

# DEPARTMENT OF YOUTH AND COMMUNITY DEVELOPMENT

**Keith Howard, Commissioner**



## WHAT WE DO

The Department of Youth and Community Development (DYCD) invests in a network of community-based organizations and programs to alleviate the effects of poverty and to 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 the Comprehensive After-School System of NYC (COMPASS NYC), offer school-age youth a mix of recreational activities, arts and cultural experiences, academic support, and physical fitness programs when school is out of session. As part of the City's broader commitment to provide free afterschool programs to all middle school students, School's Out NYC (SONYC), a component of COMPASS NYC, provides engagement opportunities for more than 60,000 young people in grades six to eight, including justice-involved youth and young people living in Department of Homeless Services' (DHS) family shelters.

DYCD also oversees the City's portfolio of services for runaway and homeless youth and the City's youth workforce development program, 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 191 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. The Department provides contract management and quality monitoring for over 1,000 City Council-funded annual awards. DYCD also contracts with expert consultants to provide organizational and programmatic supports that strengthen the ability of DYCD providers to deliver high-quality, effective services.

DYCD also operates programs in the Office of Neighborhood Safety, including the Mayor's Action Plan for Neighborhood Safety (MAP), Crisis Management System (CMS), and Atlas, as well as Community Resources for Employment & Development (CRED).

## FOCUS ON EQUITY

DYCD is committed to becoming a proactively anti-racist City agency, recently strengthening its equity statement and setting goals to make meaningful changes. To further advance this, DYCD established a workgroup, which developed strategies to advance equity in investments and program design and evaluation, as well as within the Agency workforce. This effort led to the development of an equitable investment methodology, that is driven by investing in communities with the highest needs. This also led to applying a data-driven approach to decision-making, where the Agency utilizes disaggregated data to evaluate impact and opportunities.

During recent years, DYCD's achievements include a significant expansion in programs for young people up to age 24, NYCHA residents, and runaway and homeless youth, including those who identify as transgender or nonbinary. DYCD has made investments in youth who live in the police precincts with the highest levels of gun violence. Black, Indigenous, and People of Color (BIPOC) communities represent over 90 percent of program participants. 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. DYCD has 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, sexual orientation, English language skills, and disabilities.

DYCD is committed to ensuring there is supplier diversity in its contracting and promoting supplier diversity with nonprofit providers the Department works with. Efforts include continuous engagement with Minority and Women-owned Business Enterprises (M/WBEs) and encouraging M/WBEs utilization by DYCD providers. In 2024, DYCD far exceeded the City M/WBE utilization goal of 30 percent. DYCD expects to build on this through targeted outreach and relationship building with M/WBEs. The Department also administers the Communities of Color Nonprofit Stabilization Fund—an initiative by City Council to provide capacity-building support to Black, Latino, and Asian-led community-based organizations—and has worked to ensure that the initiative engages and is supported by consultants of color.

DYCD has also focused on advancing equity in its workforce. DYCD reviews employee demographics at different levels to identify and address inequities. The Agency also launched a mentoring program to give diverse group of employees an opportunity to learn from and receive support from Agency leadership.

## OUR SERVICES AND GOALS

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**SERVICE 1 Provide youth, families, and adults with multiple points of entry to a spectrum of high-quality services.**

Goal 1a Engage community-based organizations to provide an array of programming and support their delivery of high-quality services.

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**SERVICE 2 Support youth development throughout New York City through the implementation, funding and management of contracts with nonprofit service providers.**

Goal 2a Engage young people in programs that support and strengthen their overall development.

Goal 2b Engage runaway and homeless youth and young adults in services that connect them with family or independent living opportunities.

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**SERVICE 3 Increase youth capacity for economic independence through programs that provide work-related education, skills training and employment opportunities.**

Goal 3a Engage young people in training and employment programs to support career readiness.

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**SERVICE 4 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 4a Engage young people and adults in lower income neighborhoods in community anti-poverty initiatives to support and expand their capacity.

Goal 4b Engage adolescents and adults in programs to increase English literacy skills and basic education participation.

Goal 4c Engage immigrants in programs to support their integration into New York City through education, job readiness and social services programs.

## HOW WE PERFORMED

- In summer 2024, DYCD provided Summer Rising programming for 115,048 youth to get outside, learn, and engage with peers and caring adults in safe, supervised, and enriching ways. This initiative is administered in conjunction with the Department of Education (DOE) for students in kindergarten through eighth grade. DYCD Summer Rising programming was delivered by Comprehensive After School System of NYC (COMPASS NYC) providers and Beacon providers at the conclusion of DOE-led instruction each day. Some Summer Rising slots were reallocated from middle school to elementary school based on greater demand for the latter, resulting in a 21 percent decrease among SONYC summer participants, but a decrease of less than one percent across Summer Rising participants compared with the all-time high in summer 2023.
- COMPASS NYC programs endeavor to link summer participants to school-year programming. Enrollment in COMPASS NYC school-year programs for through October of Fiscal 2025 totaled 100,174, a four percent decrease from the same period in Fiscal 2024.
- DYCD's runaway and homeless youth (RHY) programs provide residential and support services for homeless youth ages 16 to 20 and young adults ages 21 to 24. RHY programs continued to focus on continuity of service and positive placement outcomes. Crisis Services Programs served 699 people in the first four months of Fiscal 2025, a ten percent decrease compared to the same period last year. This decrease is due to an increase in length of stay and the continued full occupancy of available beds. Bed utilization in Crisis Services Programs for runaway and homeless youth rose to 95 percent, an increase of seven percentage points compared to the same period in Fiscal 2024. Transitional Independent Living Programs (TILs) served 683 people in the first four months of Fiscal 2025, a six percent decrease compared to the same period in Fiscal 2024. Bed utilization rose to 95 percent, an increase of eight percentage points across comparative reporting periods.
- Among discharged youth, the percent reunited with family or placed in a suitable environment rose to 85 percent in Crisis Services and 90 percent in TILs, an increase of one percentage point and 11 percentage points, respectively. A total of 2,683 youth and young adults received mental health support in a City-funded residential program or Drop-In Center, a 36 percent increase across comparative reporting periods as young people across the RHY portfolio continue to present with greater needs.
- The Summer Youth Employment Program (SYEP) served a record high 97,004 DYCD participants during summer 2024, two percent more than last year. DYCD providers carefully monitored youth participation to de-enroll SYEP enrollees who did not start or complete key work readiness tasks prior to July 1 and re-open those slots so that other interested applicants could be enrolled and gain the benefit of work experience and paid wages/stipends. This policy was instituted to increase the number of youths who worked and the overall number of hours that were worked. The total amount of stipends and wages paid through SYEP accordingly increased by 12 percent across comparative reporting periods to \$139.9 million.
- DYCD Beacon Community Centers served 34,310 youth participants and 6,972 adult participants in the first four months of Fiscal 2025, an increase of six percent and seven percent, respectively. Youth attendance at community events increased 55 percent to 17,150 and adult attendance increased 49 percent to 17,861, in part thanks to additional hours and programming from the Summer Safety Plan. Cornerstone Community Centers served 14,698 youth participants and 3,195 adult participants in the first four months of Fiscal 2025, an increase of two percent and decrease of 14 percent, respectively. Cornerstone providers have increased adult outreach, and enrollment approached Fiscal 2024 levels by November.
- DYCD-funded English literacy programs entered a new contract cycle in Fiscal 2025, and City Council discretionary awards were not yet finalized. During the first four months of Fiscal 2025, contracts continued to be awarded and new providers engaged in the contract start-up process. During this transition time, literacy programs served 3,355 participants, a decrease of 61 percent compared with the same period in Fiscal 2024 when a full slate of providers continued service delivery from the prior year. DYCD staff worked diligently to complete contract awards and assist providers through the contract start-up and enrollment process.
- Immigrant services programs enrolled 1,095 participants in the first four months of Fiscal 2025, a 47 percent increase compared to the same period in Fiscal 2024 when legal services programs for immigrants were in the process of returning to DYCD oversight from the Human Resources Administration.

## SERVICE 1 Provide youth, families, and adults with multiple points of entry to a spectrum of high-quality services.

**Goal 1a** Engage community-based organizations to provide an array of programming and support their delivery of high-quality services.

Performance Indicators	Actual			Target		4-Month Actual	
	FY22	FY23	FY24	FY25	FY26	FY24	FY25
★ Young people involved in DYCD-funded programs	306,921	336,202	365,345	↑	↑	NA	NA
★ Adults involved in DYCD-funded programs	73,338	80,066	114,711	↑	↑	NA	NA
Participants who are Black, Indigenous, or People of Color (%)	90%	90%	91%	*	*	NA	NA
City Council discretionary awards administered through DYCD	1,233	1,471	1,202	*	*	NA	NA
Community-based organization staff engaged in capacity building workshops	15,568	12,037	5,774	*	*	NA	NA
Stakeholder focus groups conducted to inform program design	52	59	97	*	*	NA	NA
Survey responses for Community Needs Assessment	NA	28,491	NA	*	*	NA	NA
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ↑↓ Directional Target      * None							

## SERVICE 2 Support youth development throughout New York City through the implementation, funding and management of contracts with nonprofit service providers.

**Goal 2a** Engage young people in programs that support and strengthen their overall development.

Performance Indicators	Actual			Target		4-Month Actual	
	FY22	FY23	FY24	FY25	FY26	FY24	FY25
★ ● Participants in COMPASS NYC programs —School year	112,441	117,179	116,926	107,054	107,054	103,933	100,174
– Elementary school programs (school year)	46,502	47,992	47,184	42,372	42,372	44,156	44,093
– School's Out NYC/middle school programs (school year)	62,309	65,075	64,768	48,702	48,702	56,235	54,497
Participants in COMPASS NYC elementary school programs (summer)	66,520	75,375	73,449	72,000	72,000	73,449	77,038
Participants in COMPASS NYC – School's Out NYC/middle school programs (summer)	28,658	31,170	32,060	25,000	25,000	32,045	25,328
Summer participants in grades K-8 enrolled in Summer Rising	104,014	112,544	115,662	110,000	110,000	115,662	115,048
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ↑↓ Directional Target      * None							

**Goal 2b**

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	
	FY22	FY23	FY24	FY25	FY26	FY24	FY25
★ Runaway and homeless youth served — Crisis services programs	1,707	1,827	1,709	2,000	2,000	780	699
★ Runaway and homeless youth served – Transitional Independent Living support programs	1,101	1,133	1,188	1,000	1,000	724	683
Residential beds for runaway or homeless youth	753	753	753	753	753	753	753
Utilization rate for Crisis Services Programs (% of runaway or homeless youth beds)	72%	81%	91%	90%	90%	88%	95%
Utilization rate for Transitional Independent Living support programs (% of runaway or homeless youth beds)	73%	75%	92%	90%	90%	87%	95%
Youth reunited with family or placed in a suitable environment from Crisis Services Programs (%)	74%	79%	86%	75%	75%	84%	85%
Youth reunited with family or placed in a suitable environment from Transitional Independent Living support programs (%)	88%	87%	83%	85%	85%	79%	90%
Homeless young adults served – Crisis Services Programs	192	198	179	150	150	NA	NA
– Transitional Independent Living support programs	46	46	52	50	50	NA	NA
Residential beds for homeless young adults	60	60	60	60	60	NA	NA
Utilization rate for Crisis Services Programs (% of homeless young adult beds)	92%	97%	97%	90%	90%	NA	NA
Utilization rate for Transitional Independent Living support programs (% of homeless young adult beds)	96%	46%	99%	90%	90%	NA	NA
Young adults reunited with family or placed in a suitable environment from Crisis Services Programs (%)	64%	63%	83%	75%	75%	NA	NA
Young adults reunited with family or placed in a suitable environment from Transitional Independent Living (TIL) Support Programs (%)	79%	71%	70%	85%	85%	NA	NA
Youth and young adults who received mental health support in a city-funded residential program or drop-in center serving runaway and homeless youth	4,317	3,546	5,043	2,600	2,600	1,976	2,683
Youth and young adults served through case management - Drop-In Centers	1,930	2,231	2,829	1,400	1,400	1,720	1,628
Youth served by DYCD street outreach	11,002	13,395	12,186	9,600	9,600	NA	NA
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↑↓ Directional Target	* None			

## SERVICE 3 Increase youth capacity for economic independence through programs that provide work-related education, skills training and employment opportunities.

**Goal 3a** Engage young people in training and employment programs to support career readiness.

Performance Indicators	Actual			Target		4-Month Actual	
	FY22	FY23	FY24	FY25	FY26	FY24	FY25
Summer Youth Employment Program applications	153,781	167,141	176,390	*	*	176,390	183,363
★ ● Participants in Summer Youth Employment Program	74,884	91,270	95,563	95,000	95,000	95,563	97,004
Total SYEP stipends and wages paid (millions)	\$97.4	\$117.7	\$124.6	\$124.6	\$124.6	\$124.6	\$139.9
Participants in Train & Earn (Out-of-School Youth) programs	1,506	1,600	1,635	1,343	1,343	NA	NA
Train & Earn participants who are placed in post-secondary education, employment, or advanced training in the second quarter after exiting the program (%)	56%	67%	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 (%)	69%	71%	NA	61%	61%	NA	NA
Participants in Learn & Earn (In-School Youth) programs	1,486	1,408	1,587	1,066	1,066	NA	NA
Learn & Earn participants who are placed in post-secondary education, employment, or advanced training during the second quarter after exiting the program (%)	63%	78%	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 (%)	61%	73%	NA	61%	61%	NA	NA
Participants in Advance & Earn training and internship programs	948	905	1,152	1,200	1,200	NA	NA
● Advance & Earn participants who are placed in education, employment, or advanced training within 90 days of cohort end (%)	40%	26%	NA	*	*	NA	NA
Advance & Earn participants who attain a credential or high school equivalency diploma within one year of program enrollment (%)	40%	52%	NA	*	*	NA	NA
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⇅ Directional Target    * None							

## SERVICE 4 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 4a** 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	
	FY22	FY23	FY24	FY25	FY26	FY24	FY25
★ Participants in community anti-poverty programs	12,521	9,647	10,051	10,695	10,695	3,304	3,671
● Community anti-poverty program participants achieving target outcomes (%)	68%	67%	75%	68%	68%	NA	NA
Youth participants at Beacon programs – Full fiscal year	29,706	49,210	56,525	55,200	55,200	32,282	34,310
Youth attendance at Beacon program events – Full fiscal year	34,255	33,363	49,005	*	*	11,058	17,150
Youth participants in Beacon programs – Summer	10,295	12,450	14,084	9,200	9,200	14,704	18,730
Adult participants in Beacon programs – Full fiscal year	9,417	13,043	16,712	9,200	9,200	6,488	6,972
Adult attendance in Beacon program events – Full fiscal year	31,084	36,623	65,992	*	*	12,012	17,861
Youth participants in Cornerstone programs – Full fiscal year	15,991	17,895	19,065	15,704	15,704	14,355	14,698
Youth participants in Cornerstone programs – Summer	7,457	9,160	9,973	5,791	5,791	9,973	10,512
Adult participants in Cornerstone programs – Full fiscal year	6,337	7,471	7,074	3,565	3,565	3,711	3,195
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⇅ Directional Target    * None							

### Goal 4b

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY22	FY23	FY24	FY25	FY26	FY24	FY25
★ Participants in DYCD-funded English literacy programs	13,983	16,520	18,191	*	*	8,533	3,355
Participants in DYCD-funded English literacy programs meeting standards of improvement in their ability to read, write, and speak English (%)	59%	59%	59%	55%	55%	NA	NA
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

### Goal 4c

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	
	FY22	FY23	FY24	FY25	FY26	FY24	FY25
★ Participants in immigrant services programs	1,323	1,262	3,073	3,886	3,886	743	1,095
Participants in immigrant services programs achieving positive outcomes (%)	65%	49%	64%	62%	62%	NA	NA
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY22	FY23	FY24	FY25	FY26	FY24	FY25
Contracts funded	2,987	3,053	2,238	*	*	NA	NA
Value of agency contracts (\$000)	\$809,438	\$910,429	\$1,195,256	*	*	NA	NA
Value of intracity agreements (\$000)	\$9,324	\$20,254	\$22,130	*	*	NA	NA
Fiscal audits conducted	199	221	186	175	175	54	79
Expenditure report reviews	26,416	26,881	20,973	*	*	NA	NA
★ Programmatic reviews/contract monitoring	6,716	8,179	8,555	*	*	NA	NA
Agency assessments completed for the prior fiscal year	NA	NA	1,343	*	*	NA	NA
★ Agency assessments completed for the prior fiscal year as a percent of total agency contracts (%)	NA	NA	86%	70%	70%	NA	NA
Contracts terminated or withdrawn	11	7	5	0	0	3	4
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY22	FY23	FY24	FY25	FY26	FY24	FY25
Customer Experience							
Calls to Community Connect	NA	NA	NA	*	*	NA	8,601
Calls answered within 30 seconds (%)	NA	NA	NA	*	*	NA	NA
Completed requests for interpretation	NA	NA	NA	*	*	NA	NA
Agency participants surveyed for overall participant satisfaction	9,785	19,351	15,911	*	*	NA	NA
Letters responded to within 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to within 14 days (%)	100%	100%	100%	*	*	100%	100%
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

# AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2024 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY22	FY23	FY24	FY25	FY25 <sup>1</sup>	FY26 <sup>1</sup>	FY24	FY25
Expenditures (\$000,000) <sup>2</sup>	\$971.6	\$1,126.5	\$1,291.7	\$1,392.0	\$1,410.1	\$1,225.9	\$879.3	\$983.2
Personnel	480	505	572	621	639	668	528	590
Overtime paid (\$000)	\$233	\$369	\$171	\$154	\$157	\$154	\$55	\$33
Human services contract budget (\$000,000)	\$768.8	\$868.4	\$1,021.7	\$882.7	\$1,107.2	\$744.5	\$372.1	\$349.8
<sup>1</sup> January 2025 Financial Plan. <sup>2</sup> 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 FY24 <sup>1</sup> (\$000,000)	January 2025 Financial Plan FY25 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$54.2	\$55.4	
002 - Executive and Administrative	\$27.0	\$21.7	All
105 - Youth Workforce and Career Training	\$7.2	\$8.6	2a, 2b
311 - Program Services	\$19.4	\$19.7	All
401 - Neighborhood Safety	\$0.6	\$5.4	All
Other Than Personal Services - Total	\$1,237.5	\$1,354.7	
005 - Community Development	\$110.7	\$133.7	3a, 3b, 3c
106 - Youth Workforce and Career Training	\$261.9	\$313.1	2a, 2b
204 - Runaway and Homeless Youth	\$52.4	\$54.5	All
312 - Other than Personal Services	\$623.4	\$674.8	All
402 - Neighborhood Safety	\$189.1	\$178.6	All
Agency Total	\$1,291.7	\$1,410.1	
<sup>1</sup> Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2024. Includes all funds. <sup>2</sup> Includes all funds. <sup>3</sup> Refer to agency goals listed at front of chapter.			



## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Previously published Fiscal 2024 four-month actual data for ‘Participants in DYCD-funded English literacy programs’ was revised from 4,881 to 8,533 based on updated enrollment information.
- Fiscal 2025 targets for the following indicators have been updated based on re-allocation of slots:
  - ‘Participants in COMPASS NYC elementary school programs (summer)’ from 67,000 to 72,000
  - ‘Participants in COMPASS NYC SONYC/middle school programs (summer)’ from 30,000 to 25,000
- Fiscal 2025 targets for the following indicators have been updated based on new contracted service levels:
  - ‘Participants in community anti-poverty programs’ from 12,445 to 10,695
  - ‘Participants in immigrant services programs’ from 4,144 to 3,886
- The target for ‘Participants in DYCD-funded English literacy programs’ was removed while new contracts are finalized.
- The target for ‘Calls to Community Connect’ was removed as it is dependent on customer support or information requests.
- Data collection for ‘Calls to Community Connect’ resumed in early Fiscal 2025.
- Preceding the Fiscal 2025 Preliminary Mayor’s Management Report, the Mayor’s Office of Operations continued to standardize indicator names, implementing changes in the Customer Experience section. Indicator definitions and historic data were not changed.

## ADDITIONAL RESOURCES

For additional information go to:

- To explore program locations and apply for services, please visit:  
<https://discoverdycd.dycdconnect.nyc/>
- For more information on the Social Indicators and Equity Report, EquityNYC:  
<http://equity.nyc.gov/>

For more information on the agency, please visit: [www.nyc.gov/dycd](http://www.nyc.gov/dycd).

