

DEPARTMENT OF YOUTH AND COMMUNITY DEVELOPMENT

Bill Chong, Commissioner



WHAT WE DO

The Department of Youth and Community Development (DYCD) funds 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 70,000 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, known as Workforce Connect, 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 91 Beacon community centers, housed in public schools, which serve youth, adults and families, as well as 94 Cornerstone community center programs in New York City Housing Authority (NYCHA) facilities.

FOCUS ON EQUITY

DYCD prioritizes investments in programs that aim to eliminate disparities among New Yorkers and improve quality of life for all residents. During the current administration, DYCD achievements include a significant expansion in programs for young people, NYCHA residents, and runaway and homeless youth, including those who identify as transgender or non-binary. In order to continue to broaden access and heighten awareness of services, DYCD is improving protocols and systems used to assess community needs, enroll participants, and track results, as well as supporting the expansion of provider networks and partnerships with sister agencies to offer individuals and families pathways to holistic services. Most recently, DYCD incorporated an intersectional focus on equity into all its work, joining in the City's efforts to identify and remove barriers to opportunity based upon race, gender and sexual orientation.

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 Mayor's Office for Economic Opportunity (NYC Opportunity) 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 that help families successfully integrate into their new communities.

HOW WE PERFORMED IN FISCAL 2019

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 2019, DYCD-funded programs provided a variety of educational, social, cultural, recreational, and employment-related opportunities to 337,599 New York City youth. The majority of youth were served through one of four program areas in the DYCD portfolio: COMPASS NYC, Summer Youth Employment Program, Beacon, and Cornerstone.

COMPASS NYC, which offers after-school programming to students enrolled in grades K through 12, served 122,390 youth in Fiscal 2019, well above the Fiscal 2019 target of 110,000, but three percent less than in Fiscal 2018. All school-year COMPASS NYC programs exceeded their enrollment targets.

Beacon programs, operating out of 91 school-based community centers, served 74,142 young people and 46,708 adults in Fiscal 2019. As a result of the 2017 Beacon Requests for Proposals, DYCD altered the Beacon service model to give providers greater flexibility in deciding who they serve with the aim of allowing them to tailor services to better address community needs. As a result of these changes, Beacon programs served fewer adults in Fiscal 2019 compared to Fiscal 2018, while youth enrollment remained relatively steady. Beacon programs met their minimum enrollment targets for Fiscal 2019.

Of the 94 Cornerstone community centers, which provide services in public housing, several programs experienced facility issues such as cooling issues during summertime, which affected adult engagement. The number of adults served declined 16 percent compared to Fiscal 2018. Youth enrollment, however, increased 24 percent compared to Fiscal 2018. Overall, Cornerstone enrollment far exceeded the minimum enrollment targets. Strengthening adult engagement in Beacon and Cornerstone program areas are priorities for Fiscal 2020.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Number of young people involved in DYCD-funded programs	288,767	317,341	324,667	337,199	337,599	*	*	Up	Up
Comprehensive After School System of NYC (COMPASS NYC) enrollment	112,600	122,792	124,258	126,203	122,390	110,000	110,000	Neutral	*
★ COMPASS NYC programs meeting target enrollment (school year) (%)	96%	94%	96%	96%	96%	85%	85%	Neutral	Up
★ COMPASS NYC programs meeting target enrollment - SONYC/ middle school (school year) (%)	95%	91%	95%	95%	95%	85%	85%	Neutral	Up
★ COMPASS NYC programs meeting target enrollment - elementary (school year) (%)	100%	99%	99%	99%	98%	90%	90%	Neutral	Up
★ COMPASS NYC programs meeting target enrollment (summer) (%)	92%	80%	81%	73%	75%	80%	90%	Down	Up
Beacon programs' enrollment as a percentage of the minimum annual target (%)	110%	100%	100%	100%	100%	100%	100%	Neutral	Up
Beacon programs active	80	80	80	91	91	*	*	Up	*
Youth served in Beacon programs	69,374	72,346	75,107	76,872	74,142	*	*	Neutral	*
Adults served in Beacon programs	64,052	68,757	72,995	63,273	46,708	*	*	Down	*
Cornerstone programs' enrollment as a percentage of the minimum annual target (%)	NA	194%	191%	144%	165%	100%	100%	NA	Up
Cornerstone programs active	70	94	94	94	94	*	*	Up	Up
Youth served in Cornerstone programs	23,078	27,432	27,012	20,856	25,831	*	*	Neutral	Up
Adults served in Cornerstone programs	NA	7,402	8,128	5,253	4,426	*	*	NA	Up
Calls to Youth Connect	27,912	43,497	40,586	46,496	52,309	60,000	50,000	Up	Up
★ Critical Indicator	"NA" Not Available		↕↔ Directional Target	* None					

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

The percent of youth reunited with family or placed in a suitable environment from Crisis Services programs met its 75 percent target. Additionally, the percent of youth reunited with family or placed in a suitable environment from Transitional Independent Living (TIL) Support programs showed steady performance at 83 percent in Fiscal 2019.

In Fiscal 2019 DYCD continued to expand its service offerings to runaway and homeless youth (RHY). The number of residential beds available to RHY grew from 557 in Fiscal 2018 to 674 in Fiscal 2019, a 21 percent increase. Utilization rates for both Crisis Services and TIL Support Programs exceeded targeted utilization rates of 90 percent. The number of youth served in TIL Support Programs grew 18 percent compared to Fiscal 2018, while youth service in Crisis Services Programs declined by eight percent. Utilization remained high as the average length of stay increased for most programs.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Youth reunited with family or placed in a suitable environment from Crisis Services Programs (%)	88%	76%	77%	73%	75%	75%	75%	Down	Up
★ Youth reunited with family or placed in a suitable environment from Transitional Independent Living (TIL) Support Programs (%)	92%	88%	87%	84%	83%	85%	85%	Neutral	Up
Residential beds for runaway or homeless youth	337	441	465	557	674	*	*	Up	*
Runaway and homeless youth served - Crisis Services Programs	2,193	2,539	2,340	2,267	2,084	2,400	2,400	Neutral	*
Runaway and homeless youth served - Transitional Independent Living (TIL) Support Programs	361	519	659	837	986	600	600	Up	*
★ Utilization rate for Crisis Services Programs (%)	99%	96%	92%	90%	92%	90%	90%	Neutral	Up
★ Utilization rate for Transitional Independent Living (TIL) Support Programs beds (%)	96%	91%	93%	89%	91%	90%	90%	Neutral	Up
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None						

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 Summer Youth Employment Program (SYEP) provides young people with career exploration opportunities and paid work experiences each summer. In Fiscal 2019, the total value of SYEP contracts grew to \$32 million due to a new Request for Proposals to broaden opportunities available to youth, including programs in select public schools, project-based learning and career exploration for SYEP’s youngest participants, a dedicated track for CUNY students, and year-round sector-focused learning. Services are also expanded for high-need youth, such as those who reside in select NYCHA developments, are in foster care and the shelter system, and youth at risk of gang violence or involvement. These new SYEP programs have a higher price per participant than the pre-existing SYEP programs and as a result, provider rates were augmented. These new SYEP programs were available to youth in summer of 2019 (Fiscal 2020).

The number of youth served through SYEP continues to grow. During the summer of 2018 (Fiscal 2019), 74,354 youth participated in SYEP, representing a seven percent increase from the previous year’s enrollment of 69,716. SYEP expanded to 13,701 diverse worksites, a 14 percent increase compared to the previous year. In the summer of 2018, 46 percent of approved worksites were private sector sites, compared to 45 percent the previous year.

DYCD participation in federally-funded Workforce Innovation and Opportunity Act (WIOA) programs was lower compared to Fiscal 2018 due to decreased federal funding.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Summer Youth Employment Program (SYEP) participants	47,126	54,263	60,113	69,716	74,354	70,000	70,000	Up	*
Number of Summer Youth Employment Program contracts	98	100	100	98	98	*	*	Neutral	*
Value of Summer Youth Employment Program contracts (\$000)	\$17,495	\$18,140	\$23,340	\$26,642	\$32,188	*	*	Up	*
Participants in Workforce Innovation and Opportunity Act (WIOA) funded Out-of-School Youth program	1,800	2,265	2,132	1,687	1,562	*	1,286	Down	*
Participants in WIOA-funded In-School Youth program	2,678	2,766	2,980	1,638	1,583	*	1,056	Down	*
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

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

The U.S. Department of Labor uses the four indicators below to assess whether participants in workforce development programs are successfully being placed in post-secondary education, employment, or training opportunities. While DYCD manages the contracts associated with WIOA programs, these outcome data are collected by the New York State Department of Labor (NYS DOL). NYS DOL has not yet made Fiscal 2019 outcome data available.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ 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 2nd quarter after exiting the program (%)	NA	NA	NA	48%	NA	↑	58%	NA	Up
Youth who attend a training program while in school and are placed in post-secondary education, employment, or advanced training during the 2nd quarter after exiting the program (%)	NA	NA	NA	75%	NA	*	58%	NA	Up
Youth who are out-of-school, attend a DYCD-funded training or employment program, and attain a recognized post-secondary credential or a secondary school diploma, or its recognized equivalent, during participation in or within one year after exiting from the program (%)	NA	NA	NA	69%	NA	*	75%	NA	Up
Youth who attend a DYCD-funded training program while in school, and attain a recognized post-secondary credential or a secondary school diploma, or its recognized equivalent, during participation in or within one year after exiting the program (%)	NA	NA	NA	74%	NA	*	75%	NA	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

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 Mayor's Office for Economic Opportunity (NYC Opportunity) programs.

In Fiscal 2019, DYCD served 13,122 New Yorkers through a variety of anti-poverty programs. Each program has tailored target outcomes for participants, such as gains in work-readiness skills, overcoming housing challenges, and academic improvement. In Fiscal 2019, 70 percent of participants achieved their designated outcomes, a two percentage point increase from Fiscal 2018 and well above the Fiscal 2019 target of 60 percent for this portfolio. The data for this indicator have been revised to reflect the consolidation of select Neighborhood Development Area community anti-poverty programs into the Human Resources Administration portfolio of contracts, the DYCD Literacy portfolio of contracts, and the DYCD Immigrant Services portfolio of contracts.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Community anti-poverty program participants achieving target outcomes designated for clients in each program area (%)	65%	53%	65%	68%	70%	60%	65%	Up	Up
Participants in community anti-poverty programs	16,145	12,440	13,210	13,366	13,122	*	*	Down	*
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None					

Goal 3b

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

DYCD provides New Yorkers with opportunities to improve their English literacy skills through funding Adult Basic Education (ABE) and English for Speakers of Other Languages (ESOL) programs. In Fiscal 2019, 14,033 New Yorkers were served through these programs, representing a 30 percent increase compared to Fiscal 2018. This growth in participation was due to a one-year increase in funding to expand adult literacy contracts, allowing additional participants to be served. Additionally, the data for this indicator have been revised to reflect the consolidation of literacy-related Neighborhood Development Area community anti-poverty programs into the DYCD Literacy portfolio of contracts. The number of ABE programs increased to 39 in Fiscal 2019, compared to 32 in Fiscal 2018. The number of students served in ABE programs grew by seven percent, increasing from 3,346 students in Fiscal 2018 to 3,589 in Fiscal 2019. There was also a 40 percent increase in the total number of students served by ESOL programs, from 7,446 students in Fiscal 2018 to 10,444 students in Fiscal 2019.

Fifty-six percent of participants met federal standards of improvement in their ability to read, write, and speak English, compared to 54 percent in Fiscal 2018.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Participants in DYCD-funded English literacy programs	5,404	7,582	10,300	10,792	14,033	6,600	10,400	Up	*
★ Participants in DYCD-funded English literacy programs meeting federal standards of improvement in their ability to read, write, and speak English (%)	49%	54%	49%	54%	56%	55%	55%	Up	Up
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None					

Goal 3c

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

In Fiscal 2019 the number of participants served by DYCD's immigrant assistance programs decreased by less than one percent to 3,081 participants, compared to 3,111 participants served in Fiscal 2018. The percentage of participants achieving positive outcomes in immigrant services programs decreased two percentage points compared to Fiscal 2018, but was above the Fiscal 2019 target of 60 percent. Positive outcomes for this portfolio of programs can include, but need not be limited to, participants gaining self-advocacy skills, participants gaining access to social services and government benefits, and participants showing proficiency and knowledge of American government, history and civic systems.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Participants achieving positive outcomes in immigrant services programs (%)	59%	58%	64%	63%	61%	60%	60%	Neutral	Up
Participants in immigrant services programs	7,058	3,505	3,351	3,111	3,081	*	*	Down	*
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None					

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Contracts terminated	2	13	3	8	1	0	0	Down	*
★ Agency assessments completed as a percent of total agency contracts (%)	56%	90%	84%	NA	NA	70%	70%	NA	Up
Fiscal audits conducted	290	344	345	343	318	345	318	Neutral	*
Expenditure report reviews	21,687	25,433	23,369	24,078	29,658	*	*	Up	*
★ Programmatic reviews/contract monitoring	14,622	16,832	17,003	18,609	20,656	*	*	Up	*
Agency assessments completed	732	1,356	1,507	NA	NA	*	*	NA	*
Contracts funded	3,046	2,502	2,995	3,007	3,287	*	*	Up	*
Value of agency contracts (\$000)	\$478,784	\$548,747	\$585,339	\$647,923	\$690,623	*	*	Up	*
Value of intracity agreements (\$000)	\$9,460	\$6,945	\$6,940	\$7,115	\$8,651	*	*	Neutral	*
★ Critical Indicator "NA" Not Available ⇅ Directional Target * None									

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Customer Experience									
Completed customer requests for interpretation	1,986	2,380	1,705	1,222	884	*	*	Down	*
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
Calls answered in 30 seconds (%)	47%	48%	43%	51%	50%	*	*	Neutral	Up
★ Critical Indicator "NA" Not Available ⇅ Directional Target * None									

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	
Expenditures (\$000,000) ³	\$581.9	\$664.7	\$719.2	\$809.3	\$907.3	\$902.9	\$955.9	Up
Personnel	503	525	526	532	544	546	573	Neutral
Overtime paid (\$000)	\$167	\$111	\$118	\$83	\$154	\$154	\$154	Down
Human services contract budget (\$000,000)	\$463.2	\$523.2	\$561.1	\$618.2	\$667.5	\$649.6	\$739.6	Up
¹ 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 for details. ² Authorized Budget Level ³ Expenditures include all funds "NA" - Not Available * None								

SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY18 ¹ (\$000,000)	Modified Budget FY19 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$41.1	\$41.7	
002 - Executive and Administrative	\$18.7	\$19.4	All
311 - Program Services	\$22.4	\$22.3	All
Other Than Personal Services - Total	\$768.2	\$865.6	
005 - Community Development	\$72.7	\$85.3	3a, 3b, 3c
312 - Other than Personal Services	\$695.6	\$780.3	All
Agency Total	\$809.3	\$907.3	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds. June 2019. Includes all funds. ²City of New York Adopted Budget for Fiscal 2019, as of
³Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- DYCD renamed the following metrics to reflect program practice and align with State reporting: 'Youth reunited with family or placed in a suitable environment from crisis services (%)' is renamed 'Youth reunited with family or placed in a suitable environment from Crisis Services Programs (%)'; 'Youth reunited with family or placed in a suitable environment from Transitional Independent Living (TIL) centers' is renamed 'Youth reunited with family or placed in a suitable environment from Transitional Independent Living (TIL) Support Programs (%)'; 'Certified residential beds for runaway and homeless youth' is renamed 'Residential beds for runaway and homeless youth'; 'Runaway and homeless youth served - crisis beds' is renamed 'Runaway and homeless youth served - Crisis Services Programs'; 'Runaway and homeless youth served - transitional independent living beds' is renamed 'Runaway and homeless youth served - Transitional Independent Living (TIL) Support Programs'; 'Utilization rate for crisis beds (%)' is renamed 'Utilization rate for Crisis Services Programs (%)'; and 'Utilization rate for transitional independent living beds (%)' is renamed 'Utilization rate for Transitional Independent living (TIL) Support Program beds (%).'
- DYCD does not yet have Fiscal 2018-2019 data for the two agency assessment indicators 'Agency assessments completed as a percent of total agency contracts (%)' and 'Agency assessments completed.' However, DYCD program managers have completed Fiscal 2019 site visits and assessments. A system bridge is now in place to allow DYCD to export performance evaluation results into the City's PASSPort system.
- Fiscal 2015-2018 data for 'Community anti-poverty program participants achieving target outcomes designated for clients in each program area (%)' and 'Participants in community anti-poverty programs' were revised to cover participants in Community Development anti-poverty programs and exclude participants in programs administered by the Human Resources Administration or DYCD literacy and immigrant services programs.
- Fiscal 2015-2018 data for 'Value of Summer Youth Employment Program contracts (\$000)' were modified to reflect program contracting only. Contract funding fluctuates due to ongoing changes in funding levels and registration.
- Fiscal 2015-2018 data for 'Participants in DYCD Funded English literacy programs' and 'Participants in DYCD funded English literacy programs meeting federal standards of improvement' were revised to reflect Neighborhood Development Area (NDA) community anti-poverty, Adult Literacy programs.
- Fiscal 2015-2018 data for 'Calls to Youth Connect' has been revised to de-duplicate calls with multiple transfers. Updated counts now reflect only calls received, excluding hang-ups and prank calls, as defined in the MMR.

ADDITIONAL RESOURCES

For more information on the agency, please visit: www.nyc.gov/dycd.