

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 to flourish. 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 recreational activities, arts and cultural experiences, academic support, and physical fitness 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 portfolio of services for runaway and homeless youth and 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. The Department supports 185 community centers, including Beacon community centers in public schools and Cornerstone community centers in New York City Housing Authority (NYCHA) developments which serve youth, adults and families.

FOCUS ON EQUITY

DYCD prioritizes investments in programs that aim to eliminate disparities in economic opportunity and well-being 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 City 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. As an example, in Fiscal 2020 DYCD increased its focus on civic engagement programming as part of a broader effort to empower youth and communities.

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 antipoverty 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 2020

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 2020, DYCD-funded programs provided a variety of educational, social, cultural, recreational, and employment-related opportunities to 339,963 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 122,575 youth in Fiscal 2020, well above the Fiscal 2020 target of 110,000 and slightly more than the total in Fiscal 2019. At the onset of COVID-19, COMPASS programs entered a brief transition period from in-person to remote services. The transition period gave agencies time to set-up virtual services, train staff, and ensure participants had devices and internet services. During the transition period, providers stayed connected with students via wellness calls and text.

Beacon programs, operating out of 91 school-based community centers, served 92,692 young people and 85,927 adults in Fiscal 2020, an increase of 25 percent and 84 percent respectively from Fiscal 2019. Beacon programs were able to offer pivotal enrichment and support activities to youth, including participation in additional remote events to address community needs during COVID-19. Beacon services also remained accessible to adults and families and continued critical adult engagement through remote events. Beacon programs exceeded their enrollment targets for Fiscal 2020.

Cornerstone programs, operating out of 94 community centers in public housing, served 19,976 young people in Fiscal 2020, which exceeds enrollment targets but represents a decrease of 23 percent compared with Fiscal 2019. Cornerstone programs served 5,594 adults in Fiscal 2020, which represents an increase of 26 percent compared with Fiscal 2019. In Fiscal 2020, including during COVID-19, Cornerstones provided vital remote and in-person services to adults and families, including delivery of food and personal protective materials (e.g. masks and hand-sanitizer). Strengthening adult engagement in Beacon and Cornerstone program areas were priorities for Fiscal 2020, and that focus has led to large increases in adults served in both programs.

Data collection for Youth Connect was disrupted because of staff displacement during COVID-19. Call volume through February 2020 was on par with call volume in the same period during Fiscal 2019: 19,331 compared with 19,307.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Number of young people involved in DYCD-funded programs	317,341	324,667	337,199	337,599	339,963	*	*	Neutral	Up
Comprehensive After School System of NYC (COMPASS NYC) enrollment	122,792	124,258	126,203	122,390	122,575	110,000	110,000	Neutral	*
★ COMPASS NYC programs meeting target enrollment (school year) (%)	94%	96%	96%	96%	93%	85%	85%	Neutral	Up
★ COMPASS NYC programs meeting target enrollment - SONYC/ middle school (school year) (%)	91%	95%	95%	95%	94%	85%	85%	Neutral	Up
★ COMPASS NYC programs meeting target enrollment - elementary (school year) (%)	99%	99%	99%	98%	92%	90%	90%	Neutral	Up
★ COMPASS NYC programs meeting target enrollment (summer) (%)	80%	81%	73%	75%	83%	80%	80%	Neutral	Up
Beacon programs enrollment as a percentage of the annual target (%)	100%	100%	100%	100%	100%	100%	100%	Neutral	Up
Beacon programs active	80	80	91	91	91	*	*	Up	*
Youth served in Beacon programs	72,346	75,107	76,872	74,142	92,692	*	*	Up	*
Adults served in Beacon programs	68,757	72,995	63,273	46,708	85,927	*	*	Neutral	*
Cornerstone programs enrollment as a percentage of the annual target (%)	100%	100%	100%	100%	100%	100%	100%	Neutral	Up
Cornerstone programs active	94	94	94	94	94	*	*	Neutral	Up
Youth served in Cornerstone programs	27,432	27,012	20,856	25,831	19,976	*	*	Down	Up
Adults served in Cornerstone programs	7,402	8,128	5,253	4,426	5,594	*	*	Down	Up
Calls to Youth Connect	43,497	40,586	46,496	52,309	NA	50,000	50,000	NA	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 increased for Transitional Independent Living (TIL) programs and decreased for Crisis Service programs. In Fiscal 2020, DYCD updated its reporting practices to provide greater clarity to discharge destination categories. For this year, this included added detail for TIL providers on categorization of discharges, which increased their percentage, and counting multiple discharge situations for the same individual if they left the program unplanned and returned after a short time, which decreased the percentage for Crisis Services programs.

In Fiscal 2020 DYCD continued to expand its residential service offerings to runaway and homeless youth (RHY), ages 16 to 20, and initiated services for homeless young adults (HYA) ages 21 to 24. The number of residential beds available to RHY and HYA grew from 674 in Fiscal 2019 to 778 in Fiscal 2020, a 15 percent increase. Youth and young adults served increased for both Crisis Services (5 percent) and TIL Support Programs (26 percent) compared with Fiscal 2019, in large part because of the additional beds available. The utilization rate for these beds decreased in Crisis Services (8 percentage points) and TIL Support Programs (7 percentage points) because some beds were not available for use during the fourth quarter to adhere to COVID-19 guidelines on social distancing and isolation; however, these beds were not subtracted from the total available for utilization measurement.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Youth and young adults reunited with family or placed in a suitable environment from Crisis Services Programs (%)	76%	77%	73%	75%	65%	75%	75%	Down	Up
Youth and young adults reunited with family or placed in a suitable environment from Transitional Independent Living (TIL) Support Programs (%)	88%	87%	84%	83%	88%	85%	85%	Neutral	Up
Residential beds for runaway or homeless youth and homeless young adults	441	465	557	674	778	*	*	Up	*
Runaway and homeless youth and homeless young adults served - Crisis Services Programs	2,539	2,340	2,267	2,084	2,191	2,400	2,400	Down	*
Runaway and homeless youth and homeless young adults served - Transitional Independent Living (TIL) Support Programs	519	659	837	986	1,247	600	800	Up	*
Utilization rate for Crisis Services Programs (%)	96%	92%	90%	92%	84%	90%	90%	Down	Up
Utilization rate for Transitional Independent Living (TIL) Support Programs (%)	91%	93%	89%	91%	84%	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. Fiscal 2020 indicators reflect programming for the summer of 2019, which was not affected by COVID-19.

During the summer of 2019 (Fiscal 2020), the number of youth served through SYEP continued to grow: 74,453 youth participated in SYEP, slightly more than the previous year's expanded enrollment of 74,354. SYEP offered a new program model, which included Project Based Learning activities for youth ages 14 and 15. There were a total of 808 projects that provided youth the opportunity to work in groups on project themes such as the Census, Civic Engagement, Environmental Justice, and Media Literacy. In addition, there were 13,157 diverse worksites; 46 percent of approved worksites were private sector sites.

In Fiscal 2020, the total value of SYEP contracts exceeded \$29 million, a nine percent decrease from Fiscal 2019 attributable to a suspension of services in late Fiscal 2020 due to COVID-19. These decreases will be reflected in fewer participants served in summer 2020 (Fiscal 2021).

Enrollment in DYCD's federally-funded Workforce Innovation and Opportunity Act (WIOA) programs decreased by one percent in the Learn & Earn program (formerly In-School Youth) and decreased by 23 percent in the Train & Earn program (formerly Out-of-School Youth) in Fiscal 2020 because enrollment was suspended in mid-March due to COVID-19.

WIOA providers for both programs were able to transition to providing services remotely, including occupational training, academic support and tutoring, counseling and support services, remote paid work experiences, and both remote and in person summer internships.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Summer Youth Employment Program (SYEP) participants	54,263	60,113	69,716	74,354	74,453	70,000	*	Up	*
Number of Summer Youth Employment Program contracts	100	100	98	98	162	*	*	Up	*
Value of Summer Youth Employment Program contracts (\$000)	\$18,140	\$23,340	\$26,642	\$32,188	\$29,348	*	*	Up	*
Participants in WIOA-funded Train & Earn (Out-of-School Youth) program	2,265	2,132	1,687	1,562	1,197	1,286	1,276	Down	*
Participants in WIOA-funded Learn & Earn (In-School Youth) program	2,766	2,980	1,638	1,583	1,565	1,056	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 (NYSDOL). NYSDOL has not yet made Fiscal 2020 outcome data available.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	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	48%	66%	NA	58%	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	75%	86%	NA	58%	58%	NA	Up
Youth who are out-of-school, attend a DYCD-funded training or employment program, and attain a recognized postsecondary credential or a secondary school diploma, or its recognized equivalent, during participation	NA	NA	69%	80%	NA	75%	50%	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	NA	NA	74%	76%	NA	75%	50%	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 antipoverty 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 2020, DYCD served 13,741 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 2020, 75 percent of participants achieved their designated outcomes, a five percentage point increase from Fiscal 2019 and well above the Fiscal 2020 target of 65 percent for this portfolio.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Community anti-poverty program participants achieving target outcomes designated for clients in each program area (%)	53%	65%	68%	70%	75%	65%	65%	Up	Up
Participants in community anti-poverty programs	12,440	13,210	13,366	13,122	13,741	*	*	Neutral	*
★ 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 2020, 15,631 New Yorkers were served through these programs, representing an 11 percent increase. This increase is attributable to the reclassification of all ESOL/Civics programs as Literacy programs and not Immigrant Services programs as they have been in the past. Combined participation in the two portfolios held steady.

Forty-two percent of participants met standards of improvement in their ability to read, write, and speak English, compared with 56 percent in Fiscal 2019. This decrease is attributable to a suspension of in-person standardized tests used to measure improvement because of COVID-19.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Participants in DYCD-funded English literacy programs	7,582	10,300	10,792	14,033	15,631	10,400	*	Up	*
★ Participants in DYCD-funded English literacy programs meeting federal standards of improvement in their ability to read, write, and speak English (%)	54%	49%	54%	56%	42%	55%	55%	Down	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 2020 the number of participants served by DYCD's immigrant assistance programs decreased by 54 percent to 1,403 compared with 3,081 in Fiscal 2019. This decrease is because ESOL/Civics programs were reclassified as Literacy programs. The combined participation in both portfolios held steady. The percentage of participants achieving positive outcomes in immigrant services programs increased two percentage points to 63 percent, which exceeds the Fiscal 2020 target of 60 percent. Positive outcomes for this portfolio of programs can include, but need not be limited to, participants gaining self-advocacy skills and participants gaining access to social services and government benefits.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Participants achieving positive outcomes in immigrant services programs (%)	58%	64%	63%	61%	63%	60%	60%	Neutral	Up
Participants in immigrant services programs	3,505	3,351	3,111	3,081	1,403	*	*	Down	*
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target				* None			

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Contracts terminated	13	3	8	1	5	0	0	Down	*
★ Agency assessments completed as a percent of total agency contracts (%)	90%	84%	69%	NA	NA	70%	70%	NA	Up
Fiscal audits conducted	344	345	343	318	308	318	300	Down	*
Expenditure report reviews	25,433	23,369	24,078	29,658	30,283	*	*	Up	*
★ Programmatic reviews/contract monitoring	16,832	17,003	18,609	20,656	16,698	*	*	Neutral	*
Agency assessments completed	1,356	1,507	1,209	NA	NA	*	*	NA	*
Contracts funded	2,502	3,281	3,223	3,320	3,276	*	*	Up	*
Value of agency contracts (\$000)	\$548,747	\$585,339	\$647,923	\$690,623	\$726,876	*	*	Up	*
Value of intracity agreements (\$000)	\$6,945	\$6,940	\$7,115	\$8,651	\$8,586	*	*	Up	*

★ Critical Indicator "NA" Not Available ⇅ Directional Target * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Customer Experience									
Completed customer requests for interpretation	2,380	1,705	1,222	884	NA	*	*	NA	*
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 (%)	48%	43%	51%	50%	NA	*	*	NA	Up

★ Critical Indicator "NA" Not Available ⇅ Directional Target * None

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	
Expenditures (\$000,000) ³	\$664.7	\$719.2	\$809.3	\$872.0	\$958.7	\$988.0	\$792.8	Up
Personnel	525	526	532	544	573	587	575	Neutral
Overtime paid (\$000)	\$111	\$118	\$83	\$60	\$154	\$154	\$154	Up
Human services contract budget (\$000,000)	\$523.2	\$561.1	\$618.2	\$659.6	\$696.1	\$689.3	\$664.6	Up

¹Actual financial amounts for the 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. ²Authorized Budget Level ³Expenditures 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 FY19 ¹ (\$000,000)	Modified Budget FY20 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$42.9	\$46.2	
002 - Executive and Administrative	\$19.5	\$23.1	All
105 - Youth Workforce and Career Training ⁴	NA	\$3.2	2a, 2b
311 - Program Services	\$23.4	\$19.9	All
Other Than Personal Services - Total	\$829.1	\$912.5	
005 - Community Development	\$83.9	\$130.3	3a, 3b, 3c
312 - Other than Personal Services	\$745.2	\$782.2	All
Agency Total	\$872.0	\$958.7	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. Includes all funds. ²City of New York Adopted Budget for Fiscal 2020, as of June 2020. Includes all funds. ³Refer to agency goals listed at front of chapter. ⁴This UA originated in Fiscal 2020
 NA Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Fiscal 2020 values for indicators that capture participation in Literacy and Immigrant Services programs have been updated—all ESOL/Civics programs previously included in the Immigrant Services portfolio are now included in the Literacy portfolio. Any comparison of Fiscal 2020 values with prior years should make note of this change in classification.
- The following indicators have been updated to include data for services for HYA in addition to RHY. The names and definitions of the indicators have been updated accordingly as needed. Although all indicators are being updated to include anticipated changes to the target populations, only TIL programs operated for HYA during Fiscal 2020. The indicators for RHY TIL programs have been updated to include services for HYA:
 - Youth and young adults reunited with family or placed in a suitable environment from Crisis Services Programs (%)
 - Youth and young adults reunited with family or placed in a suitable environment from Transitional Independent Living (TIL) Support Programs (%)
 - Residential beds for runaway or homeless youth and homeless young adults
 - Runaway and homeless youth and homeless young adults served—Crisis Services Programs
 - Runaway and homeless youth and homeless young adults served—Transitional Independent Living (TIL) Support Programs
 - Utilization rate for Crisis Services Programs (%)
 - Utilization rate for Transitional Independent Living (TIL) Support Programs (%)
- Data for the indicators 'Agency assessments completed' and 'Agency assessments completed as a percent of total agency contracts (%)' becomes available after the MMR. Program staff complete site visit evaluations from the conclusion of the Fiscal Year, and agency assessments are then generated and reviewed based on those site visit evaluations.

ADDITIONAL RESOURCES

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

