*	Up	Neutral

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17	
Expenditures (\$000,000) <sup>3</sup>	\$325.0	\$345.9	\$404.4	\$581.9	\$691.7	\$679.6	\$727.5	Up
Personnel	388	395	426	503	525	556	525	Up
Overtime paid (\$000)	\$138	\$88	\$134	\$167	\$154	\$154	\$154	Up
Human services contract budget (\$000,000)	\$245.1	\$267.6	\$318.1	\$463.2	\$545.0	\$536.1	\$632.5	Up

<sup>1</sup>Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at [nyc.gov/mmr](http://nyc.gov/mmr) for details. <sup>2</sup>Authorized Budget Level <sup>3</sup>Expenditures include all funds  
 "NA" - Not Available in this report

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## 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).