

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 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

Prioritizing investments to help eliminate disparities and improve the quality of life of all New Yorkers is among the key principles that guide the development and implementation of DYCD programs. DYCD achievements include significant expansions in programs for young people, NYCHA residents, and runaway and homeless youth, including those who identify as transgender. 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. Going forward, DYCD will add a focus on gender equity, joining in the City's efforts to identify and remove barriers for women, girls, and transgender and gender nonconforming individuals.

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

- DYCD’s Runaway and Homeless Youth (RHY) programs continue to demonstrate upward trends in several areas. The number of youth served through Transitional Independent Living (TIL) programs rose to 521 at the end of the Fiscal 2019 four-month period, an increase of 16.8 percent from the 446 youth served over the corresponding period last year. The number of youth served through crisis services programs rose to 999, an increase of two percent. These trends reflect an increase in certified residential beds, from 525 to 606 in the first four months of Fiscal 2019 compared to the same period of Fiscal 2018. Additionally, the utilization rates for both crisis services programs (92 percent) and TIL programs (93 percent) during the four-month period of Fiscal 2019 exceeded the 90 percent target.
- Key program outcomes for RHY programs remain steady. The percent of youth reunited with family or placed in a suitable environment from TIL programs remained at 84 percent, just below the target of 85 percent. The percentage of youth reunited with family or placed in a suitable environment from crisis services programs experienced a slight decline to 72 percent, compared to 73 percent in the previous year.
- Participation in DYCD’s Summer Youth Employment Program (SYEP) reached a new high of 74,354 in the summer of Fiscal 2019, representing an increase of almost seven percent over the previous summer. The growth in enrollment reflects increased funding, which rose to \$149.8 million in summer 2018 from \$126.9 million in summer 2017. The number of work sites for participants rose by 13.6 percent from 12,064 worksites in summer of 2017 to 13,701 worksites in summer of 2018.

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.

| Performance Indicators | Actual | | | Target | | 4-Month Actual | |
|--|--------------------|-----------------------|---------|---------|---------|----------------|---------|
| | FY16 | FY17 | FY18 | FY19 | FY20 | FY18 | FY19 |
| Number of young people involved in DYCD-funded programs | 317,341 | 324,667 | 337,199 | * | * | NA | NA |
| Comprehensive After School System of NYC (COMPASS NYC) enrollment | 122,792 | 124,258 | 126,203 | 110,000 | 110,000 | 108,763 | 101,826 |
| ★ COMPASS NYC programs meeting target enrollment (school year) (%) | 94% | 96% | 96% | 85% | 85% | 86% | 81% |
| ★ COMPASS NYC programs meeting target enrollment - SONYC/middle school (school year) (%) | 91% | 95% | 95% | 85% | 85% | 83% | 79% |
| ★ COMPASS NYC programs meeting target enrollment - elementary (school year) (%) | 99% | 99% | 99% | 90% | 90% | 95% | 90% |
| ★ COMPASS NYC programs meeting target enrollment (summer) (%) | 80% | 81% | 73% | 80% | 80% | 78% | 65% |
| Beacon programs’ enrollment as a percentage of the minimum annual target (%) | 100% | 100% | 100% | 100% | 100% | 42% | 47% |
| Beacon programs active | 80 | 80 | 91 | * | * | NA | NA |
| Youth served in Beacon programs | 72,346 | 75,107 | 76,872 | * | * | NA | NA |
| Adults served in Beacon programs | 68,757 | 72,995 | 63,273 | * | * | NA | NA |
| Cornerstone programs’ enrollment as a percentage of the minimum annual target (%) | 194% | 191% | 144% | 100% | 100% | 88% | 52% |
| Cornerstone programs active | 94 | 94 | 94 | * | * | 94 | NA |
| Youth served in Cornerstone programs | 27,432 | 27,012 | 20,856 | * | * | 12,751 | NA |
| Adults served in Cornerstone programs | 7,402 | 8,128 | 5,253 | * | * | 2,485 | NA |
| Calls to Youth Connect | 55,538 | 55,306 | 69,304 | 60,000 | 60,000 | 17,588 | 19,461 |
| ★ Critical Indicator | “NA” Not Available | ↑↓ Directional Target | * None | | | | |

Goal 1b

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

| Performance Indicators | Actual | | | Target | | 4-Month Actual | |
|---|--------------------|-----------------------|--------|--------|-------|----------------|------|
| | FY16 | FY17 | FY18 | FY19 | FY20 | FY18 | FY19 |
| ★ Youth reunited with family or placed in a suitable environment from crisis services (%) | 76% | 77% | 73% | 75% | 75% | 73% | 72% |
| ★ Youth reunited with family or placed in a suitable environment from Transitional Independent Living (TIL) centers (%) | 88% | 87% | 84% | 85% | 85% | 85% | 84% |
| Certified residential beds for runaway or homeless youth | 441 | 465 | 557 | * | * | 525 | 606 |
| Runaway and homeless youth served - crisis beds | 2,539 | 2,340 | 2,267 | 2,400 | 2,400 | 980 | 999 |
| Runaway and homeless youth served - transitional independent living beds | 519 | 659 | 837 | 600 | 600 | 446 | 521 |
| ★ Utilization rate for crisis beds (%) | 96% | 92% | 90% | 90% | 90% | 89% | 92% |
| ★ Utilization rate for transitional independent living beds (%) | 91% | 93% | 89% | 90% | 90% | 85% | 93% |
| ★ 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.

| Performance Indicators | Actual | | | Target | | 4-Month Actual | |
|--|--------------------|-----------------------|----------|--------|--------|----------------|--------|
| | FY16 | FY17 | FY18 | FY19 | FY20 | FY18 | FY19 |
| Summer Youth Employment Program (SYEP) participants | 54,263 | 60,113 | 69,716 | 70,000 | 70,000 | 69,716 | 74,354 |
| Number of Summer Youth Employment Program contracts | 100 | 100 | 98 | * | * | NA | NA |
| Value of Summer Youth Employment Program contracts (\$000) | \$18,563 | \$21,712 | \$24,903 | * | * | NA | NA |
| Participants in Workforce Innovation and Opportunity Act (WIOA) funded Out-of-School Youth program | 2,265 | 2,132 | 1,687 | * | * | NA | NA |
| Participants in WIOA-funded In-School Youth program | 2,766 | 2,980 | 1,638 | * | * | NA | NA |
| ★ 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.

| Performance Indicators | Actual | | | Target | | 4-Month Actual | |
|---|--------------------|-----------------------|--------|--------|------|----------------|------|
| | FY16 | FY17 | FY18 | FY19 | FY20 | FY18 | FY19 |
| ★ 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% | ↑ | ↑ | NA | NA |
| 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% | * | * | NA | NA |
| 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 in or within one year after exiting from the program (%) | NA | NA | 69% | * | * | NA | NA |
| 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 | 74% | * | * | NA | NA |
| ★ 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.

| Performance Indicators | Actual | | | Target | | 4-Month Actual | |
|---|--------------------|----------------------|--------|--------|------|----------------|------|
| | FY16 | FY17 | FY18 | FY19 | FY20 | FY18 | FY19 |
| ★ Community anti-poverty program participants achieving target outcomes designated for clients in each program area (%) | 64% | 64% | 58% | 60% | 60% | 24% | 20% |
| Participants in community anti-poverty programs | 19,480 | 18,928 | 16,721 | * | * | NA | NA |
| ★ 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.

| Performance Indicators | Actual | | | Target | | 4-Month Actual | |
|---|--------------------|----------------------|--------|--------|-------|----------------|-------|
| | FY16 | FY17 | FY18 | FY19 | FY20 | FY18 | FY19 |
| Participants in DYCD-funded English literacy programs | 6,003 | 8,664 | 10,792 | 6,600 | 6,600 | 5,966 | 4,573 |
| ★ Participants in DYCD-funded English literacy programs meeting federal standards of improvement in their ability to read, write, and speak English (%) | 54% | 59% | 54% | 55% | 55% | NA | NA |
| ★ 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.

| Performance Indicators | Actual | | | Target | | 4-Month Actual | |
|---|--------------------|----------------------|--------|--------|------|----------------|------|
| | FY16 | FY17 | FY18 | FY19 | FY20 | FY18 | FY19 |
| Participants achieving positive outcomes in immigrant services programs (%) | 58% | 64% | 63% | 60% | 60% | 21% | NA |
| Participants in immigrant services programs | 3,505 | 3,351 | 3,111 | * | * | NA | NA |
| ★ Critical Indicator | "NA" Not Available | ↕ Directional Target | * None | | | | |

AGENCY-WIDE MANAGEMENT

| Performance Indicators | Actual | | | Target | | 4-Month Actual | |
|---|--------------------|----------------------|-----------|--------|------|----------------|------|
| | FY16 | FY17 | FY18 | FY19 | FY20 | FY18 | FY19 |
| Contracts terminated | 13 | 3 | 8 | 0 | 0 | 4 | 0 |
| ★ Agency assessments completed as a percent of total agency contracts (%) | 90% | 22% | NA | 70% | 70% | NA | NA |
| Fiscal audits conducted | 344 | 345 | 343 | 345 | 345 | 0 | 0 |
| Expenditure report reviews | 25,433 | 23,369 | 24,078 | * | * | NA | NA |
| ★ Programmatic reviews/contract monitoring | 16,832 | 17,003 | 18,609 | * | * | NA | NA |
| Agency assessments completed | 1,356 | 244 | NA | * | * | NA | NA |
| Contracts funded | 2,502 | 2,995 | 3,007 | * | * | NA | NA |
| Value of agency contracts (\$000) | \$548,747 | \$585,339 | \$647,923 | * | * | NA | NA |
| Value of intracity agreements (\$000) | \$6,945 | \$6,940 | \$7,115 | * | * | NA | NA |
| ★ Critical Indicator | "NA" Not Available | ↕ Directional Target | * None | | | | |

AGENCY CUSTOMER SERVICE

| Performance Indicators | Actual | | | Target | | 4-Month Actual | |
|--|--------|-------|-------|--------|------|----------------|------|
| | FY16 | FY17 | FY18 | FY19 | FY20 | FY18 | FY19 |
| Customer Experience | | | | | | | |
| Completed customer requests for interpretation | 2,380 | 1,705 | 1,222 | * | * | 484 | 308 |
| Letters responded to in 14 days (%) | 100% | 100% | 100% | * | * | 100% | 100% |
| E-mails responded to in 14 days (%) | 100% | 100% | 100% | * | * | 100% | 100% |
| Calls answered in 30 seconds (%) | 48% | 43% | 51% | * | * | 69% | 68% |
| ★ Critical Indicator "NA" Not Available ⇅ Directional Target * None | | | | | | | |

AGENCY RESOURCES

| Resource Indicators | Actual | | | Sept. 2018 MMR Plan | Updated Plan | Plan | 4-Month Actual | |
|---|---------|---------|---------|---------------------|-------------------|-------------------|----------------|---------|
| | FY16 | FY17 | FY18 | FY19 | FY19 ¹ | FY20 ¹ | FY18 | FY19 |
| Expenditures (\$000,000) ² | \$664.7 | \$719.2 | \$809.3 | \$872.1 | \$902.9 | \$755.2 | \$500.9 | \$599.7 |
| Personnel | 525 | 526 | 532 | 517 | 546 | 524 | 530 | 509 |
| Overtime paid (\$000) | \$111 | \$118 | \$83 | \$154 | \$154 | \$154 | \$23 | \$16 |
| Human services contract budget (\$000,000) | \$523.2 | \$561.1 | \$618.2 | \$714.4 | \$649.6 | \$571.7 | \$191.0 | \$214.0 |
| ¹ February 2019 Financial Plan ² Expenditures include all funds "NA" - Not Available | | | | | | | | |

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) | February 2019 Financial Plan FY19 ² (\$000,000) | Applicable MMR Goals ³ |
|---|--|--|-----------------------------------|
| Personal Services - Total | \$41.1 | \$41.5 | |
| 002 - Executive and Administrative | \$18.7 | \$19.2 | All |
| 311 - Program Services | \$22.4 | \$22.4 | All |
| Other Than Personal Services - Total | \$768.2 | \$861.3 | |
| 005 - Community Development | \$72.7 | \$82.8 | 3a, 3b, 3c |
| 312 - Other than Personal Services | \$695.6 | \$778.5 | All |
| Agency Total | \$809.3 | \$902.9 | |
| ¹ Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds. ² Includes all funds. ³ Refer to agency goals listed at front of chapter. "NA" Not Available * None | | | |

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Due to data collection challenges, DYCD will report on the number of participants achieving positive outcomes in immigrant services programs at the end of the fiscal year.
- The following indicators were added and are annual: '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 (%)', '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 (%)', '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 in or within one year after exiting from the program (%)', '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 from the program (%).'
- The number of participants in DYCD-funded English Literacy programs is preliminary due to data collection challenges.

ADDITIONAL RESOURCES

For additional information, go to:

- Reports and Plans: <http://www1.nyc.gov/site/dycd/about/news-and-media/publications.page>

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