

# APPENDIX A:

## *NYC Center for Economic Opportunity Performance Data*

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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.<sup>1</sup> 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 <sup>2</sup>	\$3.02M	-	\$2.22M	
Cumulative Debt Reduced	\$19.5M	-	\$12.4M	

### ► Tax Credits

#### Child Care Tax Credit (DOF & New York State)<sup>3</sup>

*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)<sup>4</sup>

*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: 09/2013<sup>5</sup> | 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/A<sup>6</sup> | 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 <sup>7</sup>	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)*.

<sup>1</sup> 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](http://www.nyc.gov/html/ofe/downloads/pdf/FinServicesStudy_022510.pdf).

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

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

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

<sup>5</sup> 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.

<sup>6</sup> Financial Education Network program expenses are supported by OFE's general budget.

<sup>7</sup> 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 \$423,000<sup>1</sup>.

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

	<b>FY 14 Actual</b>	<b>FY 2014 Comparison Group</b>
Enrollees Cohort 7 (Entered Fall 2013)	1,764	-
Cohort 5 (Fall 2011) Graduation Rate after Two and a Half Years <sup>2</sup>	49.1%	8.9%
Cohort 4 (Fall 2010) Graduation Rate after Three Years <sup>2</sup>	44.5%	20.4%
Cohort 3 (Spring 2010) Graduation Rate after Three Years <sup>2</sup>	47.4%	20.1%
Cohort 2 (Fall 2009) Graduation Rate after Three Years <sup>2</sup>	55.5%	22.3%
Cohort 1 (Fall 2007) Graduation Rate after Three Years <sup>2</sup>	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: 05/2008<sup>3</sup> | 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 <sup>4</sup>	38% (329/859)	65%	57% (485)	
Gained 1 or More Numeracy Grade Level <sup>4</sup>	25% (219/859)	65%	46% (395)	
Graduated to Higher-level HSE Courses <sup>4</sup>	103	-	119	
Placed in a Job or Training <sup>4</sup>	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 <sup>5</sup>	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 <sup>6</sup>	1,029	270	616	
HSE Exam Takers <sup>6</sup>	292	133	218	
HSE Exam Passers <sup>6</sup>	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.<sup>7</sup>*

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 <sup>8</sup>	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).*

<sup>1</sup> 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>

<sup>2</sup> 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.

<sup>3</sup> 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.

<sup>4</sup> 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.

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

<sup>6</sup> 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.

<sup>7</sup> 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.

<sup>8</sup> 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.<sup>1</sup> 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/A<sup>2</sup> | 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 <sup>3</sup>	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 <sup>4</sup>	FY 11-14 Trends
<b>Data for New Grants in FY14</b>				
Grants Awarded	25	25	27	
Dollars Awarded	\$1.55M	-	\$1.23M	
Dollars Contributed by Employers	\$1.17M	-	\$0.79M	
Total Number of Trainees <sup>5</sup>	893	500	691	
Low-Income Incumbent Trainees <sup>6</sup>	279	-	307	
Average Wage Gain for Incumbent Trainees	10.8%	10%	12.3%	
<b>Data for Trainings Completed in FY14</b>				
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: 10/2009<sup>7</sup> | 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 <sup>8</sup>	4,533	-	1,650	
Placed in Jobs	1,268	1,323	227	
3-Month Job Retention	726	784	78	
6-Month Job Retention <sup>9</sup>	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/A<sup>10</sup> | 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 <sup>11</sup>	-	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 <sup>12</sup>	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 <sup>13</sup>	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: 08/2009<sup>14</sup> | 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 <sup>15</sup>	101	-	-	
Placed in Internships	100	-	125	
Completed Internships	89	-	95	
Placed in Jobs through Workforce <sup>16</sup>	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 <sup>17</sup>	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: 11/2007<sup>18</sup> | 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 <sup>19</sup>	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 Target <sup>20</sup>	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 <sup>21</sup>	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).*

<sup>1</sup> 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).

<sup>2</sup> 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.

<sup>3</sup> 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.

<sup>4</sup> 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.

<sup>5</sup> 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.

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

<sup>7</sup> 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.

<sup>8</sup> 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.

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

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

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

<sup>12</sup> 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.

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

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

<sup>15</sup> 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.

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

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

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

<sup>19</sup> Construction Works is a 12-month program spanning FY 13 and FY 14.

<sup>20</sup> 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.

<sup>21</sup> 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: 11<sup>1</sup>

	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 <sup>2</sup>	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 <sup>3</sup>
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 <sup>4</sup>	16/17	100% (17/17)	9	
Number of Healthcare Providers Receiving Training in Teen-Friendly Practices <sup>4</sup>	303	425	108	
Number of Adolescent Patients Served in Pediatric/Adolescent Clinics <sup>4</sup>	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: Implementation<sup>5</sup> | SITES: 1

	FY 14 Actual	FY 14 Target	FY 13 Actual	FY 12-14 Trends
New Enrollees	64	40	73	
Earned HSE Diploma <sup>6</sup>	20	-	27	
Placed in Jobs <sup>6</sup>	30	-	45	
College Acceptances <sup>6</sup>	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: 3<sup>7</sup>

	FY 14 Actual	FY 14 Target	FY 13 Actual	FY 12-14 Trends
Program Participants	202	-	235	
New Enrollees	56	-	95	
Conflicts Mediated <sup>8</sup>	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)*.

<sup>1</sup> Data on all 11-city funded sites provided as of FY 14. FY 13 Data is for 5 CEO-funded sites.

<sup>2</sup> Patient-level data from all sites was not available prior to FY 11.

<sup>3</sup> 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.

<sup>4</sup> These indicators are new to FY 13 and historical data is not available.

<sup>5</sup> Private funding expires in October 2014. Final cohort completed program at close of FY 14.

<sup>6</sup> 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.

<sup>7</sup> 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.

<sup>8</sup> 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 <sup>1</sup>	43	-	3
Participants Not Arrested for a Felony While in the AIM program <sup>2</sup>	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 <sup>3</sup>	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 <sup>4</sup>	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 <sup>5</sup>	367	-	395	
Number Completed Community Benefit Projects	178	100%	181	
Placed in Jobs	42	-	39	
Placed in Job or Education <sup>5</sup>	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 <sup>6</sup>	22% (55/246)	50%	20% (33/161)	
Percent who Gained 1 or More Numeracy Grade Level <sup>6</sup>	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 <sup>7</sup>	281	300	332	
Number Completed Community Benefit Projects	178	208	190	
Educational Gain <sup>8</sup>	83	144	75	
Number Graduated the Program	117	196	84	
Placed in Job or Education <sup>9</sup>	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)*.

<sup>1</sup> Owing to low initial enrollment, few participants were enrolled long enough to be eligible for program completion in FY 13.  
<sup>2</sup> DOP lacks access to data of re-arrest following completion of probation supervision. Post-program recidivism outcomes will be assessed in future evaluation.  
<sup>3</sup> Calculated as a percent eligible for completion. For FY 15, CEO and DOP are reassessing completion criteria.  
<sup>4</sup> 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.  
<sup>5</sup> This indicator was new in FY 13 reporting and data is not available for FY 12.  
<sup>6</sup> 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.  
<sup>7</sup> FY 14 enrollment declined due to temporary closure of one site as contract transitioned to new provider.  
<sup>8</sup> 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.  
<sup>9</sup> 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)<sup>1</sup>

	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)<sup>2</sup>

	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>

<sup>1</sup> 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.

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