

DEPARTMENT OF YOUTH AND COMMUNITY DEVELOPMENT



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 programs when school is out. As part of the City's broader commitment to provide 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, which provides 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 190 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 recent years, DYCD's achievements include a significant expansion in programs for young people, NYCHA residents, and runaway and homeless youth, including those who identify as transgender or nonbinary. To continue to broaden access and heighten awareness of DYCD's services, the Department 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.

To continue to elevate this work, DYCD is committed to being a proactive antiracist city agency. This commitment has led to the adoption of goals that include an increase in professional development for internal staff, increased support for consultants of color, strengthening of the DYCD Equity Statement by increasing its accessibility and applicability, and assessments of how agency investments can greater serve historically marginalized New York City neighborhoods.

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 Engage young people in programs that support and strengthen their overall development.
 - Goal 1b Engage runaway and homeless youth and young adults in services that connect them with family or independent living opportunities.
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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 Engage young people in training and employment programs to support career readiness.
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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 Engage young people and adults in lower income neighborhoods in community anti-poverty initiatives to support and expand their capacity.
 - Goal 3b Engage adolescents and adults in programs to increase English literacy skills and basic education participation.
 - Goal 3c Engage immigrants in programs to support their integration into New York City through education, job readiness and social services programs.

HOW WE PERFORMED

- Fiscal 2022 represents a recovery year from impacts of the height of the COVID-19 pandemic, during which DYCD and its providers have sought to prioritize the health and safety of participants and staff while putting forward high-quality programming to meet both ongoing needs and those emerging as a result of the COVID-19 pandemic. Participation has increased dramatically over Fiscal 2021 levels in all program areas except runaway and homeless youth (RHY), which continued as an in-person essential program throughout the pandemic.
- DYCD provided summer enrichment for a record high of 97,124 young people through COMPASS NYC programs, an increase of 696 percent over Fiscal 2021 and 39 percent higher than the previous record of 69,978 participants in Fiscal 2020. Additional funding was made available through Summer Rising, an initiative administered in conjunction with the Department of Education for students in grades K through 8 to get outside, learn, and engage with peers and caring adults in safe, supervised, and enriching ways. COMPASS NYC programs endeavored to link summer participants to school-year programming. As a result, 96,894 participants enrolled in COMPASS NYC programs in the months of September and October, compared with 69,484 during the same period in Fiscal 2021.
- DYCD's runaway and homeless youth (RHY) programs amplified efforts toward continuity of service and positive placements, resulting in 73 percent of discharged youth and young adults being reunited with family or placed in a suitable environment from Crisis Services Programs, an increase of 17 percentage points from the same period in Fiscal 2021.
- The Summer Youth Employment Program (SYEP) model during summer 2021 offered a wide variety of employment and educational experiences that took place in-person, virtually and through a hybrid of the two. Participation in SYEP reached a new high of 74,884 in the summer of Fiscal 2022, representing a 113 percent increase over Fiscal 2021 and a one percent increase over the previous record of 74,453 participants. The resulting program engaged the largest ever number of SYEP partners and employers and offered innovative professional internships, educational opportunities, and civic engagement experiences. SYEP prioritized low-income, justice-involved, foster care, runaway and homeless youth and New York City Housing Authority (NYCHA) residents. Ninety-one percent of participants were from high-need neighborhoods, including those that have been most severely impacted by COVID-19, ensuring that youth most affected by the pandemic and its economic effects gained the work readiness skills they need to be successful in their educational and career pathways.

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

Goal 1a Engage young people in programs that support and strengthen their overall development.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Number of young people involved in DYCD-funded programs	337,599	339,963	209,955	*	*	NA	NA
● Participants in Comprehensive After School System of NYC (COMPASS NYC) programs	122,390	122,575	90,148	110,000	110,000	69,484	96,894
Participants in COMPASS NYC SONYC/middle school programs (school year)	67,604	66,324	50,030	49,901	49,901	39,422	52,023
Participants in COMPASS NYC elementary school programs (school year)	50,700	52,495	36,892	42,372	42,372	28,188	42,362
Participants in COMPASS NYC programs (summer)	67,476	69,828	12,198	*	*	12,198	97,124
Youth attendance at Beacon programs	74,142	92,692	32,261	54,900	55,200	6,714	25,488
Adult attendance at Beacon programs	46,708	85,927	31,848	9,150	9,200	1,421	2,044
Youth participants in Cornerstone programs	25,831	19,976	13,488	15,704	15,704	6,991	14,213
Adult participants in Cornerstone programs	4,426	5,594	5,304	3,565	3,565	1,140	2,538
★ Critical Indicator ● Equity Indicator "NA" Not Available ⇅ Directional Target * None							

Goal 1b

Engage runaway and homeless youth and young adults in services that connect them with family or independent living opportunities.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Runaway and homeless youth and homeless young adults served - Crisis Services Programs	2,084	2,191	2,124	2,400	2,400	935	870
Runaway and homeless youth and homeless young adults served - Transitional Independent Living (TIL) Support Programs	986	1,247	1,183	800	800	699	639
Residential beds for runaway or homeless youth and homeless young adults	674	778	813	*	*	778	813
Utilization rate for Crisis Services Programs (%)	92%	84%	69%	90%	90%	67%	71%
Utilization rate for Transitional Independent Living (TIL) Support Programs (%)	91%	84%	77%	90%	90%	76%	72%
Youth and young adults reunited with family or placed in a suitable environment from Crisis Services Programs (%)	75%	65%	62%	75%	75%	56%	73%
Youth and young adults reunited with family or placed in a suitable environment from Transitional Independent Living (TIL) Support Programs (%)	83%	88%	88%	85%	85%	89%	86%
Youth and young adults served through case management - Drop-In Centers	1,635	1,471	1,330	1,400	1,400	625	974
Youth and young adults who received mental health support in a city-funded residential program or drop-in center serving runaway and homeless youth	2,569	2,648	2,794	*	*	1,575	1,986
★ Critical Indicator ● Equity 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

Engage young people in training and employment programs to support career readiness.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
● Participants in Summer Youth Employment Program (SYEP)	74,354	74,453	35,198	75,000	90,000	35,198	74,884
Participants in Train & Earn (Out-of-School Youth) programs	1,562	1,197	1,270	1,378	1,378	NA	NA
Train & Earn participants who are placed in post-secondary education, employment, or advanced training in the 2nd quarter after exiting the program (%)	66%	62%	NA	57%	57%	NA	NA
Train & Earn participants who attain a recognized postsecondary credential or high school equivalency diploma during participation in or within one year after exiting from the program (%)	80%	83%	NA	49%	49%	NA	NA
Participants in Learn & Earn (In-School Youth) programs	1,583	1,565	1,460	1,056	1,056	NA	NA
Learn & Earn participants who are placed in post-secondary education, employment, or advanced training during the 2nd quarter after exiting the program (%)	86%	83%	NA	57%	57%	NA	NA
Learn & Earn participants who attain a recognized post-secondary credential or a secondary school diploma during participation in or within one year after exiting the program (%)	76%	67%	NA	49%	49%	NA	NA
Participants in Advance & Earn training and internship programs	NA	477	957	980	900	NA	NA
Advance & Earn participants who are placed in education, employment, or advanced training within 90 days of cohort end (%)	NA	45%	52%	*	*	NA	NA
Advance & Earn participants who attain a credential or High School Equivalency within 1 year of program enrollment (%)	NA	49%	44%	*	*	NA	NA
★ Critical Indicator ● Equity 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

Engage young people and adults in lower income neighborhoods in community anti-poverty initiatives to support and expand their capacity.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
● Participants in community anti-poverty programs	13,122	12,579	12,480	*	*	5,478	5,678
★ Community anti-poverty program participants achieving target outcomes (%)	70%	75%	67%	65%	65%	33%	NA
★ Critical Indicator ● Equity Indicator "NA" Not Available ⇅ Directional Target * None							

Goal 3b

Engage adolescents and adults in programs to increase English literacy skills and basic education participation.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Participants in DYCD-funded English literacy programs	14,033	15,631	13,308	16,062	*	3,540	4,820
★ Participants in DYCD-funded English literacy programs meeting standards of improvement in their ability to read, write, and speak English (%)	56%	42%	54%	55%	55%	NA	NA
★ Critical Indicator ● Equity Indicator "NA" Not Available ⇅ Directional Target * None							

Goal 3c

Engage immigrants in programs to support their integration into New York City through education, job readiness and social services programs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Participants in immigrant services programs	3,081	1,403	1,401	1,563	1,563	539	783
Participants in immigrant services programs achieving positive outcomes (%)	61%	63%	66%	60%	60%	NA	NA
★ Critical Indicator ● Equity Indicator "NA" Not Available ⇅ Directional Target * None							

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Contracts funded	3,346	3,293	2,855	*	*	NA	NA
Value of agency contracts (\$000)	\$690,623	\$726,876	\$763,859	*	*	NA	NA
Value of intracity agreements (\$000)	\$8,651	\$8,586	\$8,490	*	*	NA	NA
Fiscal audits conducted	318	308	300	234	234	0	141
Expenditure report reviews	29,658	30,283	25,369	*	*	NA	NA
★ Programmatic reviews/contract monitoring	20,656	16,698	7,534	*	*	NA	NA
Agency assessments completed	NA	NA	NA	*	*	NA	NA
★ Agency assessments completed as a percent of total agency contracts (%)	NA	NA	NA	70%	70%	NA	NA
Contracts terminated	23	16	0	0	0	8	0
★ Critical Indicator ● Equity Indicator "NA" Not Available ⇅ Directional Target * None							

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Calls to Community Connect	52,309	NA	NA	50,000	50,000	NA	NA
Calls answered in 30 seconds (%)	50%	NA	NA	*	*	NA	NA
Completed customer requests for interpretation	884	NA	NA	*	*	8	NA
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
★ Critical Indicator ● Equity Indicator "NA" Not Available ⇅ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2021 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY19	FY20	FY21	FY22	FY22 ¹	FY23 ¹	FY21	FY22
Expenditures (\$000,000) ²	\$872.0	\$955.2	\$859.4	\$1,016.2	\$1,046.5	\$862.9	\$488.9	\$604.8
Personnel	544	573	518	537	530	510	547	497
Overtime paid (\$000)	\$60	\$45	\$314	\$154	\$307	\$154	\$11	\$73
Human services contract budget (\$000,000)	\$659.6	\$700.9	\$743.3	\$778.5	\$781.7	\$591.8	\$156.2	\$234.4
¹ February 2022 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 FY21 ¹ (\$000,000)	February 2022 Financial Plan FY22 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$46.8	\$43.9	
002 - Executive and Administrative	\$23.2	\$20.8	All
105 - Youth Workforce and Career Training	\$2.6	\$3.0	2a, 2b
311 - Program Services	\$21.0	\$20.1	All
Other Than Personal Services - Total	\$812.6	\$1,002.6	
005 - Community Development	\$99.8	\$123.1	3a, 3b, 3c
106 - Youth Workforce and Career Training	\$61.3	\$201.9	2a, 2b
312 - Other than Personal Services	\$651.5	\$677.7	All
Agency Total	\$859.4	\$1,046.5	
¹ Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. 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

- The text for all goals has been updated to align across services and with the DYCD mission.
- The order of indicators has been aligned across goals.
- The text for the following indicators has been updated to align across goals and provide more precision in indicator text:
 - ‘Comprehensive After School System of NYC (COMPASS NYC enrollment’ to ‘Participants in Comprehensive After School System of NYC (COMPASS NYC) programs’
 - ‘Youth served in Cornerstone programs’ to ‘Youth participants in Cornerstone programs’
 - ‘Adults served in Cornerstone programs’ to ‘Adult participants in Cornerstone programs’
 - ‘Young people who received mental health support in a city-funded residential program or drop-in center serving runaway and homeless youth’ to ‘Youth and young adults who received mental health support in a city-funded residential program or drop-in center serving runaway and homeless youth’
 - ‘Summer Youth Employment Program (SYEP) participants’ to ‘Participants in Summer Youth Employment Program (SYEP)’
 - ‘Participants in Workforce Innovation and Opportunity Act (WIOA) funded Train & Earn (Out-of-School Youth) program’ to ‘Participants in Train & Earn (Out-of-School Youth) programs’
 - ‘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 (%)’ to ‘Train & Earn participants who are placed in post-secondary education, employment, or advanced training in 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 (%)’ to ‘Train & Earn participants who attain a recognized postsecondary credential or high school equivalency diploma, during participation in or within one year after exiting from the program (%)’
 - ‘Participants in WIOA-funded Learn & Earn (In-School Youth) program’ to ‘Participants in Learn & Earn (In-School Youth) programs’
 - ‘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 (%)’ to ‘Learn & Earn participants who are placed in post-secondary education, employment, or advanced training during the 2nd quarter after exiting 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 the program (%)’ to ‘Learn & Earn participants who attain a recognized post-secondary credential or a secondary school diploma during participation in or within one year after exiting the program (%)’
 - ‘Participants in Advance & Earn training and internship programs who are placed in post-secondary education, employment, or advanced training within 90 days after exiting the program (%)’ to ‘Advance & Earn participants who are placed in post-secondary education, employment, or advanced training within 90 days after exiting the program (%)’

- ‘Participants in Advance & Earn training and internship programs who are placed in post-secondary education, employment, or advanced training within 90 days after exiting the program (%)’ to ‘Advance & Earn participants who are placed in post-secondary education, employment, or advanced training within 90 days after exiting the program (%)’
- ‘Community anti-poverty program participants achieving target outcomes designated for clients in each program area (%)’ to ‘Community anti-poverty program participants achieving target outcomes (%)’
- ‘Participants achieving positive outcomes in immigrant services programs (%)’ to ‘Participants in immigrant services programs achieving positive outcomes (%)’
- ‘Youth served in Beacon programs’ to ‘Youth attendance at Beacon programs’
- ‘Adults served in Beacon programs’ to ‘Adult attendance at Beacon programs’
- Four new indicators have been added:
 - ‘Participants in COMPASS NYC SONYC/middle school programs (school year)’
 - ‘Participants in COMPASS NYC elementary school programs (school year)’
 - ‘Participants in COMPASS NYC programs (summer)’
 - ‘Youth and young adults served through case management - Drop-In Centers’
- The following indicators have been removed in order to focus more on service delivery than on contract management:
 - ‘COMPASS NYC programs meeting target enrollment (school year) (%)’
 - ‘COMPASS NYC programs meeting target enrollment - SONYC/middle school (school year) (%)’
 - ‘COMPASS NYC programs meeting target enrollment - elementary (school year) (%)’
 - ‘COMPASS NYC programs meeting target enrollment (summer) (%)’
 - ‘Beacon programs active’
 - ‘Beacon programs enrollment as a percentage of the annual target (%)’
 - ‘Cornerstone programs active’
 - ‘Cornerstone programs enrollment as a percentage of the annual target (%)’
 - ‘Number of Summer Youth Employment Program contracts’
 - ‘Value of Summer Youth Employment Program contracts (\$000)’

- The following indicators have been added to the Preliminary MMR:
 - ‘Youth attendance at Beacon programs’
 - ‘Adult attendance at Beacon programs’
 - ‘Youth participants in Cornerstone programs’
 - ‘Adult participants in Cornerstone programs’
 - ‘Participants in community anti-poverty programs’
 - ‘Participants in immigrant services programs’
- The following indicator will now be published only in the annual MMR:
 - ‘Community anti-poverty program participants achieving target outcomes (%)’
- Previously published Fiscal 2022 targets for the following indicators were decreased to reflect updated targets set by the New York State Department of Labor.
 - ‘Train and Earn participants who are placed in post-secondary education, employment, or advanced training in the 2nd quarter after exiting the program’
 - ‘Train and Earn participants who attain a recognized post-secondary credential or high school equivalency diploma during participation in or within one year after exiting from the program (%)’
 - ‘Learn and Earn participants who are placed in post-secondary education, employment, or advanced training during the 2nd quarter after exiting the program (%)’
 - ‘Learn and Earn participants who attain a recognized post-secondary credential or a secondary school diploma during participation in or within one year after exiting the program (%)’
- Previously published Fiscal 2022 targets for the following indicator was increased based on the expansion funding.
 - ‘Participants in DYCD-funded English literacy programs’

ADDITIONAL RESOURCES

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

