

CEO

NYC CENTER *for* ECONOMIC OPPORTUNITY



Annual Report 2014 / 2015



Cover Photo: Young Adult Internship Program (YAIIP) participants graduate from the program

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LETTER FROM

MINDY TARLOW

DIRECTOR, MAYOR'S OFFICE OF OPERATIONS

DEAR FRIENDS,

The de Blasio Administration took office with a mission of creating a more inclusive, fairer City – one New York, rising together. Although our City has vast resources, too many New Yorkers are being left behind. In the past two years, the City has launched an array of major initiatives to reduce inequality and increase opportunity, and the Center for Economic Opportunity (CEO) has provided vital help in so much of this work.

Launched nearly 10 years ago to help identify successful approaches to address poverty, CEO applies a range of methodologies to design, test, and evaluate City programs to help direct public funds to their most effective use. Its staff has deep expertise in anti-poverty policy, economics, statistics, and data analysis. Situated now in the Mayor's Office of Operations, CEO plays an important citywide role helping the Administration apply an evidence lens to our work.

In evaluating anti-poverty initiatives, CEO employs carefully designed accountability mechanisms that allow it to quickly and accurately determine which programs are effective – so the City can expand the ones that work, adjust models that show promise, and halt programs that prove unsuccessful. CEO is currently evaluating some of the Administration's most important programs promoting equal opportunity.

These include the City's path-breaking Direct Access immigrant health care initiative, which is bringing reliable and coordinated health care to immigrants who are shut out of federal and state programs, and IDNYC, the nation's largest municipal ID program, which is helping immigrants and others who lack government ID to access important services and enter the mainstream of City life.

Some of CEO's most valuable work involves applying numerical rigor to our agenda to attack income inequality. CEO was instrumental in helping the City establish for the first time a concrete poverty-reduction goal: announced in 2015 in *One New York: The Plan for a Strong and Just City*, we have committed to lifting 800,000 New Yorkers out of poverty or near-poverty over 10 years.

CEO is now helping to track our progress, using the CEO Poverty Measure. Reported annually, the measure is formulated by taking into account the actual expenses of New Yorkers, such as the high cost of housing, and actual income, including non-cash benefits, such as tax credits. This measure is now required by the NYC City Charter to be produced as an established alternative to the official federal poverty rate.

CEO now also produces a Social Indicators Report (SIR), which surveys conditions in New York City by an array of measures. SIR analyzes the data to identify inequality in everything from air pollution levels to premature mortality rates among different populations and geographies across the City. It is a powerful tool for driving more equitable and inclusive government policies and actions.

These analytical efforts complement CEO's ongoing management of a portfolio of innovative anti-poverty initiatives. Each year, CEO invests over \$85 million of public and private funds in City agencies and community-based providers to track and assess promising anti-poverty interventions. Data from this portfolio is presented in this report.

There is nothing more critical to New York City's future than ensuring that the rich opportunities that exist here are available to all – that we, as a city, truly do all rise together. CEO's focus on poverty and its evidence-based, data-driven approach have never been more critical to helping low-income New Yorkers – and to building the kind of City in which we all want to live.

MINDY TARLOW

Director, Mayor's Office of Operations



LETTER FROM

MATTHEW KLEIN

EXECUTIVE DIRECTOR, CENTER FOR ECONOMIC OPPORTUNITY

DEAR FRIENDS,

I'm proud to report that the Center for Economic Opportunity is thriving. This report captures CEO's work in the beginning of the de Blasio Administration, and the pages that follow describe both CEO's continuity of purpose through our first mayoral transition and the significantly expanded scope of our efforts over Mayor de Blasio's first two years.

Nearly a decade after our launch, CEO continues to deliver on our founding mandate: to use and build evidence, embrace risk-taking and innovation, and apply rigorous performance assessments to help New York City government reduce poverty and broaden opportunity. These principles guide all of CEO's work.

CEO began with a primary focus to develop and test new anti-poverty programs, and we continue to design new interventions and assess their effectiveness. Since the beginning of 2014, CEO has launched 9 new demonstration programs and conducted 39 evaluations, and this report provides data on the progress of 46 programs in our CEO-managed portfolio. Among our new initiatives is "Connections 2 Care," a \$30 million mental health initiative developed in partnership with the Department of Health and Mental Hygiene (DOHMH) and the Mayor's Fund, which in 2015 won CEO its second award from the federal Social Innovation Fund.

Under Mayor de Blasio, CEO also is extending our research, design, and evaluation capabilities to areas beyond new pilot initiatives. The Mayor has made the fight against inequality the central focus of this administration, and with CEO's anti-poverty mission now at the core of mayoral priorities we are helping to ensure that evidence and results guide the City's broad efforts to advance equity.

In some cases, that has meant supporting the dramatic growth of models that began in the CEO portfolio. CUNY ASAP is one such example. Based on research showing that CUNY ASAP doubled graduation rates of community college students, the City is making a historic investment in the program, which will bring enrollment up to 25,000. CEO has also, working with City partners, helped to make the City's free tax preparation and earned income tax credit counseling a large-scale program — one that has helped 145,000 New York City families file their taxes for free and helped City residents save an estimated \$250 million in tax credits and preparation fees.

We are also applying CEO's evaluation expertise to a growing number of City initiatives. We are managing the independent research on the implementation and impact of the City's signature Pre-K for All effort. Our findings will be used to inform ongoing quality improvement, and we will be sharing lessons with other jurisdictions interested in universal pre-k. In addition, in coopera-

tion with the Department of Education and DOHMH, we are evaluating the Community Schools initiative, a key component of the City's education reform program. Of the 39 evaluations conducted by CEO, 9 have been for key mayoral initiatives beyond our portfolio-related research.

In workforce development, long a CEO focus area, we ensured that lessons from individual sector-specific training programs helped shape the City's "Career Pathways" strategy, and we are adapting CEO's rigorous data review practices to establish city-wide "common metrics" that will allow us for the first time to understand the relative performance of workforce programs across multiple agencies.

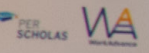
In this and other work, CEO continues to set the standard for how evidence can be used to drive more effective government and demonstrate how innovation can lead to impact on a large scale. We know that New York City must put in place solutions that are commensurate with the scope of the problems our residents confront. The de Blasio Administration is meeting this challenge, forcefully.

Thank you for your interest in our work. We are gratified to have many supporters and colleagues, in NYC and beyond. And I am personally fortunate to have joined a team that was rightfully known for excellence, rigor, and commitment to addressing poverty.

MATT KLEIN
Executive Director, Center for Economic Opportunity



Per Scholas WorkAdvance NYC



Throughout the uneven recovery, unemployment and low wage work has persisted for many workers, even skilled employees. WorkAdvance seeks to boost the earnings of unemployed and low-wage working adults by helping them obtain quality jobs with career pathways, WorkAdvance program, train, and place workers in jobs in specific sectors critical for quality job growth, and helps them advance along established career tracks.



Accomplishments

- To date, Per Scholas has accomplished the following:
 - 200 program graduates
 - 200 graduates placed in jobs
 - Average total wage of \$14.20
 - 75 advancements, with an average current wage of \$19.02



Goals

- In Year 1, we aim to accomplish the following:
 - 100% employment above and achieve a financial goal
 - 75 additional advancements

Key Success Stories

Stephanie, a former participant of Per Scholas, shares her experience of transitioning from unemployment to a high-paying job in the healthcare industry. She highlights the importance of the training and support provided by Per Scholas in achieving her career goals.

- ### Lessons Learned
- Per Scholas learned strategies to successfully engage alumni in career planning
 - Integrate financial counseling into workforce development programming
 - Use additional training to create advancement pathways
 - Create and run productive career advancement workshops
 - Monitor case managers for real-time performance management

social innovation fund

Presenters share best practices at the 2014 Social Innovation Fund Convening

CEO IN THE DE BLASIO ADMINISTRATION

As the de Blasio Administration began in January 2014, the nation marked the 50th anniversary of the start of the War on Poverty. Government policy established then reduced economic deprivation and counteracted extreme hardship by providing a safety net and creating new pathways to opportunity. As a result of policies and programs such as Medicaid, the Supplemental Nutrition Assistance Program (SNAP), and subsidized housing, extreme poverty is lower today than it would otherwise have been in their absence.

And yet, with one-in-five New Yorkers living in poverty, and nearly half barely able to make ends meet, we also know the war is far from over. A significant number of New Yorkers trapped in poverty are working at full-time jobs – an indication of just how serious the systemic deficiencies are. According to the CEO Poverty Measure, in 2013 a third of poor, working age adults held a job at some point in the prior year, and more than 17 percent of families with a full-time, year-round worker lived in poverty. In the previous five years, the poverty rate increased for full-time, year



We must lay the foundation NOW for the strength and stability of New York's future... a future of greater equality and opportunity.

We demand a city that lifts the floor for those struggling day to day...that offers every New Yorker a fair shot... because that is the city that we ALL signed up for.

MAYOR DE BLASIO, FEB 10 2014, STATE OF THE CITY

round workers and for families with one or more full-time workers. Many others are looking for work but are lacking the skills to compete or face challenges in getting employers to give them a chance.¹

Since 2006, CEO has worked to reduce poverty through the use of evidence. CEO's work includes developing new program and policies, as well as working with agencies and City leadership to ensure that citywide work is informed by evidence. CEO invests over \$85 million annually in public and private funds in City agencies and community-based providers, promoting interagency

collaboration and evaluating outcomes to ensure that programs are as effective as possible. CEO has a long-standing commitment to collecting and using evidence to inform funding and policy decisions. Its staff broker relationships among government agencies, community-based organizations, research firms, and constituent groups, maintaining a focus on outcomes-driven performance monitoring and evaluation to identify solutions that achieve measurable impact. CEO also promotes work of this kind on a national level with the support of two federal Social Innovation Fund (SIF) awards. In this capacity, CEO

¹ The CEO Poverty Measure, 2005-2012: An Annual Report from the Office of the Mayor. NYC Center for Economic Opportunity. April 2014. Available at http://www.nyc.gov/html/ceo/downloads/pdf/ceo_poverty_measure_2005_2012.pdf.

provides oversight, public and private funding, capacity building, and accountability and evaluation services.

CEO works with City agencies to test anti-poverty innovations and evidence-based strategies to identify programs that can and should be taken to scale. A number of successful programs that were initially tested during CEO's earlier years are now being implemented at scale based on the strong evidence they produced (see pages 21-33).

Now housed in the Mayor's Office of Operations, CEO uses its expertise on issues of poverty and economic opportunity to support the administration's cross-agency efforts to increase equity and reduce inequality. In 2014, CEO moved beyond its focus on a portfolio of pilot programs to apply its evidence and equity lens—its expertise to help design, implement and evaluate the Administration's signature priorities. CEO leads the evaluation of key initiatives, including universal pre-kindergarten, described on pages 27-28. CEO also facilitates program design and the development of performance metrics for new system-wide efforts, including Career Pathways and ThriveNYC. CEO is a partner in central Administration task forces like the Children's Cabinet. It also plays a leading role in the Administration's effort to develop social indicators that will serve as a measure of the social conditions under which NYC residents live. CEO's contributions in each of these areas will be discussed throughout this report.

CEO also uses its research expertise to produce NYC's annual Poverty Measure Report, which provides city government with detailed insights into the scope of poverty across the City. CEO generated research on the minimum wage policy and related strategies that helped to shape

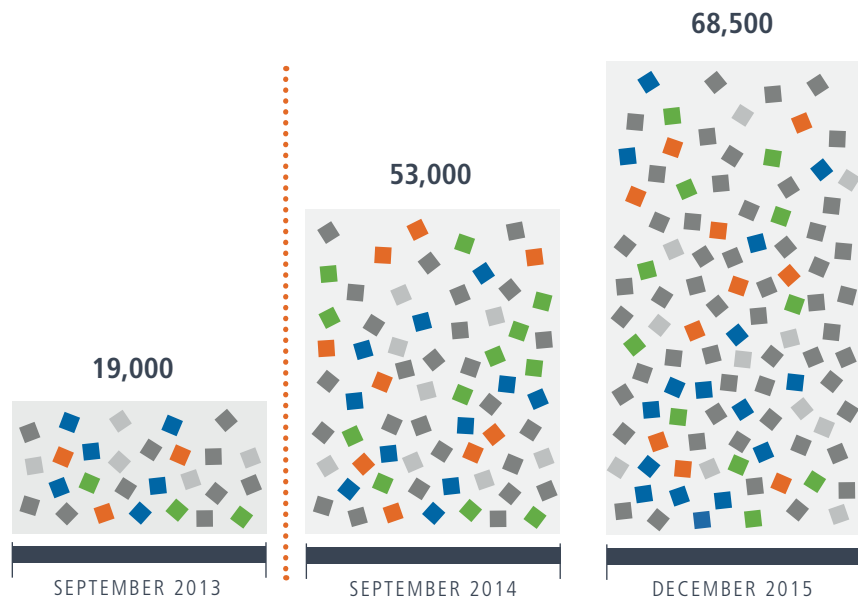
commitments in OneNYC and Mayor de Blasio's launch of the Cities of Opportunity Task Force, which was established in 2014 by the U.S. Conference of Mayors (see page 12). CEO was also responsible for producing a report on gender equity which examined the impact of three mayoral policies: Pre-K for All, Domestic Violence, and

Paid Sick Leave. And CEO convened Administration and City Council leadership, community-based providers, and research experts in a series of Social Innovation Fund Learning Network conferences that highlighted the role of innovation funds and CEO's programs in confronting the challenges of poverty at scale.



YAIP graduates celebrate their accomplishments

De Blasio Administration Expands Number of Full-Day Pre-K Seats





Social Innovation Fund partners share lessons

ADVANCING EQUALITY THROUGH RESEARCH

Supporting City-wide Initiatives

Bringing a diverse skillset and a dedication to data-driven decision making, CEO provides high quality research to support priority City initiatives that address the needs of low-income New Yorkers.

Equity Analysis

Compilation of nation-wide data to support the progress of the U.S. Conference of Mayors: Cities of Opportunity Taskforce

- ▶ As a result of the task force's first meeting, more than 30 mayors signed a commitment to action that included an agreement to work together to achieve federal action on an increased minimum wage nationwide and expanded access to pre-k services for families across the nation.

Support on the goals and metrics in the OneNYC plan for sustainability and equity

- ▶ Served as equity champion to shape long term planning priorities
- ▶ Analyzed the impact of raising the minimum wage

Development of city-wide indicators of social conditions to support new policy development

- ▶ The City will release a report in 2016 of metrics and related policy analysis to provide a City-wide look at equity across education, health, economic security, safety and more.

New York City partnership with UN Women Safe Cities

- ▶ Partnered with City agencies and the Mayoral Office to prepare a brief on the progress for women in NYC and the de Blasio Administration's commitment to furthering gender equality. The brief focused on leading Administration initiatives, including Pre-K for All, Paid Sick Leave, and programs and policies for

survivors of domestic violence. Partners on this brief included the Office of the Counsel to the Mayor, the Department of Education (DOE), the Department of Consumer Affairs, and the Mayor's Office to Combat Domestic Violence.

Poverty Research

CEO Poverty Measure

- ▶ NYC was the first locality in the nation to produce an alternative to the existing federal measure and on December 31, 2013 the City Charter was amended to include a requirement that a report be produced each year.
- ▶ March 2014 was the first time the report was mandated to be produced, and now includes a chapter on how city policies respond to key findings in the report
- ▶ Examines geographic and demographic patterns of those who are in or near poverty in NYC
- ▶ Special analysis of New Yorkers without documented immigration status
- ▶ Developed methodology to track OneNYC goal of moving 800,000 New Yorkers out of poverty and near poverty

Expertise

CEO staff bring a wealth of expertise across diverse subject areas and have contributed to:

- ▶ Developing Citywide Common Metrics for Workforce Programs
- ▶ Mayor's Action Plan for Neighborhood Safety (MAP)
- ▶ Children's Cabinet
- ▶ New program development in Employment, Mental Health, Education, and others

Evaluation of key Mayoral initiatives

- ▶ Includes Pre-K for All, Community Schools, ActionHealthNYC, and others

CEO works with dozens of **CITY AGENCIES** and the **YOUNG MEN'S INITIATIVE (YMI)** to:

DESIGN + FUND + LAUNCH + MANAGE + MONITOR
ANTI-POVERTY PROGRAMS



Services Include:



Research, Program Design and Implementation



Performance Measurement and Monitoring



Evaluation



Operational Coordination



Fiscal Management

APPLYING A LENS OF EQUITY CITYWIDE

PRINCIPLES

- Promote equity
- Evidence-based decision-making
- Innovation and risk-taking
- Rigorous performance assessment

CAPABILITIES

- Evaluation
- Program Design
- Implementation oversight
- Policy and poverty measurement research

OneNYC

Ensured equity principles shaped long term planning

Career Pathways

Budget and program design, evidence review of workforce development programs, funding and evaluating Bridge Programming

Mayor's Action Plan for Safety

Targeted CEO subsidized jobs program to target communities

Pre-K for All

Leading evaluation, managing evaluation firm

Children's Cabinet

Support work of cabinet on metric development and new initiatives

Social Indicators Report

Program management, lead on policy analysis

ThriveNYC: A Mental Health Roadmap for All

Launched Connections to Care (C2C), a new model of mental health service integration into CBOs serving low-income communities

UN International Women's Day

Report on gender-equity initiatives

Photo Above: CEO and New York program directors receiving leadership training in the Managing for Innovation course, a CEO/ CUNY professional development initiative

CEO INITIATIVES TAKEN TO SCALE

The de Blasio administration has invested to bring to scale four initiatives that began as CEO pilots. These strategies have been scaled up significantly based on evidence built by CEO and its partners—CUNY ASAP, the career pathways approach, Language Access Services, and EITC outreach.

► CUNY ASAP (Accelerated Study in Associate Programs), first tested by CEO with an annual investment of \$6.5 million for 1,000 students, more than doubled the graduation rate for participating community college students. In 2014, the City and CUNY launched an expansion of the ASAP strategy. With new City funding, CUNY will enroll 25,000 students by fiscal year 2019.² CUNY ASAP provides extensive academic, financial, and social supports to help students complete their associates' degrees within three years. Expanding the program to serve additional students will ensure that thousands more poor New Yorkers get on a path to the middle class by earning their associates degrees. The White House recently cited CUNY ASAP as an evidence-based strategy for improving student outcomes that supports its approach to expand community college access and completion.³

► CEO's investments in workforce programming emphasize not just initial placement, but placement in a quality job, training for hard and soft skills tailored to employer needs, and development of a longer-term career plan. This approach is based on evidence from CEO initiatives, such as Sector Focused Career Centers and WorkAdvance, demonstrating that investments in services of this kind can lead to better outcomes for participants. With this evidence in hand, and with guidance from CEO, the Jobs for New Yorker's Task Force developed the Career Pathways strategy, a plan to re-design the NYC workforce system to take this approach: focus placements

on quality jobs in targeted sectors, provide hard skill training where needed, and work with participants to develop career plans or pathways.

► In 2007, CEO provided support for language access services to assist non-English speaking New Yorkers in obtaining social benefits. These services help to ensure that every City agency can communicate effectively with non-English speaking residents. This approach is now expanding to serve thousands more under the leadership of the Mayor's Office of Immigrant Affairs in partnership with the Mayor's Office of Operations.

► The EITC lifts thousands of low-income working New Yorkers out of poverty. Since 2007, CEO has partnered with the Office of Financial Empowerment at the NYC Department of Consumer Affairs (DCA) on outreach to ensure that eligible New Yorkers file for and receive the EITC that they have earned – and to reduce expenses associated with tax filings. During the 2014 tax filing season, as a result of a significant increase in outreach and tax preparation services by DCA, 145,000 NYC families filed their taxes for free through a City-supported network of tax prep sites, a 50% increase over previous years. These efforts resulted in nearly \$250 million in projected tax credits and tax-preparer-fee savings for hard working families. Since 2007, CEO has partnered with the NYC Department of Finance (DOF) to send pre-filled tax forms to NYC households who likely have not claimed the EITC they are eligible for. In 2014, forms were sent to 5,484 households for federal, State, and City refunds totaling over \$6 million that otherwise would have gone unclaimed. This practice is now a part of the DOF's way of doing business, and has already been replicated by the states of California and Maryland.

² Significant Increases in Associate Degree Graduation Rates CUNY Accelerated Study in Associate Programs (ASAP). City University of New York. October 2014. Available at http://www1.cuny.edu/sites/asap/wp-content/uploads/sites/8/2014/11/ASAP-Key-Eval-Prog-Overview_111314.pdf;

Statement from CUNY Interim Chancellor William P. Kelly on Mayor de Blasio's Executive Budget. City University of New York. May 2015. Available at <http://www1.cuny.edu/mu/forum/2014/05/08/statement-from-cuny-interim-chancellor-william-p-kelly-on-mayor-de-blasios-executive-budget/>

³ FACT SHEET - White House Unveils America's College Promise Proposal: Tuition-Free Community College for Responsible Students. The White House, Office of the Press Secretary. January 2015. Available at <http://www.whitehouse.gov/the-press-office/2015/01/09/fact-sheet-white-house-unveils-america-s-college-promise-proposal-tuition>.

POLICY AFFECTS POVERTY: INSIGHTS FROM THE CEO POVERTY MEASURE

In 2014, the CEO Poverty Research Unit released its first Poverty Measure report produced in the de Blasio administration and for the first time it was Charter mandated. This report is a tool used by the administration to understand inequality and identify vulnerable populations in New York City. The CEO Poverty Research Unit analyzed extensive economic, demographic, and population data and determined that in 2014, more than 20.7 percent of New Yorkers lived in poverty and almost half – 45.2 percent – struggled to get by. This analysis has provided a guiding framework for policymakers throughout the de Blasio Administration.

A useful poverty measure indicates how trends in the economy, shifts in demography, and changes in public policy affect who and how many are poor. The official poverty measure developed and used by the federal government no longer does this well. (See page 16 for an explanation about the differences in the measures). Since 2008, CEO's Poverty Research Team has prepared this analysis, allowing local policymakers and others to identify trends in poverty, while comparing this measure to the federal measure.

In 2016, the CEO Poverty Measure was released in conjunction with the Progress Report on One New York: The Plan for a Strong and Just City (*OneNYC*), the City's long-range planning document. For the first time, equity was explicitly embedded in long-term planning as a guiding principal. *OneNYC* included an ambitious goal to reduce poverty and use metrics found in the CEO poverty report and CEO evaluated program data, among others, to shape this goal.

The 2016 poverty report, which updated the CEO Poverty Measure with data through 2014, found that 7.8 percent of working age adults who were employed full-time, year-round lived in poverty, and this had increased by 1.6 percentage points since 2008.⁴ This means that during this period, low-wage New Yorkers fell further behind, even while maintaining steady employment.

But CEO's measure shows that because of government programs for low-income families, fewer families live in extreme poverty than in the official federal measure, which fails to capture these impacts. As can be seen in Chart 1 (page 17), 4.9 percent of New York

City families live below 50 percent of the poverty threshold, compared with 7.5 percent using the official measure. However, CEO's measure finds a much larger share of the population was living near poverty – below 150 percent of the poverty threshold—compared to the official measure. The CEO measure puts this figure at 45.2 percent in 2014, compared to 30.1 percent using the official method (see Chart 2, page 17). As income rises, means-tested benefits phase out; in CEO's measure it is clearer that these families live near poverty.

The de Blasio Administration has taken steps to address many of these issues. Full-time year-round work should pay enough to lift people out of poverty. To help ensure that this is true, the Administration is using the power of government contracting to increase the number of jobs paying a living wage and is advocating for minimum wage increases. Universal Pre-K is providing quality education services to the youngest New Yorkers, getting their educations off to a strong start, while simultaneously decreasing the out-of-pocket child care costs for families and helping new parents reenter the workforce. A new

⁴ The CEO Poverty Measure, 2005-2014: An Annual Report from the Office of the Mayor. NYC Center for Economic Opportunity. April 2016. Available at <http://www.nyc.gov/html/ceo/html/poverty/poverty.shtml>.



Family Rewards participants

paid sick leave law that extended paid sick leave to half a million more working New Yorkers was signed into law by Mayor de Blasio in March 2014, creating more stable employment and providing families with more resources in difficult times.⁵ The Career Pathways Initiative, with CEO's involvement, is working to ensure that working New Yorkers earn decent wages that will allow them to support a family by significantly increasing training and education programs, and setting New Yorkers on career pathways in high growth sectors (See page 20).

WHY DOES NYC NEED CEO'S POVERTY MEASURE?

CEO's poverty research allows policymakers to understand the local and real impact of policy decisions. The official federal measure of poverty provides an incomplete picture of poverty because it considers only pre-tax cash income – and fails to account for many of the initiatives taken at the Federal, State, and City levels to help low-income families. In recent decades, government support for low-income working families more often has taken the form of tax credits, such as the EITC, and in-kind benefits, such as SNAP, uncounted in the official measure. Cash assistance, such as Temporary Assistance for Needy Families (TANF), is included in the official measure, but cash assistance receipt among those in poverty has declined significantly in the last two decades, due to the 1996 reform of the welfare system through the Personal Responsibility and Work Opportunity Reconciliation Act.⁶ The official measure, therefore, provides little insight into how the largest and growing anti-poverty programs actually affect poverty. And unlike the official measure, CEO's Poverty Measure sets the poverty threshold after considering the cost of living – such as high housing costs in NYC – and non-discretionary expenses that decrease resources available to families, such as health care, child care and transportation costs. The official measure does not include any adjustments for the cost of living and sets its threshold based on outdated assumptions about spending on food costs only. Because the CEO measure includes household resources and expenses that are not included in the federal measure, the analysis captures trends that the federal measure misses.

IDNYC, the new municipal Identification card, will increase access to basic services for all New Yorkers, regardless of immigration status. Language access services to assist non-English speaking New Yorkers in obtaining social benefits, first tested by CEO in 2007, are expanding to serve thousands more. Creating and preserving affordable housing and reducing the number of New Yorkers who live in poverty or near poverty due to housing costs is central to Housing New York, the de Blasio Administration's 10-year, five-borough plan to address the affordability crisis facing New York's families. This Administration will continue to implement initiatives such as these that address needs and specific trends identified by the CEO Poverty Measurement team, and it will continue to rely on the team for research and data on the numbers of New Yorkers at or near poverty, the effect of anti-poverty programs and the characteristics of populations in poverty.

⁵ Mayor de Blasio Signs Paid Sick Leave Bill into Law in New York City. New York City Mayor, Press Office. March 2014.

Available at <http://www1.nyc.gov/office-of-the-mayor/news/097-14/mayor-de-blasio-signs-paid-sick-leave-bill-law-new-york-city#/0>.

⁶ Trisi, Danilo and LaDonna Pavetti. TANF Weakening as a Safety Net for Poor Families. Center for Budget and Policy Priorities. March 2012. Available at <http://www.cbpp.org/cms/?fa=view&id=3700>; State Fact Sheets: Trends in State TANF Caseloads. Center for Budget and Policy Priorities. November 2014. Available at <http://www.cbpp.org/cms/index.cfm?fa=view&id=3378>.



CHART 1

CEO's Poverty Measure shows the Safety Net leaves fewer NYC households in extreme poverty (below 50% of the poverty threshold) than in the federal measure

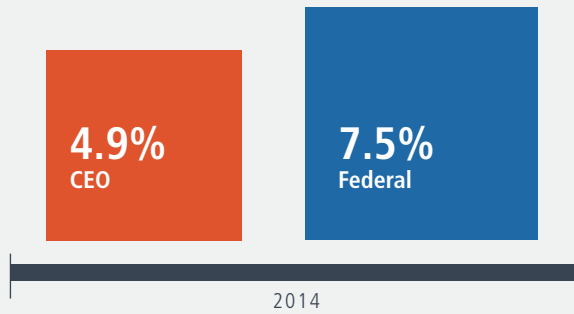
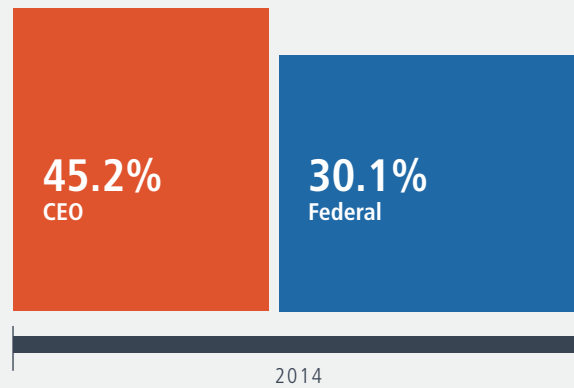


CHART 2

CEO Poverty Measure shows more NYC households live at or near below 150% of the poverty line – at or near poverty – than in the federal measure





Arches Participant

BUILDING EVIDENCE FOR SOLUTIONS AT SCALE

CEO's goal has been to develop and assess new strategies, address gaps, and bring new resources and evidence-based approaches to improve systems and service delivery. Through years of partnering with City agencies to design, implement, and evaluate new and innovative programs, CEO has learned a great deal about what practices are effective – and those that are not.

CEO works across many issue areas from employment to asset development to education. CEO's programs emphasize outcomes. For example, in workforce CEO looks at placements, as well as wages, job quality (e.g. full-time/part-time, benefits), and career advancement. For these programs, CEO looks to promote income growth and ensure that "work pays." As another example, CEO's asset development programs also help low-income families save so they can weather a financial emergency. In partnership with the Office of Financial Empowerment, CEO continues to test promising strategies for increasing financial stability. In every issue area, CEO looks to broadly disseminate best practices and lessons learned.

This section provides highlights of selected initiatives and programs that have been or will be brought to scale, as well as key CEO activities designed to support scaling up what works through the collection and sharing of evidence.

IMPROVING CONNECTIONS TO QUALITY EMPLOYMENT

CEO programs have demonstrated that job programs are most effective when they take a dual-customer approach—when they are labor market driven and tailored to employers' needs, while also effectively helping job seekers obtain quality employment. In 2014, CEO contributed to the growing body of evidence⁷ that job centers focused on high-growth industries and with strong relationships with employers produce better outcomes for workers. *The Sector-Focused Career Centers Evaluation*⁸ reported that the Manufacturing, Transportation, and Healthcare Career Centers that CEO created with the Department of Small Business Services (SBS) helped participants achieve higher earnings and job placements relative to customers of the typical SBS job centers that serve all types of employers. The evaluation

compared outcomes of the City's sector centers to the standard Workforce 1 Career Centers and found that the sector approach increases the likelihood of participants finding employment and keeping it and achieves substantially higher earnings (an estimated \$5,800 increase in earnings in the first year (See Chart 4, page 20). Participants had a 39 percent increase in steady employment, defined as working all four quarters in the year after exit from the program.⁸

Participants who received training in skills valued by employers performed particularly well. They were more likely to work the entire year after program exit, and increased their annual earnings by \$9,071 on average over those who used standard career centers. They also earned approximately \$3,500 more on average than those who used sector-focused career centers but did not receive hard skill training.

SUPPORTING CAREER LADDERS

Advancement, such as increased compensation or hours, is key to helping low-wage workers move into family sustaining positions, and as such CEO

⁷ Maguire, Sheila, et al. *Tuning In To Local Labor Markets: Findings from the Sectoral Employment Impact Summary*. Public/Private Ventures. July 2010. Available at <http://www.aspenwsi.org/resource/tuning-local-labor-markets-exec-sum/>.

⁸ Gasper, Joseph and Kathryn Henderson. *Sector Focused Career Centers Evaluation: Effects on Employment and Earnings After One Year*. Westat. July 2014. Available at http://www.nyc.gov/html/ceo/downloads/pdf/CEO-Sector_Based_Approaches_Evaluation_Report-2014_final.pdf.

is developing and evaluating program models that specifically include advancement along a career pathway as a central goal. The Business Solutions Customized Training program and WorkAdvance are two models dedicated to career advancement.

Business Solutions Customized Training (CT), a program CEO developed with SBS, works directly with employers to help incumbent low-wage workers advance in their current jobs, while also

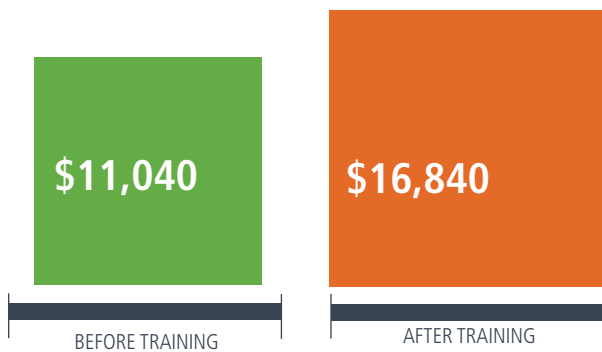
helping businesses stay competitive. The program works by providing grants for customized training to businesses in exchange for a minimum of a 30 percent funding match and the business' commitment to provide wage gains to their employees who complete training. In 2014, CEO released a report that showed that CT measurably increases wages for low-income workers. Program participants earning less than \$15 an hour at the start of the program benefitted from a 11 percent

wage gain post-training. Six months after training, CT program participants had greater wage gains than a group of similar workers at the standard career centers.⁹ In fiscal year 2014, SBS enrolled 25 new businesses in the program, reaching a projected 893 employees.

To build on and integrate the lessons learned from programs focused on quality jobs in growth sectors and career advancement, CEO worked with partners to create WorkAdvance, a sector-focused career advancement program for low-wage workers being replicated nationally through the Social Innovation Fund (SIF). WorkAdvance prepares, trains, and places unemployed and low-wage workers in good quality jobs with established career tracks. After placement, the program continues working with participants to help them advance in their chosen careers. In 2014, CEO and the nonprofit social research firm MDRC released an implementation study for the program. A randomized control trial is underway to evaluate the impacts, with results expected in 2016. So far, MDRC has found that program participants are completing training that leads to a credential at high rates, and that 'soft skills' are just as important to job-seekers and employers as the sector-specific skills gained through training. In addition, while advancement-focused services were the most challenging to implement, since requiring a post-employment advancement component that was new to all providers, all sites are now fully implementing these services¹⁰.) These results informed the work of the Jobs for New Yorkers Task Force.

CHART 4

The Sector-Focused Career Center Trainings Increase Average Earnings by \$5,800 in first year of employment



Participant discusses career options at the Healthcare Sector-Focused Career Center

WHAT'S NEXT?

Workforce development focused on quality job sectors is critical, but data

continue to demonstrate the ongoing labor market shift towards increasing numbers of low-wage jobs. Program strategies must be coupled with initiatives to improve job quality and wages in order to make a difference in poverty.

CEO is working with SBS and other agency partners to create a career center that builds on CEO's research and evidence both in sector workforce programs and in place-based programming. The program, announced by Mayor de Blasio on October 15, 2014, is situated in Far Rockaway – a geographically-isolated area with dense public housing communities that is still struggling to recover from Hurricane Sandy. The Far Rockaway Economic Advancement Initiative will be tailored to meet the workforce development and supportive service needs, as well as the career advancement and job retention needs, of workers in the Far Rockaway community. The program's service model is a shift from a typical Workforce1 Career Center and borrows evidence-based occupational training, community engagement, financial counseling, place-based and employer partnership practices from CEO's sector-focused career centers, WorkAdvance and other programs. CEO will evaluate the program and, if it is found to be successful, will work with partners to replicate the strategy on a City-wide scale in other targeted communities with similar structural challenges, and enhance the broader Workforce1 system's approach to helping New Yorkers obtain living wage jobs that offer the opportunity to advance and support their families.

A CAREER PATHWAYS APPROACH FOR YOUTH AND LOW-SKILL ADULTS

Through its work with youth and workforce development, CEO sees strong potential in bridge programs as a strategy to effectively help low-skill adults build their education and succeed in the workforce. Bridge Programs pair educational instruction with workforce development services to connect lower literacy students to educational programs, training, or employment. Service providers integrate these services by teaching academic skills within a sector-specific context, providing ongoing college and career counseling, and creating deliberate and structured "bridges" for students to transition to their next steps in education or employment.

The components of bridge programs have a promising and growing evidence base – a foundation that CEO has contributed to and will continue to help grow. Evaluation of the CEO/DYCD Young Adult Literacy (YAL) program found positive effects on attendance and retention by adding an internship component to literacy services, leading to the incorporation of internships across all YAL sites and in other CEO education programs, including Project Rise. CEO is currently working with DYCD to explore whether further improvements can be made to the program by building in some best practices from bridge programs. In addition, an evaluation of Sector-Focused Career Centers demonstrated that taking a sector-focused approach to employment services can increase the likelihood of participants finding employment, experiencing wage gains, and improving job security. Bridge programs build on these models by further integrating workforce services with basic educational programming and utilizing a sector-focused approach to instruction. In 2015, CEO partnered with SBS on a bridge program to improve the quality of training and employment for Home Health Aides with limited English proficiency.

Although CEO programs inform and have much in common with bridge programs, CEO has not previously funded or evaluated a full bridge programming model. Recognizing that many providers of adult literacy services and vocational skills development similarly do not have experience with bridge program design and implementation, CEO worked with CUNY to develop a short professional development series for program administrators, advisors, and instructors. The course, made up of an introductory training and topic-specific seminars, will draw on growing expertise among providers in NYC to support the field in exploring strategies and practices to foster the development of high quality bridge programs. In addition, CEO is working closely with the Mayor's Office of Workforce Development to support the City's implementation and evaluation of quality bridge programs that meet the needs of students reading at low literacy levels and connect them to pathways that further their education and career goals.

⁹ Hamilton, Jennifer and Eva Chen. Evaluation of the NYC Business Solutions Customized Training Program. Westat. July 2014. Available at http://www.nyc.gov/html/ceo/downloads/pdf/CEO_CT_final_report_2014.pdf.

¹⁰ Meeting the Needs of Workers and Employers. NYC Center for Economic Opportunity. October 2014. Available at http://www.mdrc.org/sites/default/files/WorkAdvance_CEO_SIF_2014_FR.pdf.



Family Rewards participants collaborate in a Financial Counseling Class

ASSET DEVELOPMENT AND CONNECTION TO BENEFITS

“There are... steps we can take to help families make ends meet, and few are more effective at reducing inequality and helping families pull themselves up through hard work than the Earned Income Tax Credit.”

PRESIDENT BARACK OBAMA,
MARCH 2014

CEO continues to support development of assets among low-income New Yorkers and to maximize the take-up of benefits that help increase household

income. The EITC is considered one of the most successful anti-poverty programs in the United States. NYC supports a robust network of tax preparation programs, to ensure that New Yorkers maximize receipt of the credit.

CEO is testing how to increase the antipoverty effects of the EITC. If adopted at the federal level, these methods could make the tax code more equitable and help pull low-income New Yorkers out of poverty. In 2014, CEO built evidence through two randomized control trials to inform federal policy that would strengthen the EITC.

PAYCHECK PLUS

In 2014, 3,000 single adults in NYC had a unique opportunity to supplement their earnings with a simulated expanded Earned Income Tax Credit through CEO's Paycheck Plus program. For years, poli-

cymakers in Washington on both sides of the aisle have called for an EITC expansion. In 2013 and 2014, bills introduced in both houses of Congress and the President's executive budget all called for the strengthening of the EITC, especially for childless workers and those without dependent children in their tax household (hereafter referred to as "single workers"). This population includes parents whose children do not reside with them full-time and for whom they may be paying child support. NYC is the first to actually test this proposal with its Paycheck Plus program. Led by CEO, Paycheck Plus tests a simulated, expanded EITC for low-income single workers, providing a real-world testing ground for the federal policy proposals. In partnership with MDRC, city agencies including Human Resources Administration (HRA), the Department of Consumer Affairs (DCA), City University of New York (CUNY), and

the Robin Hood Foundation, the initiative includes a rigorous evaluation to inform policy discussions focused on poverty and work supports. The project is also partially funded by the U.S. Department of Health and Human Services through a Section 1115 waiver coordinated by the New York State Office of Temporary and Disability Assistance and with the assistance of HRA to study noncustodial parent participation and impacts.

While the EITC has proven a highly effective way to make work pay for low-wage workers, most of its benefits go to families

with dependent children. In 2014, the federal EITC for single tax-filers, including non-custodial parents, offered a maximum credit of \$496 with eligibility limited to those earning \$14,590 or less per year.¹¹ Therefore, a childless adult working full-time at minimum wage is ineligible for any EITC benefits but would receive the maximum credit with qualifying children. In partnership with the Food Bank for New York City, the CEO demonstration project evaluates the impact of an expanded EITC for single workers. The \$11.5 million, five-year program offers an expanded benefit (a bonus payment)

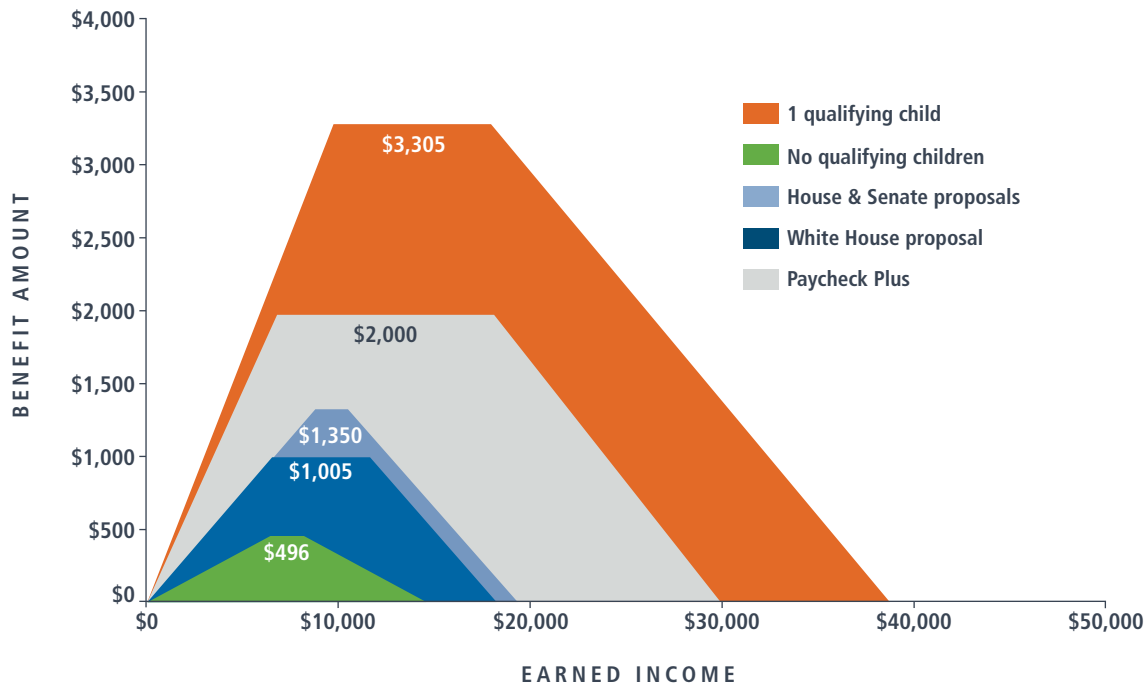
of up to \$2,000 to single workers (See Chart 5). The demonstration also raises the income eligibility threshold for singles from a cap of \$14,590 to up to \$29,863 per year and extends eligibility to young adults between the ages of 21 and 24. In early 2015, participants received the Paycheck Plus bonus for the first time, based on their 2014 earnings from work. They will continue to earn a bonus for their employment in 2015 and 2016.

MDRC’s rigorous evaluation of the project is using a randomized control

CHART 5

Paycheck Plus is Testing an Expanded EITC for Single Adults

(2015 tax season, based on 2014 earnings)



¹¹ 2014 EITC Income Limits, Maximum Credit Amount and Tax Law Updates. Internal Revenue Service. March 2015. Available at <http://www.irs.gov/Individuals/EITC-Income-Limits,-Maximum-Credit--Amounts-and-Tax-Law-Updates>.

trial, the gold standard in evaluation, to determine if an expanded EITC increases work participation and earnings for low-income single workers, increases financial support of children, and potentially reduces criminal activity. Interim impact results are expected in 2017 and will inform future federal policy proposals.

SAVEUSA

For many low and moderate income families, tax refunds are the largest single checks they get all year, thanks to the EITC and other refundable credits. This is an opportunity for households to begin to build savings that can provide a cushion in times of emergency – something most households have too little

of to weather economic storms. Most federal tax benefits that encourage asset building – including mortgage interest deduction and retirement benefits – go to middle and upper-income tax filers.¹² A federal incentive to boost emergency savings for low-income families could provide an opportunity to create equity in the tax code – and could boost the impact of the EITC for many New Yorkers who live precariously from paycheck to paycheck.

CHART 6

SaveUSA Stimulates Higher Savings Rates

Percentages of participants with savings at 18 months

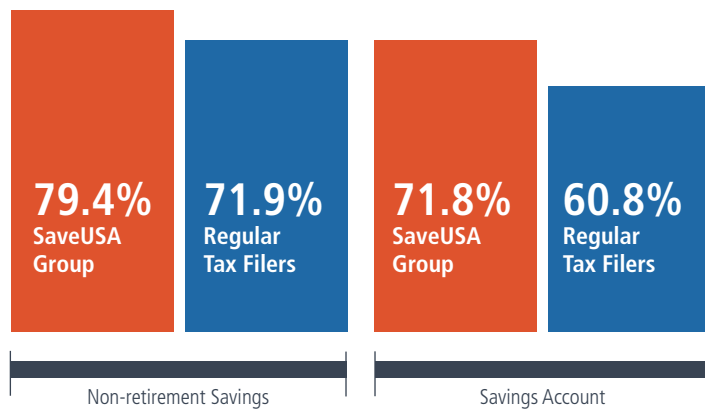
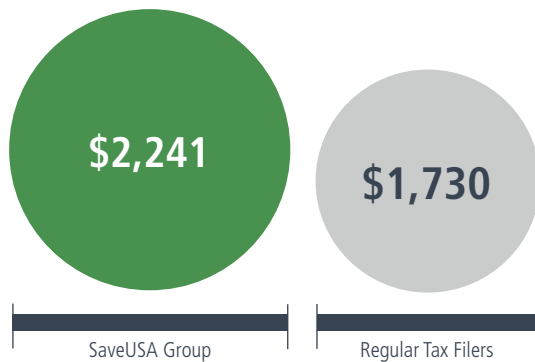


CHART 7

SaveUSA Participants Save More Money



In 2014, CEO and partners confirmed that a savings incentive program can leverage the opportunity of the tax refund and increase savings held by low-income families. SaveUSA, a tax-time savings program, offers eligible participants a 50 percent match if they deposit a portion of their tax refund into a savings account and maintain the initial deposit for approximately one year. In 2014, MDRC released *Encouraging Low- and Moderate-Income Tax Filers to Save: Implementation and Interim Impact Findings from the SaveUSA Evaluation*. Through a randomized control trial, MDRC found that SaveUSA helps turn low-income families who were non-savers into savers.

- 79 percent of SaveUSA participants had non-retirement savings at 18-months, seven percent more than similar tax filers. [See Chart 6.]
- After 18 months SaveUSA participants had an average of \$512 more in savings than similar tax filers. [See Chart 7.]
- SaveUSA participants were able to save without incurring more debt.

¹² Encouraging Low- and Moderate- Income Tax Filers to Save. MDRC. April 2014. Available at http://www.mdrc.org/sites/default/files/SaveUSA_report_1.pdf

HOW CEO DEVELOPS AN EVALUATION PLAN

CEO programs undergo regular performance monitoring from the start which focuses on both process metrics (e.g., number served), as well as outcomes (e.g. job placements). If a program is generally meeting its objectives, CEO partners with city agencies, program providers and one of its independent evaluation firms to identify the best evaluation strategies for a given program. Studies early in the life of a program tend to focus on programmatic improvement—learning from implementation and identifying best practices. More mature programs are evaluated by comparing outcomes for program participants to those of a group of similar people who are not receiving the intervention. Programs that have demonstrated the most promise undergo a randomized control trial, the gold standard of evaluation, generating the strongest evidence. Cost-benefit analysis is also conducted on programs that are having a positive impact to ensure that the return to the participants merits significant investment. Throughout the evaluation process, CEO and partners use various forms of quantitative and qualitative data, including data gathered through focus groups, interviews and surveys, administrative data and program management data.



Mayor de Blasio visiting Pre-K students

CEO approaches each evaluation as a unique project

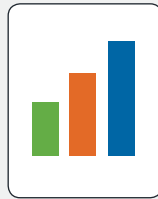
Evaluation strategies include:



Focus Groups



Surveys



Administrative Data Analysis



Qualitative Data Analysis



Random Control Trial

CEO builds evidence to take programs to scale

74 Evaluations completed since launch

11 Evaluations currently underway

CEO LEADS EVALUATION OF SIGNATURE DE BLASIO ADMINISTRATION INITIATIVE

In fall 2014, over 53,000 children entered pre-kindergarten (pre-k) classrooms for the first time. The program has expanded to serve 68,500 students in the 2015-2016 school year, ensuring that there is a seat made available for every four-year-old who wanted one. Pre-K for All is a historic program, which is among the highest priority initiatives of the de Blasio administration.

Evidence shows that pre-k classes improve children’s language, reading, and math skills, while also furthering their socioemotional development and health. These factors have been linked to higher rates of college education, increased employment, and lower levels of involvement with the criminal justice system. In addition to benefits for children, Pre-K for All also created economic opportunities for working families and the workforce. Childcare can be a significant expense for families and can make it difficult for parents to find and retain employment. Pre-K for All offsets many of these expenses and makes full-time employment more feasible because free, full-day, high-quality pre-k is now an option for all families with a four-year-old. To realize these benefits, however, the programs must deliver high-quality services. Quality is just as important as access.

CEO uses evaluation to establish programmatic impact, identify best practices or learn sometimes new, beyond what is learned through ongoing program management

alone. To date, CEO has completed 74 evaluations, with nearly 20 currently underway. CEO is playing a new role in Pre-K for All, co-leading the evaluation with DOE to help advance the quality and effectiveness of citywide policies.

CEO is working with DOE and an external evaluation team in a multi-year effort to evaluate Pre-K for All. Research partners are conducting a study to assess and provide actionable recommendations to help NYC improve the quality of UPK implementation. The evaluation will also begin to assess the outcomes of these efforts on student learning and executive functioning of participating children.

The evaluation was designed to inform the rollout of fully universal pre-k and longer-term research for the study of the first year of UPK. Researchers are collecting data from a number of different sources, including administrative data from DOE, and interviews with City agency personnel, program administrators, teachers and parents at 200 randomly selected UPK sites. Researchers are also observing classrooms and assessing students in a subset of the sites with parent permission. To further infuse evidence and best practices into the work, CEO convened a Scientific Advisory Council of national experts on early childhood education to advise the City’s research and quality assurance efforts. In future years, the research agenda will continue to evolve to best meet the city’s needs.

The Pre-K for All Evaluators are undertaking a diverse set of activities to better understand program implementation and performance, including:



Parent Focus Groups



Parent and Administrator Surveys



Pre-K Site Observations



Interviews with Key Stakeholders

STRENGTHENING COMMUNITIES: CEO COORDINATION



Participants in Projects Rise develop camaraderie with fellow cohort members

CEO's strategies include a combination of City-wide initiatives and programs that target specific geographic locations or populations. Targeting allows for the coordination of multiple partners around a common agenda, particularly for communities or populations affected by a complex web of interconnected barriers. To facilitate this work, CEO performs a coordination function. A dedicated CEO staff lead serves as the partner liaison, working closely with partners to support smooth coordination, regular communication and informed decision making around activities and investments. CEO leadership and staff keep all interested parties up-to-date on the latest developments and challenges, identify external communication strategies, and manage relationships with private funders. Key community-based efforts in 2014 and 2015 include the Jobs-Plus program, a study of neighborhood

effects on NYCHA neighborhoods, and participation in a funding collaborative dedicated to revitalizing distressed neighborhoods, each outlined below. Mayor de Blasio also announced the creation of the Rockaways Economic Advancement Initiative, a place-based strategy implemented in partnership with SBS that builds on evidence from multiple CEO programs, and will generate evidence for potential expansion to other communities (see page 21).

THE YOUNG MEN'S INITIATIVE EXPANDS IN THE DE BLASIO ADMINISTRATION

The Young Men's Initiative (YMI) was launched in 2011 to reduce disparities between young men of color and their peers in the areas of health, employment, education, and justice. CEO oversees the majority of programs within the YMI portfolio. In 2014 CEO asked an independent evaluator to look across the YMI portfolio to assess how the initiative has changed City agency practices and to provide suggestions for programmatic improvement. The cross-program evaluation found that the initiative had changed agency practices by bringing attention to major issues affecting young men of color. It also found that while an enhanced network existed between city agencies involved in the initiative, more could be done to refer participants to other YMI programs from which they could benefit.

YMI in the de Blasio administration, under Deputy Mayor Richard Buery, is significantly expanding its scope and scale. CEO sits on an executive steering committee that focuses on examining new policy directions for YMI and continues to oversee ongoing programs with agency partners (see program data in Appendix A for information on specific programs).

When managing programs like those in the YMI portfolio, CEO identifies performance metrics and monitors programmatic performance. Dedicated CEO staff coordinate with City agency staff on program implementation and operation and collects and reviews narrative reports detailing program activities, challenges, and successes, at the agency and provider levels. For the YMI portfolio and other programming, CEO also collects data to track program operations and key outcomes and holds regular meetings with City agency leadership and program staff to review performance. CEO participates in, and sometimes hosts, cross-provider coordinating meetings and program provider site visits.

To achieve this, CEO works with the YMI team and City agencies to monitor program budgets and spending, reallocating resources as appropriate.

► Jobs-Plus

One of CEO's leading place-based strategies is Jobs-Plus. Jobs-Plus locates employment programs within or close to New York City Housing Authority (NYCHA) developments. In 2014, Jobs-Plus expanded to nine sites in NYC serving 23 developments, and through the Social Innovation Fund CEO continued to manage one site at the San Antonio Housing Authority serving two housing developments.



Urban Upbound participants at Jobs-Plus orientation

CEO is one of four partner agencies that participate in the Jobs-Plus Collaborative, working in collaboration with HRA, DCA and NYCHA. For over five years the Collaborative has met to regularly review data on program performance and on the communities the program is targeting. While early data is encouraging, more rigorous analysis is in process to better understand the program's effects on residents' earnings.

► NYCHA Developments and Their Neighborhoods

More broadly, in an effort to better understand how neighborhood change affects NYCHA residents, CEO partnered with NYCHA and Abt Associates to examine relationships between the socioeconomic makeup of neighborhoods surrounding NYCHA developments and public housing resident outcomes.

The evaluation used a combination of quantitative analysis of NYCHA developments across NYC and qualitative research conducted in three illustrative neighborhoods. It found statistically significant differences in earnings for NYCHA residents living in different neighborhood types, while highlighting residents' personal experiences of some of the ways this observed difference in incomes may be offset by higher costs in high-income neighborhoods.¹³

► Change Capital Fund – Collaborating for Neighborhood Change

In 2014 CEO joined the Change Capital Fund (CCF), a collaboration of 17 foundations and financial institutions dedicated to the revitalization of distressed New York City communities. CCF is funding five New York Community Development Corporations (CDCs) to help them retool and refocus their strategies and business models to address persistent poverty more effectively. (Selected CDCs are listed to the right.) Each selected CDC is receiving up to \$1 million over four years and access to technical assistance as they implement new and refined approaches and improved outcome tracking systems that will equip the organizations to better demonstrate their results in a funding environment that pays for success. CEO is acting as a liaison to City agencies connected to the communities CCF grantees are serving, and advising on evaluation and program management.

CCF will produce valuable lessons on the potential for community-based organizations to reduce poverty through a holistic, family- and community-oriented approach. Despite improvements to the physical conditions of many low-income neighborhoods and the reversal of the disinvestment

¹³ The Effects of Neighborhood Change on New York City Housing Authority Residents. Abt Associates. May 2015. Available at http://www.nyc.gov/html/ceo/downloads/pdf/nns_15.pdf



NYCHA chair meeting with CEO and agency partners at Jobs-Plus convening

experienced in the 1970s to 1990s, poverty and limited economic mobility remain obstacles to residents of very low-income communities. The poverty rates in the targeted neighborhoods range from 30 percent to over 40 percent, and residents struggle with unemployment, underperforming schools and higher crime rates than the rest of the city.

The five CDCs will integrate programs that most often operate in silos to multiply their impact; for example, residents of affordable housing may increase their financial literacy and job skills while their children benefit from support for school success and college access. The groups will act as anchors to a constellation of local, governmental, and private partners that will restore opportunity and address the roots of poverty in New York's distressed neighborhoods. The five CDCs supported by CCF are: Community Solutions/Brownsville Partnership; Cypress Hills Local Development Corporation; Fifth Avenue Committee; New Settlement Apartments; St. Nicks Alliance.

WHAT'S NEXT: CEO AND PARTNERS TACKLE MENTAL HEALTH NEEDS

In August 2015, CEO, in partnership with the Mayor's Fund and NYC Department of Health and Mental Hygiene (DOHMH), launched a \$30 million public-private partnership to advance the City's vision of transforming the delivery of mental health care services. Supported with an initial \$6 million grant from the Social Innovation Fund of the Corporation for National and Community Service, the partnership will support the implementation of the Connections to Care (C2C), a new strategy to help integrate mental health services into programs already serving low-income communities.

Part of Thrive NYC, the City's Roadmap for Mental Health, C2C aims to expand access by integrating evidence-based mental health services into other programs that are already providing services to communities in need. Research suggests that many evidence-based interventions for common mental health conditions can be performed by non-mental health workers. C2C will give staff with access to at-risk populations the training to provide this support, including screenings for common mental health and substance use disorders, motivational interviewing, mental health first aid, and psycho-education. This grant, will be matched by additional funds raised by the Mayor's Fund and service providers, and represents the largest public-private partnership engaged by this Administration in the past year and a half. The Chapman Perelman Foundation and Benificus Foundation are early funding partners. C2C will undergo a rigorous evaluation, documenting the program's impacts, implementation, and costs.

CENTER OF LEARNING

CEO is a center for learning for City agencies, program providers, and other partners. Throughout 2014 and 2015, CEO shared the lessons gleaned from program management, data, evaluation and ongoing research through a range of channels and media.

► Disseminating Evaluation Findings: Informing New Program and Policy Development

CEO seeks to identify best practices and improve public services. Yet evaluation results alone are insufficient to achieve CEO's goals. Changing large-scale systems and services requires that policymakers find the lessons produced informative and valuable. CEO shares publications and lessons learned formally (e.g. through convenings) and informally (e.g. through meetings and conversations) with City government partners developing new initiatives, leading large scale reform efforts, or seeking to improve on existing program models. Examples include CEO's role in the Jobs for New Yorkers Task Force and shaping the development of SBS' new place-based career center strategy in Far Rockaway (see page 21).

► Sharing Lessons: CEO Convenings and National Conferences

Throughout 2014 and 2015, CEO brought together leaders from across NYC, and beyond, to identify and share lessons about what works to fight poverty. These gatherings are often supported by SIF's Learning Network, and always in partnership with other City leaders. CEO events provide an opportunity for program providers to share implementation challenges and solutions, and hear from local and national leaders. For example, in May 2014, CEO partnered with the NYC HRA and NYCHA to bring together all eight New York City Jobs-Plus program providers. The SIF-funded Jobs-Plus site in San Antonio



Social Innovation Fund Convening Panels

2015 SOCIAL INNOVATION FUND WEBINAR TOPICS:

**SaveUSA's Impact on Savings:
A First Look at Evaluation Findings**

Insights from Behavioral Economics

How High is Your Risk: Common Audit Findings

Program Management 2.0

Motivational Interviewing

Communicating Evaluation Findings

A Better Measure of Poverty



YAIP Graduation

also joined. The staff at each of the sites gathered for the first time to focus on building community support for work, a critical component of the Jobs-Plus model. Participants were joined by representatives from the U.S. Department of Housing and Urban Development (HUD), prior to the launch of HUD’s national Jobs-Plus Pilot Program.

CEO engages in a range of national and even international conferences. Staff members are regularly invited to present at leading events, and actively seek out opportunities to share key findings with relevant audiences. In the past two years, CEO staff have presented at conferences hosted by the US Department of Health and Human Services, the National Association of Workforce Boards, US Department of Commerce, the Brookings Institution, Association for Public Policy Management and Analysis, and the Federal Reserve.

► **Supporting Program Providers: Professional Development and Technical Assistance**

Community-based providers deliver most of CEO’s innovative anti-poverty programs. To ensure providers have the tools they need to implement strong programs, CEO provides professional

development opportunities to CEO-supported program staff. In 2015, program leaders from 16 CEO- managed programs participated in a customized program at the CUNY School of Professional Studies, Managing for Innovation: a Program Management Forum. Developed specifically for CEO program providers, this seven week course focuses on the core competencies needed to deliver CEO’s programs effectively. Participants engage with experienced instructors and their classmates to strengthen their skills in these core areas. These core competencies include:

1. Strategy and Planning
2. Leading People and Building Teams
3. Collaboration and Partnerships
4. Analysis and Decision-Making
5. Contract Management and Budgeting
6. Personal Management

Through the Social Innovation Fund, CEO hosts a webinar series for provider staff at all levels to explore topics of interest and share their lessons. CEO hosts webinars regularly, with outside experts, research partners, and CEO leadership leading the discussions. Each

webinar also includes the perspective of at least one program provider and ample opportunity for provider staff to discuss challenges and solutions.

“ *The course gave me the opportunity to not only work with and learn from colleagues in the field but interface with leaders in the field who were interested in what we had to say.* ”

MANAGING FOR INNOVATION PROGRAM PARTICIPANT

CEO’s role in the de Blasio administration is multi-faceted with a citywide focus. CEO continues to build on past successes and continues its ongoing commitment to building evidence and bringing effective programming and policies to scale.



Per Scholas Training

PARTICIPANT SUCCESS STORIES

Meet some New Yorkers whose lives were transformed through CEO's programs.



SYDNEY ALMORALES, CEO'S WORKADVANCE PROGRAM

Sydney Almorales, whose story was featured in the New York Times Neediest Cases series, is a proud participant in WorkAdvance, one of CEO's five Social Innovation Fund programs. Through WorkAdvance, Mr. Almorales has been able to realize educational goals and develop a career pathway in the world of information technology (IT).

Mr. Almorales grew up in Brownsville, Brooklyn and was planning on attending college until he needed to get immediate employment to care for his ill stepfather. For the next few years, through his stepfather's illness and death, Mr. Almorales continued to work to support his family and save money. When Mr. Almorales decided to return to education, he found Per Scholas.

Per Scholas is one of four providers of the WorkAdvance program, which prepares, trains, and places unemployed and low-wage workers in high-quality jobs with established career tracks. After participants secure a placement, the program continues to help them to advance in their chosen careers. Through Per Scholas, Mr. Almorales took technical training classes, and worked closely with program staff members to plan out his desired career pathway. He notes that Per Scholas built his understanding not just of how to "work smarter" in IT, but also of how to effectively search for, obtain, and retain employment.

The WorkAdvance experience has already begun paying off. After earning his Comp-TIA A+ and Network+ certifications, he obtained a paid internship with an Internet technology consulting firm. Per Scholas staff stayed in touch with Mr. Almorales as he searched for a job. These ongoing conversations with Per Scholas about career advancement helped give him the confidence to apply for and obtain a higher-paying job at a New York-based global IT company serving the financial services industry. Mr. Almorales' persistence through adversity and his desire for a clear career pathway found a perfect match in WorkAdvance, and the program will continue to provide him with guidance as he moves forward in his career. He knows that the door at Per Scholas is "always open" for support.



PAMELA JACKSON, EMPLOYMENT WORKS

Pamela Jackson arrived at CEO's Employment Works program in 2012 feeling disheartened. She had a solid resume and a strong work ethic, but her career had been derailed by a criminal conviction that left her struggling to find steady work. "I went anywhere and tried anything," she recalls, but promising leads dried up when employers learned of her conviction. "You make a mistake and then you're stuck, thinking you'll never work again." A lifelong Brooklyn resident, Ms. Jackson was referred to Employment Works by her

Probation Officer following disappointing experiences at two other employment programs, which she felt did not support her and left her to job hunt on her own. Though initially skeptical, she soon discovered that Employment Works takes a different approach.

Employment Works is a dedicated job program that exclusively serves individuals with criminal convictions. The program works to simultaneously meet the service and training needs of participants and to build relationships with employers to secure job placements. This full service approach allows Employment Works to match job seekers with the right positions, while providing ongoing support to participants and employers alike.

At the Brooklyn Employment Works Center, operated by DB Grant Associates with oversight from the NYC Department of Small Business Services, Ms. Jackson found a welcoming staff and an active participant support network. Center staff helped her to navigate the challenges of job hunting with a criminal record. With support from her Employment Works Account Executive, Ms. Crystal Turpin, Ms. Jackson secured over half a dozen job offers. Today, she works in a salaried position as a civil servant with good benefits. The job helps her to support her daughter through college, and Ms. Jackson already has her eyes on a promotion.

Since coming to Employment Works, Ms. Jackson has remained in constant contact with the program, and has returned several times to speak to new participants about her success. "I'm really, really grateful," she says. "Before coming to the program, I had shame. I tried to hide the fact that I had a conviction. I've grown. Coming to Employment Works has taught me a lot about opening up."



CHRISTOPHER MCKENZIE, YOUNG ADULT LITERACY

Before Christopher McKenzie joined the Young Adult Literacy (YAL) program, he was struggling to advance in life. He was facing distractions and obstacles, including crime, drugs, and gang activity in his neighborhood, challenges that were compounded when he lost his father. "I felt that I had no one around so I lost my sense of direction." In the 11th grade Christopher dropped out of school and was struggling to find employment.

Faced with these obstacles, Christopher's grandmother, Sandra Murphy, who is a Head Start Teacher in Far Rockaway, told him about the YAL program where he could make progress towards earning his high school equivalency (HSE) diploma. With his grandmother's encouragement, Christopher enrolled in the YAL program looking for support in achieving both his education and career goals.

The YAL program, provided through the NYC department of Youth and Community Development, the public libraries, and eight community based organizations, helps out-of-school and out-of-work young people reconnect with education and employment opportunities. The program focuses specifically on disconnected young people who read at the 4th-8th grade levels, and provides them with targeted instruction, case management and support services, and a work readiness or internship component.

Since completing the program, Christopher has achieved several of his goals, including attaining his high school equivalency diploma. Through CEO's pilot YAL/Young Adult Internship Program (YAIP) partnership, he has also completed an internship through YAIP. He was hired for a short term marketing project after his internship by Opportunities for a Better Tomorrow, his YAIP site, and is now working in a permanent position doing sales. He is currently focused on his work, but his longer term goal is to go on to college.



Participants at the Health Care Sector Focused Career Center participate in a work readiness class

APPENDIX A:

NYC Center for Economic Opportunity Performance Data

The NYC Center for Economic Opportunity monitors process and outcome data to ensure quality implementation and achievement of intended objectives of the programs it funds. CEO uses performance data, coupled with information from external evaluations, to improve program models and determine future funding allocations.

CEO provides information on each of its programs, and for programs within the Young Men's Initiative (YMI) that CEO oversees. The data offers a snapshot of key metrics, information on start date and scale, and trendlines illustrating year-by-year performance. Information on budgets, number of program sites, length of program operations, and target population is provided as crucial context for program performance.

These programs operated in FY 14 (July 2013-June 2014). For the latest FY 15 program data (July 2014-June 2015), please see the CEO website at <http://www.nyc.gov/html/data/program.shtml>

A NOTE ON PROGRAM STATUS:

Program status is provided to give context to the performance data. Status is not an indicator of the level of CEO involvement in a program. In all cases, Agency management is key to CEO programs.

"Successful" programs have demonstrated positive impacts through evaluation and performance monitoring.

"Implementation" status indicates that early evidence (such as performance data) shows the program model is being implemented correctly and is generally meeting its performance and outcome goals, but has not yet had an impact evaluation.

"Discontinued" are programs that CEO no longer funds.

"One-Time Investment" programs have received short-term funding to explore the feasibility of longer-term funding and evaluation.

ASSET DEVELOPMENT PROGRAMS

More than 825,000 adult New Yorkers do not have a bank account; most of these are low-income individuals or immigrants who as a group spend millions each year on check-cashing fees and lack access to safe and affordable credit.¹ CEO has several initiatives to promote financial literacy for low-income New Yorkers, to help them access tax credits and other work supports and make the most of their financial resources by reducing debt, improving credit, and building savings. CEO, in partnership with the Office of Financial Empowerment (OFE)—established by CEO in 2006 as the first municipal office in the nation designed to educate, empower, and protect City residents with low incomes—spearheaded a range of programs whose key outcomes included amount of debt reduced, numbers of savings accounts opened, and tax credits received.

► Empowerment

Financial Empowerment Centers (DCA/OFE)

Offer free, one-on-one financial education and counseling to low-income New York City residents.

START DATE: 06/2008 | FY 2014 BUDGET: \$2,014,197 (OFE & Private) | STATUS: Successful (2010) | SITES: 24

	FY 14 Actual	FY 14 Target	FY 13 Actual	FY 11-14 Trends
New Enrollees	6,929	5,100	6,117	
Financial Counseling Sessions	11,962	12,650	10,662	
Number of Safe and Affordable Bank Accounts Opened	215	-	279	
Cumulative Savings ²	\$3.02M	-	\$2.22M	
Cumulative Debt Reduced	\$19.5M	-	\$12.4M	

► Tax Credits

Child Care Tax Credit (DOF & New York State)³

Provides eligible low-income families with a refundable tax credit to help pay for child care expenses.

START DATE: 01/2007 | FY 2014 BUDGET: \$11,530,000 (CEO) | STATUS: Successful (2010)

	TY 13 Preliminary	TY 13 Target	TY 12 Actual	TY 10-13 Trends
Households Receiving the Credit	23,822	-	23,067	
Total Amount Received by Households	\$11.5M	-	\$10.9M	
Average Claimed by Households	\$484	-	\$474	

Earned Income Tax Credit Mailing (DOF)⁴

Mails pre-populated, amended tax returns to potentially qualified households.

START DATE: 01/2007 | FY 2013 BUDGET: N/A | STATUS: Successful (2010)

	TY 10 Actual	TY 10 Target	TY 09 Actual	TY 07-10 Trends
Targeted Households Receiving EITC	5,484	-	6,239	
Total Amount Received by Households	\$6.04M	-	\$6.09M	
Average Claimed by Households	\$1,101	-	\$976	

**Paycheck Plus
(HRA, CUNY, DCA-OFE)**

A local demonstration project testing a simulated, expanded Earned Income Tax Credit (EITC) of up to \$2,000 for low-income single (unmarried) workers without dependent children in their tax household. The initiative includes a rigorous random assignment evaluation to inform policy discussions focused on poverty and work supports. Participants will not receive bonus payments until Fiscal Year 2015. In partnership with the New York State Office of Temporary and Disability Assistance, Paycheck Plus is partially federally funded through a Section 1115 waiver to study noncustodial parent participants and impacts.

START DATE: 09/2013⁵ | FY 2014 BUDGET: \$410,810 (CEO) |
STATUS: Implementation (Newly Launched)

	FY 14 Actual	FY 14 Target
Participants in Study	6,052	6,000
Program Group Members	3,019	3,000

► **Outreach**

**Financial Education
Network (DCA/OFE)**

An umbrella for networking, professional development, and marketing for institutions in the field of affordable financial education.

START DATE: 12/2008 | FY 2014 BUDGET: N/A⁶ | STATUS: Successful (2010) | SITES: 207

	FY 14 Actual	FY 14 Target	FY 13 Actual	FY 11-14 Trends
Financial Education Inquiries Handled	50,186	20,000	24,346	
Forum Attendees ⁷	252	60	121	
Completed Financial Counselor Training	149	30	85	

Tax Campaign (DCA/OFE)

A citywide tax campaign that offers free and low-cost tax preparation services to low and moderate-income New Yorkers.

START DATE: 12/2008 | FY 2014 BUDGET: \$89,454 (OFE) | STATUS: Successful (2010) | SITES: 92

	FY 14 Actual	FY 14 Target	FY 13 Actual	FY 11-14 Trends
Tax Assistance 311/Online Inquiries	179,762	15,000	52,511	
Tax Returns Filed at Pilot Programs	3,379	-	15,920	
Tax Returns Filed at VITA Sites	93,232	50,000	81,000	

See Also: *Family Rewards (Social Innovation Fund)* and *SaveUSA (Social Innovation Fund)*.

¹ Findings from the Citywide Financial Services Study (New York, NY: Office of Financial Empowerment, 2010), http://www.nyc.gov/html/ofe/downloads/pdf/FinServicesStudy_022510.pdf.

² The increase in cumulative savings resulted from programmatic changes that increased prioritization of savings planning.

³ The Child Care Tax Credit figures are based on Tax Year 2013, which is the most recent information available.

⁴ The Earned Income Tax Credit Mailing figures are based on Tax Year 2010. More recent figures are not yet available.

⁵ Outreach and enrollment for the project began in September 2013. Program group members are eligible to receive the expanded benefit for up to three years, beginning in FY 15.

⁶ Financial Education Network program expenses are supported by OFE's general budget.

⁷ OFE's Financial Education Network (FEN) is a citywide network of nearly 240 service providers, financial providers, financial institutions, community development corporations, government agencies, and foundations. The FEN equips members with tools to enhance financial education and counseling services, including forums, trainings, and networking opportunities.

EDUCATION INITIATIVES

Attaining self-sufficiency and competing in the labor market require an educational foundation. People with a college education earn substantially more than those who did not complete high school. An individual who earns a high school diploma or HSE diploma will increase lifetime earnings by approximately \$331,000. Continuing on to earn an Associate’s degree increases lifetime earnings by an additional \$423,000¹.

To meet the needs of diverse populations of New Yorkers, CEO offers a range of solutions, from mentoring youth transitioning to high school to basic literacy programs for disconnected young adults, to HSE exam programs and higher education programs that increase graduation rates for community college students. Several programs provide support services, incentives, and/or paid internships to reduce barriers to completion and promote degree attainment. CEO tracks program participation and measures success by assessing educational gains in grade levels and attainment of a HSE diploma, high school diploma, or college degree.

► College

CUNY Accelerated Study in Associate Programs (ASAP) (CUNY)

Assists students in earning associate’s degrees within three years by providing a range of academic and support services. ASAP targets students who need one or two developmental courses at the beginning of the program.

START DATE: 09/2007 | FY 2014 BUDGET: \$6,800,000 (CUNY & CEO) | STATUS: Successful (2010) | SITES: 6

	FY 14 Actual	FY 2014 Comparison Group
Enrollees Cohort 7 (Entered Fall 2013)	1,764	-
Cohort 5 (Fall 2011) Graduation Rate after Two and a Half Years ²	49.1%	8.9%
Cohort 4 (Fall 2010) Graduation Rate after Three Years ²	44.5%	20.4%
Cohort 3 (Spring 2010) Graduation Rate after Three Years ²	47.4%	20.1%
Cohort 2 (Fall 2009) Graduation Rate after Three Years ²	55.5%	22.3%
Cohort 1 (Fall 2007) Graduation Rate after Three Years ²	54.9%	24.1%

► Pre-HSE & HSE

CUNY Preparatory School (CUNY)

Students ages 16-18 earn their High School Equivalency (HSE) Diploma and gain the academic, personal, and social skills necessary for success in college in a supportive, high school-like setting.

START DATE: 09/2003 | FY 2014 BUDGET: \$2,575,000 (CEO) | STATUS: Discontinued | SITES: 1

	FY 14 Actual	FY 14 Target	FY 13 Actual	FY 11-14 Trends
New Enrollees	200	-	227	
Continuing Students	75	-	142	
Passed HSE/TASC (of Test Takers)	75%	-	76%	
Enrolled in College	84	-	98	
Graduated from CUNY College	15	-	26	

Young Adult Literacy Program / Community Education Pathways to Success (DYCD/BPL/NYPL/QPL/DOP)

Tailors instruction to the needs and interests of disconnected young adults who read at pre-HSE (fourth to eighth grade) levels. Expanded in October 2011 as part of YMI; DOP launched Community Education Pathways to Success (CEPS) in February 2012, a similar, privately-funded literacy program for probationers.

START DATE: 05/2008³ | FY 2014 BUDGET: \$4,064,583 (CEO, YMI, & YMI Private) | STATUS: Implementation | SITES: 20

	FY 14 Actual	FY 14 Target	FY 13 Actual	FY 11-14 Trends
New Enrollees	859	-	851	
Placed in Internships	546	-	648	
Gained 1 or More Literacy Grade Level ⁴	38% (329/859)	65%	57% (485)	
Gained 1 or More Numeracy Grade Level ⁴	25% (219/859)	65%	46% (395)	
Graduated to Higher-level HSE Courses ⁴	103	-	119	
Placed in a Job or Training ⁴	79	-	36	

► Mentoring

Cornerstone Mentoring (DYCD)

Group mentoring program that engages middle school youth who reside in NYCHA communities. Mentoring participants take part on discussion groups, community service projects, and group outings.

START DATE: 01/2012 | FY 2014 BUDGET: \$1,000,000 (YMI) | STATUS: Implementation | SITES: 25

	FY 14 Actual	FY 14 Target	FY 13 Actual	FY 12-14 Trends
Program Participants	254	300	297	
Mentors	78	75	68	
Mentoring Activity Hours ⁵	13,846	-	5,110	

IMPACT (Improving My Progress At College Today) Peer Mentoring (CUNY)

Trains HSE graduates who are enrolled in college to serve as mentors for current HSE students. IMPACT mentors provide peer support for recent HSE graduates currently enrolled in college.

START DATE: 01/2012 | FY 2014 BUDGET: \$270,000 (YMI) with additional Federal Funding | STATUS: Implementation | SITES: 2

	FY 14 Actual	FY 14 Target	FY 13 Actual	FY 12-14 Trends
New Enrollees ⁶	1,029	270	616	
HSE Exam Takers ⁶	292	133	218	
HSE Exam Passers ⁶	200	107	146	
Enrolled in College	44	32	46	

► One-Time Investment

Nurse Career Ladders: Licensed Practical Nurse Program to Registered Nurse Program (HHC/DOE)

Funded small pilot cohort to test modified LPN to RN curriculum after close-out of LPN and RN programs.⁷

START DATE: 05/2013 | FY 2014 BUDGET: \$200,000 (CEO) | STATUS: One-Time Investment | SITES: 1

	FY 14 Actual
Program Participants	13
LPN to RN Graduates	10
RN Exam Passers	9
Placed as Full-time RN ⁸	9

See Also: *CUNY Fatherhood Academy (Health), Justice Community (Justice), Justice Scholars (Justice), NYC Justice Corps (Justice), Project Rise (Social Innovation Fund), Teen Action (Health), and Young Adult Internship Program (Employment).*

¹ Carnevale, A., Rose, S., and Cheah, B. (2011) The College Payoff: Education, Occupations, Lifetime Earnings. The Georgetown University Center on Education and the Workforce. Retrieved from: <https://www2.ed.gov/policy/highered/reg/heardulemaking/2011/collegepayoff.pdf>

² Indicators shown reflect the most recent outcomes for each cohort. Three-year graduation rates are only available for Cohorts 1 to 4; two-and-a-half year graduation rates are available for Cohort 5. Cohorts 6 and 7 have not reached the two-and-a-half year mark yet.

³ YMI funded an expansion in FY 12. The Young Adult Literacy Program (YAL) began as a CEO pilot in FY 08. Note that three site locations operated both YAL and CEPS.

⁴ In FY 14, performance was adversely affected by three CEPS providers with low enrollment closing on 12/31/13 and YAL experienced key staff turnover at several programs. An RFP was released to select a new set of providers for FY 15.

⁵ Updates to the data management system allowed for improved tracking of mentoring activity hours as compared to FY 13.

⁶ FY 14 enrollment climbed due to high demand for HSE prep services in advance of transition from GED to TASC exam. FY 14 HSE pass rate fell due to loosened criteria for testing in advance of transition from GED to TASC exam. Beginning in late 2013, students were no longer required to achieve a minimum GED predictor test score before they were allowed to sit for the exam, owing to uncertainty regarding TASC difficulty and transferability of partial passing scores.

⁷ In FY 14, the Nurse Career Ladders RN and LPN programs were discontinued and a one-year LPN to RN program launched. This program was only open to graduates of the LPN Career Ladders Program.

⁸ Full-time placements include only placements for full-time, permanent positions.



EMPLOYMENT INITIATIVES

CEO's research shows that 45% of New Yorkers are at or near the poverty-line and over 719,000 New Yorkers live in a family with at least one full-time worker and yet remain in poverty.¹ To improve the lives of low-wage and unemployed workers, CEO has developed a range of strategies to build the skills of low-wage workers, meet the needs of employers, and promote job placement, retention, and advancement. The programs below use diverse strategies including partnering with employers to advance incumbent workers, focusing programs around particular industry sectors or communities, and tailoring services to unique populations, such as individuals with a criminal history, young adults, or public housing residents. To monitor program effectiveness, CEO and agency partners track service utilization and participant outcomes, such as occupational certifications attained, job placement levels, wages earned, and employment retention rates.

► Low-Income Adults

Community Partners (SBS) *Connects customers referred by community-based organizations to specific job openings at the City's Workforce1 Career Centers.*









START DATE: 07/2007 | FY 2014 BUDGET: N/A² | STATUS: Successful (2010) | SITES: 296

	FY 14 Actual	FY 14 Target	FY 13 Actual	FY 11-14 Trends
Referred to Workforce1 Career Centers for Jobs By Community-Based Organizations	23,459	-	22,625	
Placed in Jobs ³	4,005	-	3,605	

Customized Training (Formerly Business Solutions Training Funds) (SBS)

Helps businesses afford professional training services that can reduce employee turnover and increase productivity, thereby saving them money and growing their business. Workers benefit by developing new skills and earning salary increases upon training completion.

START DATE: 02/2007 | FY 2014 BUDGET: \$599,000 (CEO) with additional Federal Funding | STATUS: Implementation | SITES: 25

	FY 14 Actual	FY 14 Target	FY 13 Actual ⁴	FY 11-14 Trends
Data for New Grants in FY14				
Grants Awarded	25	25	27	
Dollars Awarded	\$1.55M	-	\$1.23M	
Dollars Contributed by Employers	\$1.17M	-	\$0.79M	
Total Number of Trainees ⁵	893	500	691	
Low-Income Incumbent Trainees ⁶	279	-	307	
Average Wage Gain for Incumbent Trainees	10.8%	10%	12.3%	
Data for Trainings Completed in FY14				
Incumbent and New Trainees Who Completed the Training	138	-	392	
Percent of Incumbent Trainees Receiving a Wage Gain	83%	90%	66%	

**Jobs-Plus
(NYCHA/HRA/DCA-OFE)**

Offers NYCHA residents employment and training services, community-based support for work, and financial empowerment tools including rent-based incentives. Two additional sites are funded by the federal Social Innovation Fund (SIF); see the SIF section of the appendix for these sites' performance data. The program was expanded through the Young Men's Initiative in spring 2013.

START DATE: 10/2009⁷ | FY 2014 BUDGET: \$8,170,693 (YMI, HRA & Federal Funding) | STATUS: Successful (2014) | SITES: 7

	FY 14 Actual	FY 14 Target	FY 13 Actual	FY 11-14 Trends
New Enrollees ⁸	4,533	-	1,650	
Placed in Jobs	1,268	1,323	227	
3-Month Job Retention	726	784	78	
6-Month Job Retention ⁹	344	252	73	

NYC Training Guide (SBS)

A web-based research tool that matches jobseekers with appropriate training programs to promote skill development and career advancement. The Guide provides detailed information about training courses and providers, and offers an opportunity for participants to rate their training experience.

START DATE: 02/2008 | FY 2014 BUDGET: N/A¹⁰ | STATUS: Successful (2010) | SITES: NA

	FY 14 Actual	FY 14 Target	FY 13 Actual	FY 11-14 Trends
Website Visits	318,846	-	331,523	
Trainee Reviews	N/A ¹¹	-	189	

Sector-Focused Career Centers (SBS)

Provides low-income workers with the opportunity to prepare for a job or advance their career in specific economic sectors. Works closely with employers in these sectors to meet their hiring and training needs. Centers include healthcare, and industrial and manufacturing.

START DATE: 06/2008 | FY 2014 BUDGET: \$4,583,591 (SBS) with additional Federal Funding | STATUS: Successful (2010) | SITES: 2

	FY 14 Actual	FY 14 Target	FY 13 Actual	FY 11-14 Trends
New Enrollees	13,523	-	13,883	
Placed in Jobs Paying \$10/hr. or More or Promoted ¹²	2,373	3,137	3,020	
Placed in Jobs Paying \$10/hr. or More	2,358	-	2,974	
Promoted in Jobs Paying \$10/hr. or More	15	-	46	
Placed in Jobs at \$15/hour or More ¹³	1,239	-	1,474	

► Young Adults

Scholars at Work (SBS/DOE)

Scholars at Work (Scholars) helps to close skills gaps in critical economic sectors by preparing Career and Technical Education (CTE) high school students for and connecting them to good jobs and higher education in these sectors. Scholars supplements CTE students' school-based learning of technical skills with exposure to career opportunities, real-life work experience in companies, and development of workplace skills.

START DATE: 08/2009¹⁴ | FY 2014 BUDGET: \$379,157 (YMI & CEO) with additional DOE Funding | STATUS: Implementation | SITES: 14

	FY 14 Actual	FY 14 Target	FY 13 Actual	FY 11-14 Trends
Program Participants	205	-	320	
Received Career Exploration Services ¹⁵	101	-	-	
Placed in Internships	100	-	125	
Completed Internships	89	-	95	
Placed in Jobs through Workforce ¹⁶	15	-	19	

Work Progress Program/ Green Applied Projects for Parks/ NYC Recovers (HRA/Parks)

Work Progress Program (WPP) provides wage reimbursements to community-based organizations seeking to provide short-term employment opportunities to the low-income young adults they serve. NYC Recovers is modeled after WPP and reimburses service providers for placing residents who were affected by Hurricane Sandy in general employment opportunities and unemployed New Yorkers in recovery-related work within Sandy-affected communities. The Green Applied Projects for Parks is a subsidized jobs program for young adults administered by the Department of Parks and Recreation and funded by WPP.

START DATE: 02/2012 | FY 2014 BUDGET: \$1,898,429 (CEO) | STATUS: Implementation | SITES: 32

	FY 14 Actual	FY 14 Target	FY 13 Actual	FY 12-14 Trends
Participants	1,107	1,081	762	
Completed Subsidized Employment	641	-	491	
Average Subsidized Earnings	\$1,204	-	\$1,478	
Placed in Job or Education ¹⁷	467	-	288	
Placed in Job	218	-	166	
Placed in Education	249	-	122	

Young Adult Internship Program (DYCD)

Offers youth who are out of school and out of work the opportunity to develop essential workforce skills through a combination of educational workshops, counseling, short-term paid internships, post-program follow-up services, and post-program placement in education, advanced training, or employment.

START DATE: 11/2007¹⁸ | FY 2014 BUDGET: \$11,585,416 (CEO & YMI) | STATUS: Implementation | SITES: 19

	FY 14 Actual	FY 14 Target	FY 13 Actual	FY 11-14 Trends
Participants	1,830	1,825	1,831	
Placed in Internships	1,805	1,825	1,793	
Completed Internships	1,527	1,373	1,536	
Placed in Job or Education	891	1,281	966	
Retained in Job or Education at 9 Months	821	1,098	806	

► One-Time Investment

Construction Works (CEO & Mayor’s Fund to Advance New York City)

A one-year training program that connects NYC residents to appropriate training and certifications for construction jobs. Special emphasis was given to communities affected by Hurricane Sandy.

START DATE: 04/2013 | FY 2014 BUDGET: \$750,000 (Mayors Fund & Private) with Add'l Private Funding | STATUS: One-Time Investment | SITES: 4

	FY 14 Actual	FY 14 Target	FY 13 Actual	
New Enrollees ¹⁹	415	-	156	*FY13 data represents one quarter of performance data.
Enrollees Earning Industry Related Credentials	342	-	31	
Job Placements in Construction	114	-	N/A	

**DigitalWork NYC
(HRA, NYCEDC)**

Targets young adults to increase awareness of online work opportunities that allow participants to earn money completing digital tasks, build an employment history, and create a pathway to digital employment.

START DATE: 01/2013 | FY 2014 BUDGET: \$432,594 (YMI) | STATUS: One-Time Investment | SITES: 7

	FY 14 Actual	FY 14 Target²⁰	FY 13 Actual	
New Enrollees	285	300	58	*FY13 data represents one quarter of performance data.
Number Completed Online Work	148	273	13	
Trainings Completed	226	276	N/A	
Placed in Internships	6	4	6	
Placed in Education or Training	25	37	N/A	
Placed in Jobs	38	70	3	

FDNY Program (SBS)

A one-time initiative with FDNY to recruit and train qualified Emergency Medical Technicians and connect them to employment.

START DATE: 07/2013 | FY 2014 BUDGET: \$262,156 (YMI) | STATUS: One-Time Investment | SITES: 1

	FY 14 Actual	FY 14 Target
Enrolled in Training	37	42
Number Earned Industry-Recognized Credential	28	38
Placed or Promoted in Jobs	8	34

LEAP (Learn As You Earn Advancement Program) (HRA, NYCEDC)

Seeks to increase the employability of Associate's degree and Certificate program candidates through paid work experience combined with workplace-relevant classroom learning.

START DATE: 03/2013 | FY 2014 BUDGET: \$630,344 (YMI, NYCEDC) | STATUS: One-Time Investment | SITES: 2

	FY 14 Actual	FY 14 Target ²¹	FY 13 Actual	
New Enrollees	81	132	113	
Number Completed Training	97	127	75	*FY13 data represents one quarter of performance data.
Placed in Internships	91	120	25	
Number Completed Internship	63	110	21	
Placed in Jobs	32	58	3	

See Also: *CUNY Fatherhood Academy (Health), Employment Works (Justice), Food Handlers Certification (Justice), Jobs-Plus (Social Innovation Fund), Justice Community (Justice), Justice Scholars (Justice), Nurse Career Ladders: License Practical Nurse & Registered Nurse Programs (Education), NYC Justice Corps (Justice), Project Rise (Social Innovation Fund) and WorkAdvance (Social Innovation Fund), Young Adult Literacy Program (Education).*

¹ Calculated from data in the CEO Poverty Measure report. NYC Center for Economic Opportunity. The CEO Poverty Measure, 2005-2013 (New York, N.Y.: Center for Economic Opportunity, 2015).

² This program has been fully integrated into the way that all of the Career Centers & Sector Centers operate, and therefore no longer has a separate budget line. Federal funds support this program.

³ In 2012, SBS redefined what counts as a placement in order to further strengthen the Workforce1 system. As of 2012, Workforce1 Career Centers report only direct job placements, which is when Workforce1 directly places a jobseeker in a job due to its relationship with a business customer who came to Workforce1 for recruitment services. In FY 12, SBS made 3,398 direct job placements through the Community Partners programs.

⁴ Due to the program's two-year cycle, data is updated as programs close out in the following fiscal year. FY 13 data reflects updated closeout information.

⁵ Most trainees are incumbent workers who already work at participating employers; businesses can also use training funds to train newly hired employees. Please note that each grant made to an individual business has its own target for numbers served and wage gains.

⁶ A Low-Income Incumbent Trainee is a participant who makes under \$15/hour. The number of low income trainees changes based on applications received.

⁷ Jobs-Plus began as a CEO pilot at one site in City FY 10. YMI funded an expansion in FY 13, and it was a year of significant startup for six new sites.

⁸ In the third and fourth quarters of FY 13, the program expanded services from one site to seven, which is reflected in the enrollment numbers.

⁹ 6-Month Retention was newly added as a high-level indicator in FY 13; historical data before FY 12 is not available.

¹⁰ This program has been fully integrated into the SBS website and therefore no longer has a separate budget line.

¹¹ Trainee reviews were suspended during FY 14 to allow for process revisions and will be relaunched in FY 15.

¹² SBS reduced the Industrial and Transportation Career Center's budget in FY14 compared to FY13 and its placement and promotions target, accordingly. This accounts for some of the change in placements and promotions across these two fiscal years. SBS also transitioned the Healthcare Center to a new vendor at the beginning of this Fiscal Year, and the new vendor experienced some performance challenges in its first year.

¹³ Wages over \$15/hour was not collected prior to FY 13.

¹⁴ Scholars at Work began in FY 10 and first received funding from YMI in FY 11.

¹⁵ Career Exploration is a standalone component of the Scholars program; students who participated in internships were mostly not the same students who participated in Career Exploration.

¹⁶ This figure does not include participants who found employment on their own, which the program did not track in FY 14.

¹⁷ Participants counted in this indicator may be counted twice if a participant obtained both an education outcome and a job placement outcome.

¹⁸ The Young Adult Internship Program began as a CEO pilot in City FY 08. YMI funded an expansion in FY 11.

¹⁹ Construction Works is a 12-month program spanning FY 13 and FY 14.

²⁰ Performance targets for DigitalWork NYC account for the entire contract term (this includes FY 13, FY 14, FY 15). Data reflected above show only FY 14 and FY 13 outcomes.

²¹ Performance targets for LEAP account for the entire contract term (this includes FY 13, FY 14, FY 15). Data reflected above show only FY 14 and FY 13 outcomes.

HEALTH INITIATIVES

A range of public health challenges are correlated with poverty, including teen pregnancy, obesity, and gun violence. CEO health programs tackle these challenges through a diverse range of initiatives. To prevent teen pregnancies, CEO programs are making the New York City public hospital system more teen-friendly and bringing primary care and reproductive healthcare services to public high schools. To fight obesity and promote access to healthy food, CEO created the Office of the Food Policy Coordinator in the Mayor’s Office, as well as the Shop Healthy outreach program that empowers corner stores to provide more healthy food options. To reduce gun violence in targeted communities, CEO and the Young Men’s Initiative launched the Cure Violence project, an evidence-based public health strategy that intervenes directly to stop the cycle of violence. Each of these initiatives has unique metrics established to track fidelity to the program models and impact on the target communities.

► Community Nutrition

Shop Healthy NYC (DOHMH)

A neighborhood-based approach that simultaneously addresses supply and demand to increase access to healthy foods in underserved neighborhoods by working with food retailers, community groups, food suppliers, and food distributors.

START DATE: 01/2012 | FY 2014 BUDGET: \$182,400 (CEO) with additional State Funding | STATUS: Implementation | SITES: 146

	FY 14 Actual	FY 14 Target	FY 13 Actual	FY 12-14 Trends
Number of Community Members Who Attended a Training Event	503	400	503	
Number of Neighborhood Retail Food Stores Approached	155	140	207	
Number of Stores That Are Promoting Healthy Foods	133	109	170	
Number of Stores That Agree to Meet All Shop Healthy Store Criteria	85	60	96	
Number of Stores That Successfully Meet at Least 6 of 7 Shop Healthy Requirements	39	40	44	

► Young Adult Health

School-Based Health Centers (DOHMH)

Provides students with comprehensive health care, including a non-stigmatized environment for obtaining reproductive and mental health education and services.

START DATE: 09/2007 | FY 2014 BUDGET: \$1,560,166 (DOHMH) | STATUS: Successful (2010) | SITES: 11¹

	FY 14 Actual	FY 14 Target	FY 13 Actual	FY 11-14 Trends
Program Participants	17,919	15,848	7,508	
Program Participants Utilizing the Clinics	11,207	-	5,504	
Number of Total Clinic Visits	55,987	-	26,324	
Number of Medical Visits	39,353	-	18,062	
Number of Health Education Visits	1,732	-	2,205	
Number of Mental Health Visits	9,589	-	4,155	
Number of Reproductive Health Visits ²	15,561	-	10,173	

Teen ACTION (Achieving Change Together in Our Neighborhood) (DYCD)

An after-school service learning initiative designed to reduce risky behavior and enhance school performance among middle and high school students by promoting positive life skills, a sense of efficacy and self-worth, and citizenship.


START DATE: 11/2007 | FY 2014 BUDGET: \$1,600,000 (CEO) | STATUS: Implementation | SITES: 17

	FY 14 Actual	FY 14 Target	FY 13 Actual	FY 11-14 Trends ³
Program Participants	1,341	1,022	1,309	
Total Service Hours Completed	182,165	153,300	164,984	

Teen Health Improvement Program (HHC)

Provides Health and Hospitals Corporation health clinics with adolescent care training, adolescent-friendly systems improvements, and youth engagement programming.

START DATE: 11/2011 | FY 2014 BUDGET: \$500,000 (YMI) | STATUS: Implementation | SITES: 17





	FY 14 Actual	FY 14 Target	FY 13 Actual	FY 12-14 Trends
Number of Participating HHC Pediatric and/or Adolescent Health Facilities	45	28	32	
Number of Pediatric and/or Adolescent Clinics Meeting All Teen-Friendly Criteria ⁴	16/17	100% (17/17)	9	
Number of Healthcare Providers Receiving Training in Teen-Friendly Practices ⁴	303	425	108	
Number of Adolescent Patients Served in Pediatric/Adolescent Clinics ⁴	65,135	-	65,666	

► **Parenting**

CUNY Fatherhood Academy (CUNY)

Promotes responsible fatherhood, stronger families, and economic stability by connecting young fathers to employment and academic services.

START DATE: 03/2012 | FY 2014 BUDGET: \$400,000 (YMI Private Funds) | STATUS: Implementation⁵ | SITES: 1

	FY 14 Actual	FY 14 Target	FY 13 Actual	FY 12-14 Trends
New Enrollees	64	40	73	
Earned HSE Diploma ⁶	20	-	27	
Placed in Jobs ⁶	30	-	45	
College Acceptances ⁶	9	-	11	

► Violence Prevention

**Cure Violence
(DOHMH & HHC)**

An evidence-based violence prevention strategy that employs violence interrupters and outreach workers who have themselves experienced violence to act as “credible messengers” of anti-violence messages, working within the community to identify and resolve conflicts before they escalate, to prevent retaliation when violence erupts, and to re-direct the highest-risk youth away from life on the streets.

START DATE: 02/2012 | FY 2014 BUDGET: \$960,000 (YMI & YMI Private Funds) | STATUS: Implementation | SITES: 3⁷

	FY 14 Actual	FY 14 Target	FY 13 Actual	FY 12-14 Trends
Program Participants	202	-	235	
New Enrollees	56	-	95	
Conflicts Mediated ⁸	588	-	276	
In-Person Contacts with Participants	7,466	1,212	7,160	
Community Events Organized in Response to Neighborhood Shootings	90% (26/29)	100%	98% (41/42)	

See Also: *Family Rewards (Social Innovation Fund)*.

¹ Data on all 11-city funded sites provided as of FY 14. FY 13 Data is for 5 CEO-funded sites.
² Patient-level data from all sites was not available prior to FY 11.
³ Teen Action data presents totals among all program participants. The decrease in outcomes between FY 10 and FY 11 corresponded to a decrease in the overall size of the program. Providers have met targets in each program year.
⁴ These indicators are new to FY 13 and historical data is not available.
⁵ Private funding expires in October 2014. Final cohort completed program at close of FY 14.
⁶ Decline in outcomes not representative of declining program performance. FY 13 rates of HSE diploma attainment, job placement and college acceptance reflect post-program performance. It is anticipated that FY 14 outcomes will climb with subsequent retesting, and ongoing employment and education support services for alumni.
⁷ In FY 13, City Council funded three new Cure Violence sites. In FY 15-FY 16, City Hall and City Council are funding an additional 10 sites, 3 slated for FY 15, 7 receiving implementation planning funding to support anticipated launch in FY 16.
⁸ The increase in mediations from FY14 is explained by an increase in program activity, as well as by refinements in metric definition and reporting practices.

JUSTICE INITIATIVES

A history of involvement with the criminal justice system can pose a major challenge for men and women seeking employment and other opportunities. CEO program strategies focus on helping court-involved individuals build their education and job skills to promote employment and stability while reducing recidivism. Several programs use community benefit projects or mentoring to assist participants on their path toward self-sufficiency. CEO determines program success based on whether participants are attaining educational and employment goals and recidivating less often. Recidivism is a longer term goal and is not always captured in performance monitoring.

AIM: Advocate, Intervene, Mentor (DOP)

A court-mandated juvenile alternative-to-placement program, AIM pairs 13 to 18 year old youth on juvenile probation with paid advocates who provide intensive mentoring, as well as the structure and guidance youth need to develop self-efficacy.

START DATE: 07/2012 | FY 2014 BUDGET: \$2,053,027 (YMI) | STATUS: Implementation | SITES: 5

	FY 14 Actual	FY 14 Target	FY 13 Actual
New Enrollees	60	-	55
Program Participants	105	-	55
Number Completed Community Service Project	38	-	13
Number Engaged in Recreational or Cultural Activities	88	-	28
Number Completed Program ¹	43	-	3
Participants Not Arrested for a Felony While in the AIM program ²	83%	80%	87%

Arches: Transformative Mentoring (DOP)

Pairs small groups of justice-involved youth with mentors who deliver an evidence-based curriculum designed to transform the attitudes that led to participants' criminal activity. In conjunction with group mentoring, participating young adults can work one-on-one with program mentors.

START DATE: 07/2012 | FY 2014 BUDGET: \$4,700,000 (YMI Private Funding) | STATUS: Implementation | SITES: 20

	FY 14 Actual	FY 14 Target	FY 13 Actual
New Enrollees	539	-	580
Program Participants	892	-	583
Number of New Participants Receiving One-On-One Mentoring	345	-	316
Average Daily Attendance (ADA)	46%	70%	51%
Number Completed Program ³	42% (226)	65%	23% (63)

**Employment Works
(SBS & DOP)**

Provides job-readiness training and support services to prepare adults on probation or with recent involvement with the criminal justice system for employment, with the goal of placing and retaining participants in employment and reducing recidivism.

START DATE: 08/2008 | FY 2014 BUDGET: \$2,950,000 (CEO) | STATUS: Implementation | SITES: 2

	FY 14 Actual	FY 14 Target	FY 13 Actual	FY 11-14 Trends
Program Participants	2,805	-	3,255	
New Enrollees	1,714	-	1,616	
Placed in Jobs	863	800	736	
Placed in Jobs at \$10/hour or More	437	-	321	
Median Hourly Wage at Placement	\$10	-	\$9	
6-Month Job Retention	29% (230/799)	65%	34% (219/632)	
12-Month Job Retention	15% (116/752)	50%	15% (78/509)	

**Food Handlers
Certification
(DOC & DOHMH)**

Provides Rikers Island inmates with a certification course in Food Handling and CPR, tangible employment assets for re-entry.

START DATE: 01/2008 | FY 2014 BUDGET: \$23,975(CEO) | STATUS: Implementation | SITES: 1

	FY 14 Actual	FY 14 Target	FY 13 Actual	FY 11-14 Trends
Program Participants ⁴	651	460	714	
Passed Certification Exam	589	-	675	

Justice Community (DOP)

Engages court-involved young adults in community benefit projects, education, subsidized work, and civic engagement, as well as youth leadership, peer mentorship, life skills training, and case management.



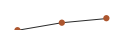


START DATE: 01/2012 | FY 2014 BUDGET: \$1,913,432 (CEO & YMI) | STATUS: Implementation | SITES: 5

	FY 14 Actual	FY 14 Target	FY 13 Actual	FY 12-14 Trends
New Enrollees	245	252	228	
Program Participants ⁵	367	-	395	
Number Completed Community Benefit Projects	178	100%	181	
Placed in Jobs	42	-	39	
Placed in Job or Education ⁵	36% (87/245)	50%	26% (61/228)	
Number Earned a HSE or High School Diploma	10	-	8	

Justice Scholars (DOP)

Serves young adults involved in the criminal justice system seeking assistance achieving their educational goals, such as a high school diploma, HSE, or post-secondary education






START DATE: 01/2012 | FY 2014 BUDGET: \$2,016,568 (CEO & YMI) | STATUS: Implementation | SITES: 6

	FY 14 Actual	FY 14 Target	FY 13 Actual	FY 12-14 Trends
New Enrollees	274	-	243	
Program Participants	410	-	368	
Percent who Gained 1 or More Literacy Grade Level ⁶	22% (55/246)	50%	20% (33/161)	
Percent who Gained 1 or More Numeracy Grade Level ⁶	20% (49/246)	50%	10% (17/168)	
Number Earned a HSE or High School Diploma	48	-	35	

NYC Justice Corps (CUNY Prisoner Reentry Institute)

Brings young adults involved with the criminal justice system together with their communities to identify and address unmet community needs through reparative service, while also providing internships and employment or education opportunities.

START DATE: 09/2008 | FY 2014 BUDGET: \$5,100,000 (CEO & YMI) | STATUS: Implementation | SITES: 4

	FY 14 Actual	FY 14 Target	FY 13 Actual	FY 11-14 Trends
New Enrollees ⁷	281	300	332	
Number Completed Community Benefit Projects	178	208	190	
Educational Gain ⁸	83	144	75	
Number Graduated the Program	117	196	84	
Placed in Job or Education ⁹	35	168	45	

► **One-Time Investment**

PhotoVoice (CEO)

A photography program in the Brooklyn neighborhoods of Brownsville and Red Hook giving low-income young adults currently involved in or at risk of involvement with the criminal justice system the opportunity to participate in a “visual dialogue” of self-exploration. Professional photographers engaged students through a series of workshops, field trips, and final exhibits focused on issues relevant to their neighborhoods.

START DATE: 07/2013 | FY 2014 BUDGET: \$100,000 (CEO) | STATUS: One-Time Investment | SITES: 2

	FY 14 Actual	FY 14 Target
Program Participants	40	40
Completed Program	36	-
Photography Exhibits	3	1

See Also: *Cure Violence (Health)*.

¹ Owing to low initial enrollment, few participants were enrolled long enough to be eligible for program completion in FY 13.
² DOP lacks access to data of re-arrest following completion of probation supervision. Post-program recidivism outcomes will be assessed in future evaluation.
³ Calculated as a percent eligible for completion. For FY 15, CEO and DOP are reassessing completion criteria.
⁴ FY 14 target reduced in response to new program screening process designed to better target participants who would utilize the credential following their release. Performance exceeded target because program was able to offer more classes and serve larger class sizes than anticipated.
⁵ This indicator was new in FY 13 reporting and data is not available for FY 12.
⁶ Metric calculation revised to include only those participants eligible for this outcome. Denominator reflects participants in pre-HSE and HSE tracks enrolled for at least 90 days (TABE post-test eligibility requirement) at the close of FY 14, excluding individuals who earned HSE diploma and/or successfully completed program without TABE post-test.
⁷ FY 14 enrollment declined due to temporary closure of one site as contract transitioned to new provider.
⁸ Educational Gains include post-secondary and vocational education placements, grade level gains and high school or high school equivalency diploma attainment for participants eligible to receive those outcomes. FY 14 educational gains were below target due to lower enrollment and challenges surrounding the HSE exam transition.
⁹ FY 14 education placements were below target due in part to lower program enrollment and challenges surrounding the HSE exam transition.

SOCIAL INNOVATION FUND INITIATIVES

CEO and the Mayor’s Fund to Advance New York City, in collaboration with MDRC and eight cities, were selected by the Corporation for National and Community Service in 2010 to identify and expand effective solutions to critical social challenges. The Social Innovation Fund (SIF) allows CEO to replicate some of its most successful anti-poverty pilot initiatives, and to build a national body of evidence to demonstrate the impacts of the programs. Through this five-year, \$85 million project, the eight partner cities are providing new services to residents and building a multi-site body of evidence in support of promising interventions. Because SIF programs operate outside of the City’s fiscal year, cumulative data presented in this section is provided from each program’s start date through June 2014.

Family Rewards (Corporation for National and Community Service & Mayor’s Fund to Advance New York City)

Aims to break the cycle of poverty by providing temporary cash payments to poor families to boost their short-term incomes, while building their capacity to avoid longer-term and second-generation poverty. The payments are referred to as conditional cash transfers (CCT) because they are contingent upon family members taking specific actions (in the areas of education, health, and work) that have been proven to build human capital. This program is undergoing a random assignment evaluation, in which the strategy for setting targets differs from CEO’s typical program management process.

START DATE: 09/2011 | SIF YEAR 1-4 BUDGET (Operations Only): \$11,975,790 (Federal & SIF Private) | STATUS: Implementation | SITES: 2 (New York City & Memphis)

	Through June 30, 2014		Trends Y1-3
	Actual	Target	
Families Enrolled	1,230	1,200	
Individuals Enrolled	4,558	-	
Percent of Families Earning Rewards	98%	-	
Total Rewards Earned	\$5,751,286	-	
Percent of High School Student Earning Rewards	90%	-	
High School Rewards Earned	\$2,784,986	-	
Percent of Families Earning Health Rewards	88%	-	
Health Rewards Earned	\$1,551,100	-	
Percent of Adults Earning Workforce Rewards	51%	-	
Workforce Rewards Earned	\$1,415,200	-	

Jobs-Plus (Corporation for National and Community Service & Mayor’s Fund to Advance New York City)

A public housing-based workforce development program that offers employment and training services, community support, and rent-based incentives. Also see Jobs-Plus in the CEO Employment Initiatives section.

START DATE: 09/2011 | SIF YEAR 1-4 BUDGET (Operations Only): \$4,536,941 (Federal & SIF Private) | STATUS: Implementation | SITES: 2 (New York City & San Antonio)

	Through June 30, 2014		Trends Y1-3
	Actual	Target	
New Enrollees	1,921	2,307	
Job Placements	718	740	
3-Month Job Retention	65% (412/632)	75%	
9-Month Job Retention	50% (246/490)	55%	

Project Rise (Corporation for National and Community Service & Mayor’s Fund to Advance New York City)

Engages out-of-school and out-of-work young adults who lack a high school diploma or HSE. Educational opportunities, paid internships, and case management offer a pathway to long-term economic self-sufficiency

START DATE: 06/2011 | SIF YEAR 1-4 BUDGET (Operations Only): \$6,846,617 (Federal & SIF Private) | STATUS: Implementation | SITES: 5 (New York City, Kansas City, Newark)¹

	Through June 30, 2014		Trends Y1-3
	Actual	Target	
Individuals Enrolled	795	700	
Earnings from Internships	\$688,800	-	
Percent Who Completed an Internship	32%	50%	
Percent Who Earned a HSE	33%	30%	
Percent Placed in a Job	30%	40%	

SaveUSA (Corporation for National and Community Service & Mayor's Fund to Advance New York City)

Offers eligible individuals a 50 percent match if they deposit a portion of their tax refund into a SaveUSA Account and maintain the initial deposit for approximately one year. This program is undergoing a random assignment evaluation, in which the strategy for setting targets differs from CEO's typical program management process.

START DATE: 01/2011 | SIF YEAR 1-4 (Operations Only): \$3,146,640 (Federal & SIF Private) | STATUS: Implementation | SITES: 4 (New York City, San Antonio, Tulsa, Newark)²

	Through June 30, 2014		Trends Y1-3
	Actual	Target	
New SaveUSA Accounts	5,921	6,255	
Percent of Savers Who Saved for a Full Year	73%	-	
Average Initial Deposit	\$594	-	
Average Savings Match	\$293	-	
Total Savings	\$4,414,216	-	

WorkAdvance (Corporation for National and Community Service & Mayor's Fund to Advance New York City)

A sector-focused advancement program that seeks to boost the earnings of unemployed and low-wage working adults by helping them prepare for and enter quality jobs in selected sectors. This program is undergoing a random assignment evaluation, in which the strategy for setting targets differs from CEO's typical program management process.

START DATE: 07/2011 | SIF YEAR 1-4 (Operations Only): \$10,678,816 (Federal & SIF Private) | STATUS: Implementation | SITES: 4 (New York City, Cleveland/Youngstown, Tulsa)

	Through June 30, 2014		Trends Y1-3
	Actual	Target	
Individuals Served	1,614	1,630	
Completed Occupational Skills Training	86% (945)	80%	
Attained a License or Certification	780	-	
Placed in Jobs	56% (868)	50%	
Attained Career Advancement	41% (361)	33%	
Businesses Served	441	-	

To see the latest FY 15 program data (July 2014-June 2015), please see the CEO website at <http://www.nyc.gov/html/data/program.shtml>

¹ During the first two years of Project Rise, there were six sites. One of two sites in Kansas City closed in during the third program year; five sites remain.

² Tulsa operated SaveUSA from 2011 through 2013 (Program Years 1-3). Newark operated SaveUSA from 2011 through 2012 (Program Years 1 and 2).

APPENDIX B:

Acronyms in the NYC Center for Economic Opportunity FY 2014 Performance Data

AIM	Advocate, Intervene, Mentor
ASAP	Accelerated Study in Associate Programs
BPL	Brooklyn Public Library
CEO	Center for Economic Opportunity
CEPS	Community Education Pathways to Success
CTE	Career and Technical Education
CUNY	City University of New York
DCA	Department of Consumer Affairs
DOC	Department of Correction
DOE	Department of Education
DOF	Department of Finance
DOHMH	Department of Health and Mental Hygiene
DOP	Department of Probation
DYCD	Department of Youth and Community Development
EITC	Earned Income Tax Credit
FDNY	Fire Department of New York City
FEN	Financial Education Network
HHC	Health and Hospitals Corporation
HRA	Human Resources Administration
HSE	High School Equivalency
LPN	Licensed Practical Nurse
NCLEX	National Council Licensure Examination
NYCEDC	New York City Economic Development Corporation
NYCHA	New York City Housing Authority
NYPL	New York Public Library
OFE	Office of Financial Empowerment
PARKS	New York City Department of Parks and Recreation
QPL	Queens Public Library
RN	Registered Nurse
SBS	Small Business Services
SIF	Social Innovation Fund
VITA	Volunteer Income Tax Assistance
YAL	Young Adult Literacy
YMI	Young Men's Initiative

APPENDIX C:

CEO's Partners

CEO's work is made possible through collaboration with a wide range of partners, including:

PAST & PRESENT PHILANTHROPIC PARTNERS

Altman Foundation, American International Group, Aspen Institute, Astoria Energy LLC, Benificus Foundation, Bloomberg Philanthropies, Blue Ridge Foundation, The Broad Foundation, BNY Mellon, Capital One Services, Annie E. Casey Foundation, Jim Casey Youth Opportunities Initiative, Catholic Charities Archdiocese of San Antonio, Citigroup, Citi Foundation, William J. Clinton Foundation, Corporate Fuel Advisors, The Corporation for Enterprise Development (CFED), Corporation for National and Community Service, Ira W. DeCamp Foundation, Chapman Perelman Foundation, Cleveland H. Dodge Foundation, Con Edison, Fidelity Investments, Ford Foundation, Fund for Our Economic Future, Goldman Sachs Urban Investment Group, Grantmakers for Effective Organizations, H&R Block, Marc Haas Foundation, Hall Foundation, Leona M. and Harry B. Helmsley Charitable Trust, F.B. Heron Foundation, Insurance Industry Charitable Foundation, IRP/RIDGE Center for National Food and Nutrition Assistance Research, George Kaiser Family Foundation, Ewing Marion Kauffman Foundation, W.K. Kellogg Foundation, Henry R. Kravis, Kresge Foundation, Lincoln Center for the Performing Arts, Living Cities, M&T Bank, John D. and Catherine T. MacArthur Foundation, Mayor's Fund to Advance New York City, J.P. Morgan Chase Foundation, City of Memphis, MetLife Foundation, Morgan Stanley, The Charles

Stewart Mott Foundation, NeighborWorks through a grant from CIT, New Yorkers for Children, New York Community Trust, Nicholson Foundation, Oak Hill Advisors, Open Society Foundations, Passport to Success through a grant from Casey Family Programs, Pinkerton Foundation, Prudential Foundation, Robin Hood Foundation, The Rockefeller Foundation, Rockefeller Philanthropy Advisors, David Rockefeller Fund, Arthur Ross Foundation, The Fan Fox and Leslie R. Samuels Foundation, Jessica Seinfeld, Simons Family Foundation, Starr Foundation, Surdna Foundation, Tiger Foundation, Laurie M. Tisch Illumination Fund, Tulsa Community Foundation, United Way of Greater Kansas City, United Way of New York City, United Way of San Antonio and Bexar County, University of North Carolina Center for Community Capital, Victoria Foundation, Weinberg Family Foundation, Women's Foundation for a Greater Memphis.

NEW YORK CITY GOVERNMENT PARTNERS

Administration for Children's Services, Brooklyn Public Library, City University of New York, Department for the Aging, Department of City Planning, Department of Consumer Affairs, Department of Correction, Department of Education, Department of Finance, Department of Health and Mental Hygiene, Department of Homeless Services, Department of Housing Preservation and Development, Department of

Information Technology and Telecommunications, Department of Parks and Recreation, Department of Probation, Department of Small Business Services, Department of Youth and Community Development, Deputy Mayor for Strategic Initiatives, Health and Hospitals Corporation, Human Resources Administration, Law Department, Mayor's Fund to Advance New York City, Mayor's Office of Contract Services, Mayor's Office of Criminal Justice, Mayor's Office of Immigrant Affairs, Mayor's Office of Legislative Affairs, Mayor's Office of Operations, Mayor's Office of Workforce Development, New York City Council New York City Housing Authority, New York Public Library, Office of Management and Budget, Office of the Mayor, and Queens Public Library.

CEO EVALUATION & TECHNICAL ASSISTANCE PARTNERS

Abt Associates, Branch Associates, Center for Court innovation, Chapin Hall at the University of Chicago, City University of New York Creative Arts Team, City University of New York School of Professional Studies, MDRC, The Mentoring Partnership of New York, Metis Associates, New York University Furman Center, Planned Parenthood of New York City, Policy Studies Associates, Public Works Partners, Rand Corporation, Rockefeller Institute for Government, Urban Institute, Vera Institute of Justice, Westat, Workforce Professionals Training Institute, and the Youth Development Institute.

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AWARDS TO THE CENTER FOR ECONOMIC OPPORTUNITY: 2011 Innovations in American Government Award from the Ash Center for Democratic Governance and Innovation at Harvard University's John F. Kennedy School of Government, 2011 Prize for Public Service Innovation from Citizens Budget Commission, 2011 Award for Leadership from NYC Employment & Training Coalition.

People and organizations listed on this page include those whose contributions informed CEO's work in FY 14, FY 15, and FY 16. We apologize for any accidental omissions.

