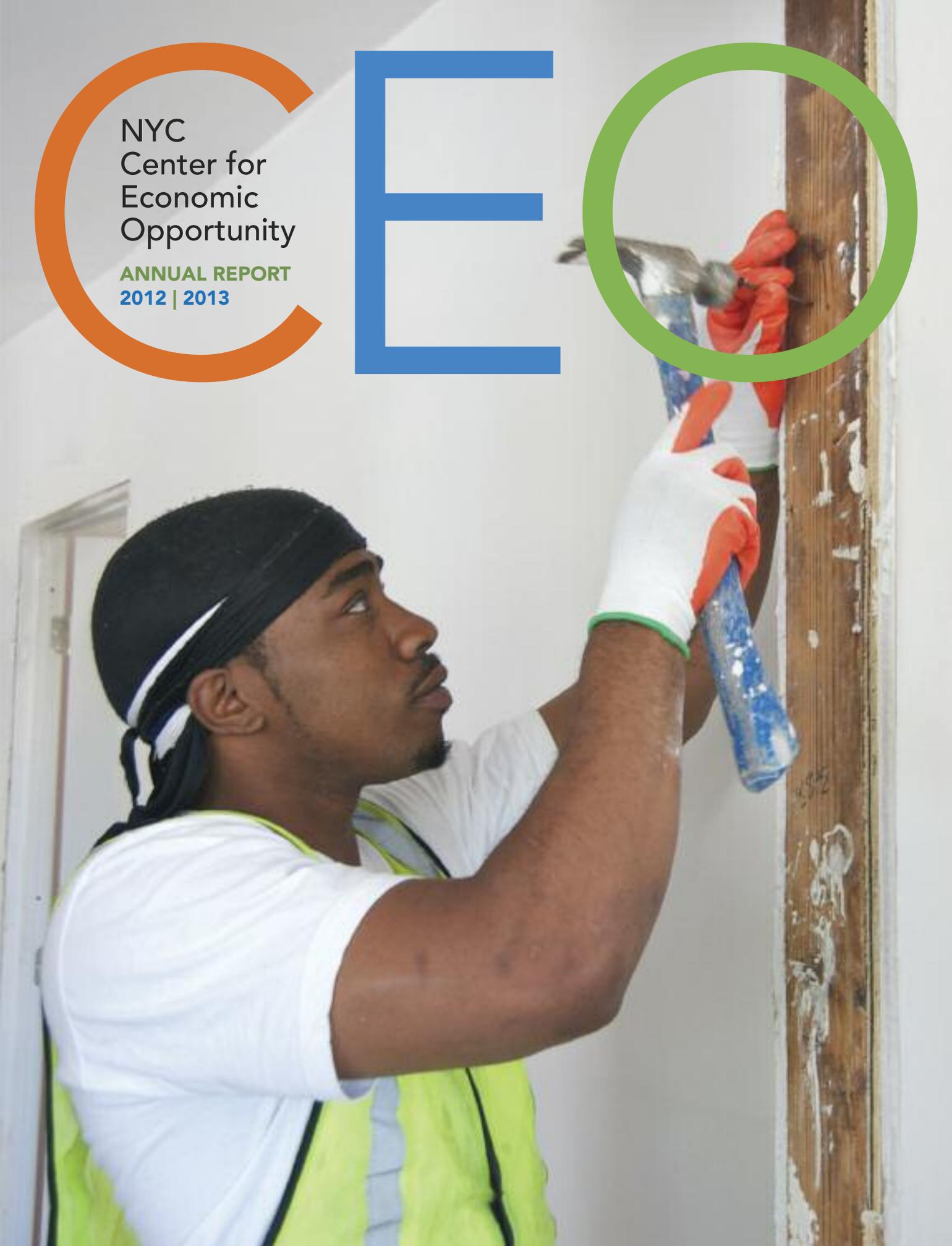
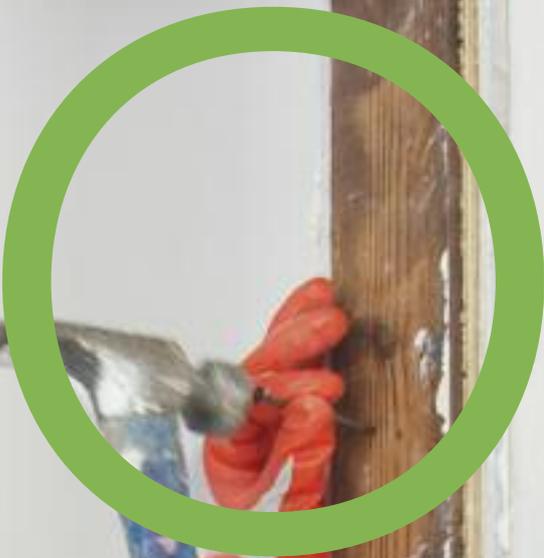




NYC  
Center for  
Economic  
Opportunity

ANNUAL REPORT  
2012 | 2013



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## Letter from

# Mayor Michael R. Bloomberg

Dear Friends,

When we launched the Center for Economic Opportunity (CEO) in 2006, its mission was to fight poverty through innovative programs with a mandate for data-driven accountability and results. But in order to find what works in solving difficult problems, you must have the freedom to try new things with the understanding that some things might fail while others succeed. The Center has launched more than 60 antipoverty programs since its creation, and each one has been carefully monitored and rigorously evaluated. That allows us to continue to invest in what works and discontinue what doesn't, an approach that proved especially crucial following the national economic downturn.

There's no question that CEO has made good on its promise of innovation, and the data tells the tale:

- CEO has helped low-income workers and families claim more than \$100 million in tax credits, both through initiating a local Child Care Tax Credit and helping more New Yorkers claim Earned Income Tax Credits;
- CEO's CUNY ASAP program graduates more than half of its associate's degree candidates within three years—three times faster than the national average; and
- CEO's sector-focused career centers make participants three times more likely to land a job, and earn nearly \$2 more per hour.

CEO's innovations have earned notice across the nation. After being awarded the federal Social Innovation Fund grant in 2010, New York is partnering with seven cities across the nation to replicate CEO's most successful programs. This year, we launched the first-ever NYC Innovative Nonprofit Awards to honor local organizations that are making a difference in low-income communities. CEO also began a four-year pilot program to test whether a larger Earned Income Tax Credit can help single workers join the workforce and get out of poverty.

CEO has set us on the right course in the fight against poverty in New York City. With continued commitment to try new ideas, the data proves that it's a fight CEO intends to win.

MICHAEL R. BLOOMBERG  
Mayor

## Letter from

# Deputy Mayor Linda I. Gibbs

Dear Friends,

Since 2006, CEO has been a catalyst for programs that change the lives of low-income New Yorkers. From its seat in the Office of the Mayor, CEO has been well-positioned to leverage resources across City agencies and break down silos in pursuit of what works.

The 2006 Commission for Economic Opportunity recommended targeted antipoverty interventions for the working poor, recognizing that for too many families steady work was no longer an assured ticket out of poverty. In response to this charge, CEO adopted a program called Jobs-Plus that had been abandoned at the federal level despite promising results.

Designed to increase earnings and employment among residents of public housing, Jobs-Plus unites the Human Resources Administration, NYCHA, the Department of Consumer Affairs and Small Business Services to provide job placements and trainings to thousands of working families. The program supports participants with financial incentives that “make work pay” and community organizing activities to encourage a culture of work, and help those currently employed to develop the skills to advance in their careers. The success of Jobs-Plus has led to its inclusion among five programs currently being replicated nationally through a federal Social Innovation Fund grant.

National replication of successful programs has ensured that the legacy of CEO is not confined to the five boroughs. Four cities nationwide have launched their own versions of CEO, with Philadelphia recently joining Hartford, CT; Providence, RI; and Richmond, VA. It’s clear that the CEO model has become an ideal vehicle for effectively targeting poverty within cities. Whether bringing agencies together to address critical needs or serving as a guide for local and national partners, CEO has changed the way we fight poverty—in New York City and beyond.

LINDA I. GIBBS  
Deputy Mayor for Health and  
Human Services



## Letter from

# Kristin Morse, CEO Executive Director

Dear Friends,

We are often asked how we get new ideas and decide where to focus our attention. With more than one in five New Yorkers living in poverty – the issue is broad and deep with many potential solutions and needs that clearly outweigh our resources.

This spring CEO hosted the first-ever NYC Innovative Nonprofit Awards in recognition of pioneering community organizations. With over 50 groups competing for this first annual award, the initiative highlighted creative and impactful work that is making a difference in communities across the city. CEO is always looking for new ideas and this award provides a new way to source ideas and elevates the work of non-profit leaders.

From its inception, CEO has looked far and wide for proven solutions to remove barriers to economic opportunity. We imported programs shown to reduce poverty in Mexico, increase employment and earnings in Ohio, and keep young people out of jail in Oregon.

Many of the best ideas have come from local efforts: The Poverty Commission called for a new measure of poverty. The CUNY Chancellor offered a comprehensive solution to low community college graduation that resulted in CUNY ASAP. Another example that shows the strength of our broad tent - the Finance Department joined our fight against poverty with its idea to mail completed tax forms to boost take up of the Earned

Income Tax Credit. These ideas grow out of the expertise of area leaders, non-profits, as well as city agencies and a careful examination of the data.

Faced with persistently low-wages for many workers, our most recent project is to test an expansion of the Earned Income Tax Credit (EITC) for single adults. Again and again we come back to the powerful impacts of the EITC on increasing work and reducing poverty for families with children – and we are eager to see if a similar wage supplement can do the same for men and women without children.

We give thanks to the Mayor and Deputy Mayor Gibbs for tackling the difficult issues and challenging us to do new, different and better for low-income New Yorkers.

KRISTIN MORSE  
Executive Director  
NYC Center for Economic  
Opportunity



I SUPPORT

SAVE OUR STREETS

SOS

# CEO Initiatives

CEO designs and evaluates innovative new anti-poverty programs and builds on evidence to invest in programs with the biggest impact.

## Program & Policy

### Asset Development

*Asset building and saving strategies promote self-sufficiency and long-term economic success.*

OFFICE OF FINANCIAL EMPOWERMENT  
- CITIES FOR FINANCIAL EMPOWERMENT  
- FINANCIAL EMPOWERMENT CENTERS  
- FINANCIAL EDUCATION NETWORK  
- TAX CAMPAIGN  
EARNED INCOME TAX CREDIT MAILING

### Workforce Development

*Stable employment and career advancement provide a clear pathway out of poverty.*

CUSTOMIZED TRAINING (BSTF)  
COMMUNITY PARTNERS  
EMPLOYMENT WORKS  
FOOD HANDLERS CERTIFICATION  
JOBS-PLUS  
LEAP\*  
LIFT\*  
NYC TRAINING GUIDE  
NYC RECOVERS  
SECTOR-FOCUSED CAREER CENTERS

### Education, Employment & Health for High-Risk Youth

*Every effort to graduate a child to the next level is an investment in moving them out of poverty.*

ADVOCATE INTERVENE MENTOR (AIM)\*  
ARCHES\*  
CURE VIOLENCE\*  
COMMUNITY EDUCATION PATHWAYS TO SUCCESS\*  
CORNERSTONE MENTORING PROGRAM\*  
CUNY ASAP  
CUNY PREP  
DIGITAL WORK\*  
ECHOES\*  
IMPACT: Peer Mentoring For Young Adult Literacy\*

JUSTICE COMMUNITY  
JUSTICE SCHOLARS  
NYC JUSTICE CORPS  
PEAK\*  
SCHOLARS AT WORK  
SCHOOL-BASED HEALTH CENTERS  
TEEN ACTION  
TEEN AND YOUNG ADULT HEALTH PROGRAM  
YOUNG ADULT INTERNSHIP PROGRAM  
YOUNG ADULT LITERACY PROGRAM  
CUNY FATHERHOOD ACADEMY\*  
WORK PROGRESS PROGRAM (WPP)

### Policy & Practices

*New policies and practices designed to improve quality of life for low-income families.*

FOOD POLICY COORDINATOR  
SHOP HEALTHY INITIATIVE  
HEALTHY MEALS/FOOD STANDARDS  
INCREASE FSET FOR WORKFORCE DEVELOPMENT  
PAYCHECK PLUS (EITC-like supplement for singles)  
CHILD CARE TAX CREDIT  
LANGUAGE ACCESS

### National Replication

*The Federal Social Innovation Fund (SIF), administered by the Corporation for National and Community Service, is a new public-private partnership that seeks to grow high-impact organizations delivering proven solutions. CEO, in partnership with Mayor's Fund, MDRC, private funders, is working to replicate five CEO initiatives in New York and seven cities across the country.*

FAMILY REWARDS  
JOBS-PLUS  
PROJECT RISE  
SAVEUSA  
WORKADVANCE

## Evaluation & Research

### Program Evaluation

*Evaluate programs and policies to determine success at reducing poverty and increasing self-sufficiency.*

CONDUCT EVALUATIONS TO ASSESS THE EFFECTIVENESS OF PROGRAMS.

DETERMINE THE WAYS THAT CEO INITIATIVES AFFECT OVERALL AGENCY OPERATIONS.

SHARE LESSONS LEARNED THROUGH REPORTS, BRIEFINGS, AND CONFERENCES.

### Poverty Research

*Improve understanding of poverty and the impact of anti-poverty programs and policies.*

CREATED THE CEO POVERTY MEASURE, A LOCAL MEASURE OF POVERTY FOR NEW YORK CITY.

COLLABORATE WITH OTHER STATES AND CITIES TO DEVELOP SIMILAR MEASURES.

SUPPORT THE ADOPTION OF A SIMILAR POVERTY MEASURE BY THE FEDERAL GOVERNMENT.

LAUNCH ADDITIONAL RESEARCH PROJECTS TO SUPPORT CITYWIDE INITIATIVES.

\*New program funded by the Young Men's Initiative.

# CEO

TIMELINE

## 2006

Mayor Bloomberg established the **Commission for Economic Opportunity**, chaired by Geoffrey Canada and Richard Parsons, to analyze the causes, scope, and consequences of poverty

The Commission presented its findings to the Mayor, urging the City to focus on three populations: the **Working Poor**, **Young Adults** age 16-24, and **Families with Children**

Mayor Bloomberg established the **NYC Center for Economic Opportunity** under the leadership of Executive Director Veronica M. White

CEO and the Department of Consumer Affairs launched the first CEO initiative, the **Office of Financial Empowerment**

## 2007

Thirty-one programs were successfully implemented by CEO and partner agencies within a 12-month period

The first **CUNY ASAP** students started classes at the City's six community colleges

CEO released its **Strategy and Implementation Report**, which provides an overview of the CEO approach and the details of each new program

Opportunity NYC, the nation's first conditional cash transfer program, was launched

House Committee on Ways and Means invited testimony from New York City on Measuring Poverty in America

New York State Governor Spitzer signed enabling legislation for the City's Child Care Tax Credit

CEO selected Westat and Metis Associates as the Center's independent evaluators

Mayor Bloomberg signed Executive Order No. 117 institutionalizing CEO within the Mayor's Office

## 2008

CEO programs exceeded targets, including the Community Partners program, which placed **more than 2,000 people into jobs** in one year, and CUNY Prep, which achieved a higher graduation rate than any GED program citywide

The Office of Financial Empowerment led several new initiatives, including \$aveNYC and the Cities for Financial Empowerment Coalition

CEO released early implementation reports describing the evidence basis, design, and performance targets for 17 of the Center's programs

CEO, MDRC, and The Rockefeller Foundation created the Conditional Cash Transfer Learning Network to share lessons learned from Opportunity NYC

CEO issued its first report on an **alternative poverty measure**, making New York City the first local government to implement an alternative to the outdated federal measure

## 2009

CEO and the Department of Small Business Services used **Federal stimulus funds to scale-up**

**CEO programs**, including the Sector-Focused Career Centers and Advance at Work

Mayor Bloomberg and Agriculture Secretary Vilsack announced a \$2 million grant to create jobs for CEO's MillionTreesNYC Training Program participants

CEO released **Early Achievements & Lessons Learned**, a report that takes a look at the first two years of program planning and implementation

The first evaluation reports were released on the **LPN Program**, **NYC Justice Corps**, and the **Young Adult Internship Program**

**MDRC** released preliminary results from Opportunity NYC-Family Rewards

CEO was a finalist for the Harvard University Kennedy School's Ash Center for Democratic Governance Innovations in American Government Award

## 2010

CEO, in partnership with the Mayor's Fund to Advance New York City and MDRC, received a **Social Innovation Fund** award from the Corporation for National and Community Service to **expand promising programs**, including \$aveNYC, Jobs-Plus, Family Rewards, young adult education and internship programs, and the sector-focused and career advancement workforce initiatives

**CUNY ASAP** surpassed graduation targets, with more than half of ASAP students graduating in three years

MDRC released the first evaluation report on Opportunity NYC-Family Rewards, highlighting impacts for high school students and families

**Evidence & Impact** was released, a report that highlights program impacts and CEO's ongoing evaluation agenda

Additional reports were released, including Workforce Innovations, which compares the outcomes for three CEO/SBS programs with traditional Workforce1 clients

A second working paper on the CEO Poverty Measure was released, examining poverty in New York City from 2005-2008

The U.S. Census Bureau announced plans to develop a Supplemental Poverty Measure, following in the steps of New York City

New York City won the **National League of Cities' Municipal Excellence Award** for the City's Financial Empowerment Centers

## 2011

CEO won the Harvard University Kennedy School's Ash Center for Democratic Governance Innovations in American Government Award

Mayor Bloomberg launched the \$127 million **Young Men's Initiative**, designed to remove barriers to success for young Black and Latino males, and builds on CEO programs

CEO, the Mayor's Fund, and MDRC collaborated to launch 18 programs in eight cities through the Federal Social Innovation Fund

CEO released **Replicating Our Results**, a report that details CEO's successful programs, provides an overview of the CEO poverty measure, describes ongoing efforts to replicate five of CEO's most promising initiatives in New York City and cities across the country

CEO issued **Policy Affects Poverty**, a working paper on the CEO poverty measure from 2005-2009 which shows that policies designed to combat poverty actually have an effect on the poverty rate

The U.S. Census Bureau released a research report on the new Supplemental Poverty Measure, an effort that was informed by the work of CEO, which released its first report on an alternative measure for New York City in 2008

CEO won the Citizens Budget Commission's annual Prize for Public Service Innovation

## 2012

CEO celebrated its 5th anniversary by bringing luminaries from across the country to New York City for a policy forum

**Kristin Morse** was appointed **Executive Director** of the Center for Economic Opportunity by Mayor Michael R. Bloomberg

CEO's CUNY ASAP program served as the template for CUNY's recently launched New Community College

The U.S. Census Bureau released its second research report on the new Supplemental Poverty Measure, an effort that was again informed by the work of CEO, which released its first report on an alternative measure for New York City in 2008

President Obama's Fiscal Year 2013 budget included \$50 million for the US Department of Housing and Urban Development (HUD) to expand Jobs-Plus into public housing developments across the country

CEO issued a working paper on the **CEO poverty measure from 2005-2010**, continuing to sharpen the understanding of poverty in New York City.

## 2013

CEO hosted a competition for the first-ever **NYC Innovative Nonprofit Awards** in support of local organizations exhibiting creativity and exemplary program implementation.

CEO and City agency partners received a federal HHS Community Development block grant for **Hurricane Sandy recovery efforts**.

CEO launched the **Construction Works** employment program, connecting unemployed New Yorkers with training and local construction jobs in communities impacted by Hurricane Sandy.

CEO released an updated analysis of poverty in New York City from 2005-2011 using the CEO Poverty Measure.

An independent analysis of the CEO-originated **CUNY ASAP** program found that the **program generates taxpayer benefits while graduating students lower overall costs**.

CEO launched a pilot program to expand the Earned Income Tax Credit for low-income single workers without dependent children to **increase employment and earnings**.

An independent evaluation of Family Rewards found a 12% increase in high school graduation rates for participating students, along with improved performance on Regents exams.

The Jobs-Plus program expanded to all five boroughs through an **\$8 million annual investment**, bringing employment, education, and work support services to 23 NYCHA developments.



# NYC Center for Economic Opportunity

## 2006 - Present

*These pages document the most recent findings of the Center for Economic Opportunity (CEO) in its pursuit of new antipoverty solutions in New York City and beyond. This report chronicles not just program successes and failures, but also:*

- *Details CEO's institutional role in City government as an incubator of solutions to difficult social challenges, and examines its evaluation strategy in determining whether to grow or discontinue programs;*
- *Assesses CEO's groundbreaking research in developing a more accurate measure of poverty;*
- *Offers perspectives from City agency partners, providers and participants on CEO's leadership in core issue areas; and*
- *Provides data for CEO antipoverty interventions since 2006.*

### **What is CEO?**

CEO develops new antipoverty initiatives within the Office of the Mayor, with over 60 programs launched since its launch in 2006. It is a small unit that works with City agencies to develop new strategies and measure the results of their implementation, with programs based on new ideas, expansions of local programs, and established evidence-based models. CEO budgets an annual Innovation Fund of approximately \$100 million in public and private funding, with resources allocated among up to 40 agency partners who work collaboratively with contracted nonprofits and other providers. Rigorous performance

monitoring and evaluation are central to CEO's assessment of the programs and initiatives it funds: all programs regularly report on progress toward key outcome targets, and CEO works with agency partners to make needed program improvements based on data. CEO revisits its funding decisions each year, and assesses program performance based on their capacity to reduce poverty, fulfill unmet needs, and drive systems change. In short, CEO brings together the resources of City government, nonprofit providers, and public and private funding streams to bring a sustained and focused effort to New York City's antipoverty agenda.

CEO has become a national leader in this fight. More than 500,000 individuals have been served by CEO programs, with outcomes such as:

- Helping low-income workers and families claim more than \$100 million in tax credits through the local Child Care Tax Credit and increased claims for the federal Earned Income Tax Credit;
- More than doubled community college graduation rates for participants in CUNY ASAP;
- Securing more than 30,000 job placements and more than 10,000 paid internships; and
- Over 10,000 enrollments in college or occupational trainings.

In 2010, five CEO programs were tapped for national replication through a federal Social Innovation Fund (SIF) grant; in 2011, the CEO Poverty Measure led the U.S. Census Bureau to develop the Supplemental Poverty Measure; in 2012, CEO was honored by Harvard University's John F. Kennedy School of Government by receiving the Innovations in American Government Award; this year, CEO awarded New York City's first-ever Innovative Nonprofit Awards to recognize local community organizations who use evidence-based program models in serving low-income New Yorkers.

And the model of CEO itself appears to be spreading: Just this summer, Philadelphia Mayor Michael Nutter launched the Office of Community Empowerment and Opportunity. Mayors in Hartford, Connecticut; Providence, Rhode Island; and Richmond, Virginia each have launched antipoverty initiatives that combine private and public funding streams to target effective investments.

### How We Got Here

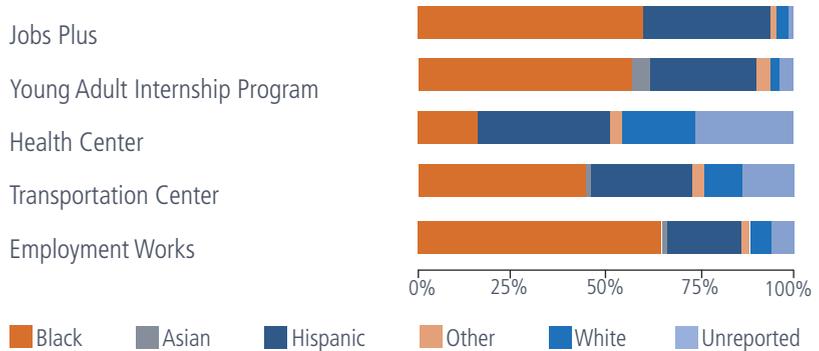
CEO grew out of the recommendations of a 2006 mayoral commission on poverty—the Commission on Economic Opportunity—chaired by Geoffrey Canada, President of Harlem Children's Zone, and Richard Parsons, then-President of Time Warner, Inc.. Mayor Michael Bloomberg charged the Commission with identifying pragmatic solutions to answer one question: What works in the fight against poverty? The city's economy was booming in those days. But with a poverty rate of roughly 20 percent, the Administration wanted a close examination of why so many were still being left behind.

## Employment

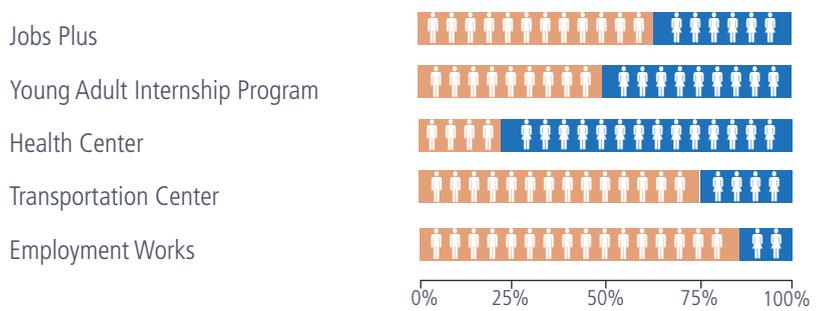
PROGRAM HIGHLIGHTS FY2012

23 Programs 42,246 Participants 385 Program Sites

### Participant Race



### Participant Gender



**Not only is the Center for Economic Opportunity innovative, it demonstrates a sea change in how a city can unite the disparate interests of previously siloed agencies, funders, providers, and businesses to tackle poverty, one of our nation's major growing challenges.**

ANTHONY SAICH, DIRECTOR OF THE ASH CENTER, KENNEDY SCHOOL PRESS RELEASE

The Commission's report recommended dozens of antipoverty strategies that would build on the assets of individuals and their surrounding communities, with the specific goals of improving the education, work readiness, and employment opportunities for low-income New Yorkers.

The fundamental purpose of the Commission was to identify concrete initiatives the City could undertake to ensure that low-income New Yorkers have the resources to improve their economic mobility, while recognizing the inherent limits government often faces—whether in the form of budget constraints or political pressures. The central idea was that while there is a limit to what local government can do to break the generational cycle of poverty, targeting resources effectively through new and innovative approaches could help reduce poverty in a systematic and sustainable way. The recommendations recognized that low-income New Yorkers face varied barriers and circumstances with no one-size-fits-all solutions; strategies to address these needs had to be flexible and nuanced.

CEO was launched to implement the Commission's recommendations with an annual commitment of approximately \$100 million in public and private funding. CEO was tasked with uniting City agencies from within the Mayor's Office in a focused and sustained effort to reduce poverty, and with overseeing the collaboration between agency partners, evaluation firms, and nearly 200 community organizations.

### Evaluation in Pursuit of Evidence

CEO works with nine independent evaluation firms that provide the evidence to determine a program's

impact. These firms include MDRC, the Urban Institute, Vera Institute for Justice, Abt Associates, and others that specialize in a wide range of evaluation methodologies and substantive policy areas. CEO's evaluation strategy begins with an individualized plan for each program that guides strong internal monitoring and assessment. Each program is then evaluated based on three distinct criteria: level of investment, timing of expected outcomes, and what is known about a particular strategy in the field of study. Over the past six years, CEO and its evaluation partners have conducted over 50 evaluations, including nine randomized control trials.

CEO's evaluation partners conduct both quantitative and qualitative studies. Wherever possible, administrative data is used to assess program performance and impact. Focus groups and interviews are conducted to analyze participant experiences, as well as the experiences of service providers who implement CEO programs. When warranted, CEO will also conduct randomized control trial evaluations—considered the gold standard in objective evaluation.

Performance monitoring and evaluation are routinely used by CEO to make budget decisions and determine whether to grow or discontinue programs. Those programs with proven outcomes for low-income New Yorkers have been expanded by CEO, including five replications in partner cities through the federal SIF. CEO convenes roundtables and events to discuss findings and share best practices. These events gather researchers, key stakeholders and policymakers to further evidence-based antipoverty efforts around the country. All evaluation reports are posted on CEO's website.



CEO staff at the Social Innovation Fund Learning Network Event



CEO programs got agencies talking with each other more—which the agencies reported has resulted in better cooperation and more systematic approaches to addressing needs. By cutting across the portfolios of the different deputy mayors and offering funding that was flexible (i.e., not tied to funding stream requirements), CEO encouraged cross-collaboration and innovation.

METIS ASSOCIATES\*

\*Metis Associates Report, "Innovation and Success: Qualitative Assessment of the NYC Center for Economic Opportunity's Transition of Proven Programs to City Agencies", 2011



Richard Parsons at CEO at 5



Vincent Schiraldi of the NYC Department of Probation at CEO at 5



David Jones of the Community Service Society speaking at CEO at 5



Geoffrey Canada of Harlem Children's Zone speaking at CEO at 5

### What's Working?

CEO has committed to measuring what works from the very beginning, and it continues to support only programs with successful outcomes for participants. This is accomplished through active program monitoring and management by City agencies, a CEO monitoring and evaluation team, and in-depth program assessments from evaluation partners.

- ### SUCCESSFUL PROGRAMS
1. Advance at Work
  2. Child Care Tax Credit
  3. Community Partners
  4. CUNY ASAP
  5. NYC Training Guide
  6. Office of Financial Empowerment
  7. School-Based Health Centers
  8. Sector-Focused Career Centers
  9. EITC Mailings
  10. Jobs-Plus
  11. CEO Poverty Measure
  12. Food Policy Coordinator

Several CEO programs have fully transitioned into mainstays of City government. Over the last year, four initiatives have been declared successful and will join CEO's roster of ongoing programs:

● The **CEO POVERTY MEASURE** provides a more accurate measure of poverty and the impact of public policy, accounting for both income and non-cash government benefits and measuring them against the city's cost of living. The CEO Poverty Measure led the way to the US Census Bureau's Supplemental Poverty Measure in 2011, now released alongside the

official federal measure. This year, the annual CEO Poverty Measure Report documented how New York City's poverty rate flattened in 2011 after steady increases following the financial crisis.

● **EITC MAILINGS.** To ensure that more low-income working families claim their Earned Income Tax Credit (EITC), the Department of Finance mails eligible filers amended tax returns for prior years—all recipients need to do is finalize, sign, stamp, and mail their amended return to receive the refundable credit from the IRS. CEO and the Department of Finance administered this first-of-its kind program in 2007, and it has since been duplicated in Maryland and California. Since 2007, New Yorkers have mailed back nearly 25,000 amended returns and earned more than \$33 million in tax credits. The program increases income for working families at a negligible cost, and is now promoted by the IRS.

## \$33 million

TAX CREDITS EARNED  
THROUGH EITC  
MAILING PROGRAM  
.....



● **JOBS-PLUS.** This employment program combines on-site career services for residents of public housing, rent incentives, and community outreach to increase employment and earnings. When the program was spearheaded by the federal government in the late 1990s, a study by MDRC showed 16 percent wage gains across targeted communities. Based on this strong evidence, CEO resurrected the program and replicated it at two New York sites and in San Antonio through the SIF. This year, the program expanded to seven new provider sites

to serve 23 additional New York City Housing Authority developments as part of the Young Men's Initiative.

● **OFFICE OF FOOD POLICY COORDINATOR.** New York City has developed an innovative food policy agenda to increase the availability of healthy foods in low-income communities. The Food Policy Coordinator works to streamline City programs, improve interagency communication, engage stakeholders, and strengthen public-private partnerships. Specific initiatives include implementing nutrition requirements for the more than 270 million meals and snacks served each year by City agencies, overseeing the Mayor's Obesity Task Force, and working to extend the Department of Education's school nutrition initiatives.

#### **A National Leader**

CEO's record of evidence-based change is not confined within the five boroughs. In 2010 CEO and the Mayor's Fund to Advance New York City won a federal Social Innovation Fund (SIF) grant to replicate successful CEO programs in cities across the country. The SIF is a public-private investment vehicle designed to identify and expand effective solutions to critical social challenges, and represents a unique opportunity for CEO and its partner cities to test innovative antipoverty pilots together. The goal is to build national evidence for antipoverty programs with the potential for transformative social change and broad applicability.

Through this five-year, \$85 million project, the eight SIF partner cities are providing new services to residents and building a multi-site body of evidence in support of promising interventions. In addition to New York City, Cleveland, Kansas City, Memphis, Newark, San Antonio, Tulsa and

Youngstown have each adopted at least one of CEO's innovative program models:

● **FAMILY REWARDS** is a conditional cash transfer program providing rewards to families for achieving milestones that lead to better health, education, and employment. Building on the success of an earlier New York City demonstration, the program offers cash rewards to over 1,200 families for eight activities related to high school students' academic achievement, families' preventive health care, and parents' full-time work and GED attainment. Activities are verified monthly, and payments are deposited into family bank accounts. The program goal is to change behavior and habits, helping families earn income over the short-term and reducing intergenerational poverty in the long-term. Low-income families have earned more than \$3 million in incentive payments, and Family Rewards is currently being replicated in Memphis, Tennessee in addition to the Bronx.

● **JOBS-PLUS** addresses poverty among public housing residents by targeting developments with career services, community building, and rent incentives. In a national demonstration beginning in 1998, residents' earnings increased by an average of 16 percent for three years after the program ended, greatly outpacing the income of a comparison group. Participants are connected with on-site career services such as job search assistance, GED courses and vocational training. The housing authority then offers residents rent-based work incentives, such as a temporary rent freeze when a resident begins working. These incentives help residents take full advantage of federal rules that, in some situations, allow



*Lourdes Castro Ramirez of the San Antonio Housing Authority speaking at CEO at 5*



*Pat White of the New York Community Trust speaking at the SIF Learning Network Event*



*Green City Force receives CEO's Innovative Nonprofit Award*



*CEO receives Kennedy School's Innovation in Government Award*

higher earnings to be disregarded in rent calculations. Program staff also recruit, train, and supervise residents as ‘community coaches’ who conduct outreach and coordinate neighbor-to-neighbor work supports. President Obama included funding for the program in his FY13 and FY14 HUD budget requests. In FY14, budget-writing committees in both the House and Senate have supported federal funding for Jobs-Plus. Jobs-Plus is currently being replicated in New York City and San Antonio, Texas.

● **PROJECT RISE** offers education and paid internships to young adults who are out of school, out of work, and who lack a high school diploma or GED. Project Rise builds on CEO’s literacy and internship programs, serving low-income youth between the ages of 18 and 24 who are neither working nor in school. Participants are placed in a paid internship conditioned on regular attendance at classroom education sessions, and also receive job readiness preparation along with individualized case management. Participant outcomes include transitioning into GED programs, earning a GED, and full-time job placement. Project Rise is currently being replicated in Kansas City, Missouri, Newark, New Jersey and New York City. CEO literacy and internship programs have also been expanded in New York City through the Young Men’s Initiative.

● **SAVEUSA** offers a 50 percent match payment on savings accounts opened by low-income tax filers, building on an opportunity created by the EITC. If filers deposit at least \$200 from their tax refund into a SaveUSA account and maintain the initial

deposit for one year, they earn the match on the first \$1,000 they deposit, or up to \$500. Across four participating SIF cities, there are currently more than 4,500 SaveUSA accounts totaling more than \$3.5 million in savings. Over the first two years of the program, an average of 74 percent of participants have maintained their savings for one year and earned the match payment. SaveUSA is offered in San Antonio, Texas; Newark, New Jersey; New York City, and Tulsa, Oklahoma. In addition, Houston, Eagle Pass, and Del Rio Texas are replicating a version of the model along with San Jose, California.

● **WORKADVANCE** is a sector-focused workforce development model to help unemployed and low-wage workers increase their employment and earnings. By focusing on a particular industry, each site develops strong employer relationships and expertise on the skills and training requirements for specific positions. CEO has built upon local and national best practices to create new workforce programs that employ sector-focused skills-building strategies. WorkAdvance is currently being replicated in Cleveland and Youngstown, Ohio, New York City, and in Tulsa, Oklahoma.

Each of these programs offers participants a realistic path toward long-term financial stability, eliminating barriers that often prove prohibitive to economic mobility. By testing and evaluating programs nationwide and using randomized controlled trials where appropriate, CEO and its partners can determine which initiatives have the potential to succeed at the federal level.

## What Hasn’t Worked?

CEO has discontinued 17 programs since 2006. From inception, the commitment of CEO to innovation and evaluation included the likelihood that some programs would not work as planned.

Through careful management, collection of performance data and evaluation, CEO identifies how and where programs come up short—whether due to flawed program models, insufficient resources, or inadequate implementation by agency or provider partners. Four additional programs are being ended this year for poor results, bringing the total discontinuations to 17.

### DISCONTINUED

1. AccessNYC Marketing and Outreach
2. CUNY Performance Based Scholarships
3. CUNY Young Adult Employment Program
4. e311 Language Access Campaign
5. Non-Custodial Parents Initiative
6. Opportunity NYC: SPARK
7. Opportunity NYC: Work Rewards
8. Youth Financial Empowerment
9. MillionTrees Training Program
10. Nursing Career Ladders: RN and LPN Programs
11. City Hiring Initiative
12. LIFE Transitions Program
13. Model Education: GED/College
14. Model Education: Mentoring
15. Model Education: Supportive Basic Skills
16. CUNY Preparatory

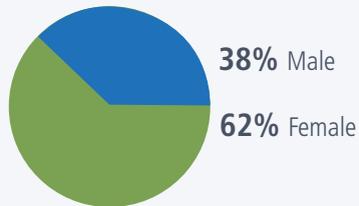
# SOCIAL INNOVATION FUND

Center for Economic Opportunity • Mayor's Fund to Advance NYC

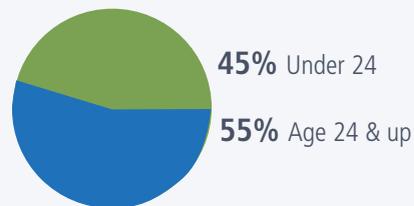
PROGRAM HIGHLIGHTS THROUGH MARCH 2013

- \$85M** PUBLIC-PRIVATE PARTNERSHIP
- 5** INNOVATIVE MODELS
- 18** PROGRAM SITES
- 5** COMPREHENSIVE EVALUATIONS
- 12,000+** SERVED

Participant Gender



Participant Age

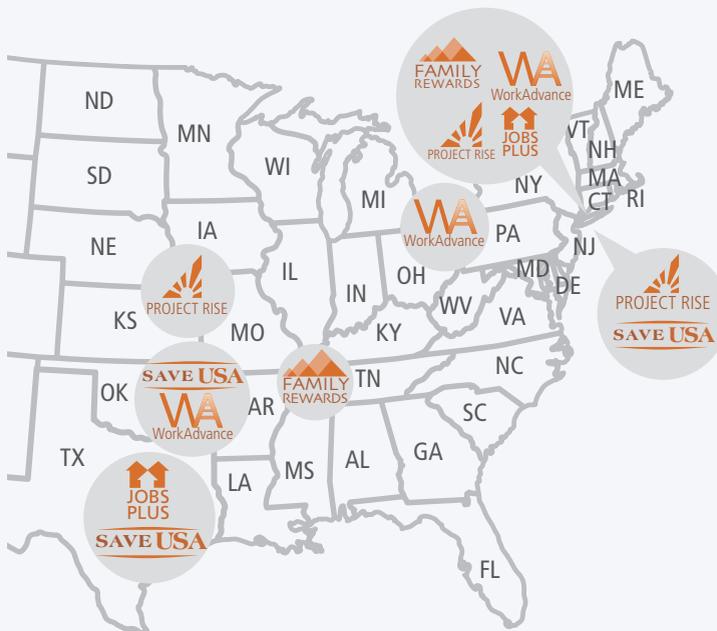


## SIF Partner Cities

Cleveland/Youngstown, OH + Kansas City, MO + Memphis, TN + Newark, NJ + New York, NY + San Antonio, TX + Tulsa, OK

  
**PROJECT RISE**  
**142**  
 GEDs Earned  
**\$334,814**  
 Internship Earnings

  
**JOBS PLUS**  
**1,162**  
 Career Improvement Plans  
**359**  
 Job Placements



  
**SAVE USA**  
**\$3,687,257**  
 Saved by Participants

  
**FAMILY REWARDS**  
**\$2,704,929**  
 Earned in Rewards

  
**WorkAdvance**  
**410**  
 Job Placements  
**330**  
 Vocational Certificates



The discontinued programs this year are:

- **CUNY PREP** (City University of New York). CUNY Prep is a full-time GED to college program, designed to help young people earn their GEDs and ultimately graduate from college. CEO began funding CUNY Prep in 2007, when there were no full-time GED programs in New York City. The GED results mirror other less costly GED programs, and the college component of the program has produced limited results, with few students completing degree programs. CEO will discontinue all funding over the next fiscal year.

- **NURSING CAREER LADDERS** (Health and Hospitals Corporation and Department of Education). CEO's Licensed Professional Nurse and Registered Nurse programs provided extensive long-term training and job placements to meet a significant nursing shortage within the City's Health and Hospitals Corporation (HHC). The national recession led to reduced hiring in the healthcare labor market, revealing the inefficiency of this strategy at providing economic opportunities for participants.

- **SAVEUSA** (Newark Now). SaveUSA is one of five CEO programs being replicated across the country through the federal SIF grant. SaveUSA is generally building promising evidence and is building more. However, CEO's provider in Newark did not effectively implement the program.

- **YOUTH FINANCIAL EMPOWERMENT** (Administration for Children's Services). This program offered financial education workshops designed to encourage young adults aging out of foster care to open savings accounts. Few ultimately opened savings accounts.

## Charting a Path to New Ideas and Systems Change

CEO continues to launch programs that demonstrate a search far and wide for the most effective strategies to fight poverty. CEO itself is a distinctive organization; from the start, the 2006 Commission on Economic Opportunity called for bold ideas, and CEO has demonstrated a willingness to think big in fulfilling its mission of innovation:

- **EXPANDING THE EARNED INCOME TAX CREDIT.** Many single men with a high school diploma or less are either out of the labor market or in low-wage jobs. Low-skill workers have seen a decline in real wages: one in four workers in 2011 earned \$23,005 per year or less, equivalent to \$11.06 per hour. A full-time single worker without dependent children earning minimum wage is currently ineligible for the federal Earned Income Tax Credit (EITC), with eligibility ending at wages higher than \$13,900 per year. According to the Department of Labor, low-wage jobs will continue to make up a significant proportion of all employment in the United States, and 63 percent of new jobs created through 2020 will require no more than a high school diploma.

This year CEO announced its newest program, a pilot to test a policy long discussed in policy circles nationwide: an expanded EITC for low-income single workers to test the impact on employment and earnings. The four-year, \$11 million demonstration project will offer up to \$2,000 for three years to participants earning \$26,500 per year or less. The program will feature a total of 6,000 participants, with 3,000 receiving the simulated credit and 3,000 forming a control group. The federal EITC for

single workers only offers up to \$475, and raises significant questions about whether tax policy “makes work pay” for low-skill individuals without dependent children. The EITC for families with children, on the other hand, has significantly increased both employment and earnings, lifting 6.6 million people out of poverty in 2011 alone, and leading to substantial employment increases for single mothers.

The pilot will mimic the process of filing income taxes by having participants present their completed annual tax forms to claim a simulated credit. Employment and earnings will be compared between those receiving the “credit” and the control group.

The EITC pilot expansion embodies the innovative approach of CEO’s fight against poverty. Policymakers across the political spectrum have long suggested that expanding the EITC could be a critical tool in America’s War on Poverty. Through CEO, New York City becomes the first government to put the idea to the test.

● **LAUNCHING NEW YORK CITY’S FIRST-EVER INNOVATIVE NONPROFIT AWARDS.** CEO recognizes innovation among its partners outside of government. In May, Mayor Bloomberg and CEO awarded the first-ever NYC Innovative Nonprofit Awards. A total of \$30,000 in cash prizes, funded by Harvard University’s John F. Kennedy School of Government, went to first and second place winners to expand successful programs, improve data infrastructure and evaluation analytics, foster new collaborations or enhance promotional and enrollment materials.

Receiving over 50 submissions from across the city, a selection committee

of academics, City officials, and national nonprofit and philanthropic leaders selected 10 finalists who were honored in a ceremony at Gracie Mansion. First place was awarded to Green City Force, an education and employment program for youth in public housing that prepares residents for jobs in the green economy. Already, Green City Force has partnered with the City to help install and maintain the Red Hook Urban Farm, the first large-scale farm on NYCHA property. Funded in part by CEO and built by participants in the Center’s Work Progress Program, the farm was announced in June, and marked a key initiative of the Mayor’s Obesity Task Force by bringing fresh produce and environmental stewardship to low-income residents.

Moving forward, CEO will work with City agency partners to explore additional ways to support the evaluation or expansion of the 10 programs.

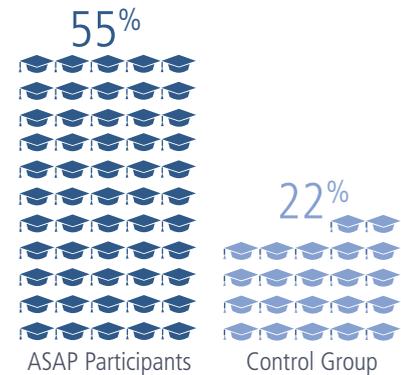
The search for effective new ideas continues to fuel CEO’s innovations in fighting poverty, providing ideas and proven programs that have paved the way to broader systems change. There are now several examples of how New York City commissioners and federal officials have used CEO programs to change how they do business:

● The **OFFICE OF FINANCIAL EMPOWERMENT** has brought an asset development focus to the City’s initiatives for the working poor. Based in the Department of Consumer Affairs, the Office’s financial counseling programs have reduced more than \$9 million in debt for low-income New Yorkers. More than \$2 million in savings has been generated through SaveUSA, the tax-time savings program which offers a 50 percent match payment incentive to low-income

filers who save at least \$200 for one year.

● **CUNY ASAP** is designed to help low-income community college students graduate as quickly as possible, and more than doubles the community college graduation rate for participating students. The program requires full-time study and offers academic counseling and a limited number of majors so that students don’t waste valuable time and resources. ASAP resulted in 55 percent of students completing their associate’s degrees in three years, compared to the national community college graduation rate of 20 percent. Based on these promising results, CUNY is expanding the program to serve 4,000 students this fall, and modeled its new Stella and Charles Guttman Community College as ASAP.

### 3 YEAR GRADUATION RATE



● **SECTOR-FOCUSED CAREER CENTERS** have helped expand training and job placement services and contributed to the Department of Small Business Services’ systemic improvements; sector-focused centers are nearly three times more likely to secure job placements for participants, and generate earnings of \$1.70 more per hour.

- CEO dramatically increased the availability of education, subsidized internships, employment, and support services for disconnected and court-involved young adults through **CUNY** and the **DEPARTMENT OF YOUTH AND COMMUNITY DEVELOPMENT**.

- CEO programs support the **DEPARTMENT OF PROBATION'S** transformation into a community-based service model through programs such as Justice Community and Justice Scholars.

### Funding

The flexibility to identify solutions that work is a mark of CEO's unique funding stream, an advantage recognized by partners both within and from outside government. In awarding CEO its 2011 Prize for Public Service Innovation, Citizens' Budget Commission President Carol Kellermann said, "CEO's Innovation Fund is creative in multiple respects. It uses both public and private resources to rigorously test and assess performance-based interventions, many involving multiple City agencies, to determine the interventions' effectiveness before implementing the proven ones more broadly. That's the kind of fact-based objective analysis that taxpayers deserve when government determines how best to spend their money."

CEO manages an annual \$100 million Innovation Fund with a mandate for accountability and results. CEO coordinates across both City agencies and CBOs to invest public and private funds in promising solutions. When those solutions prove effective, CEO disseminates its evidence and influences policy so that 'what works' benefits New Yorkers at a larger scale.

It also ends programs that do not show adequate results, freeing Innovation Fund dollars for investment in new ideas.

Through its agenda for innovation and reform, CEO has attracted private philanthropic partnerships which have embraced the opportunity to invest private dollars in collaborative strategies that test new solutions to poverty. CEO has also used evidence to strategically invest federal ARRA resources strategically. When the federal government offered grants through its Social Innovation Fund in 2010, CEO had evidence-based programs ready for replication and partnered with seven other cities to win a five-year award. And when the Administration chose to address the crisis of disparity between young Black and Latino men and their peers through the Young Men's Initiative, CEO provided many of the program models that have been expanded and is managing implementation of the expanded portfolio.

Successful CEO programs are also being adopted by other municipalities and by the federal government. The San Antonio Housing Authority (SAHA) has won a federal Choice Neighborhoods Initiative grant to support an expansion of Jobs-Plus, a program SAHA started under CEO's SIF. Additionally, President Obama included \$50 million to fund Jobs-Plus in his 2013 budget request at the U.S. Department of Housing and Urban Development.

CEO's Innovation Fund was a forerunner in a movement that has continued to gain momentum. Since CEO was created, President Obama established six new innovation funds to support emergent evidence-based

interventions in education, employment, health, and antipoverty efforts. At a time of constrained public resources, these funds have enabled the Administration to test new ideas while building momentum for results-driven programs. Last year, the U.S. Office of Management and Budget called on federal agencies to evaluate the effectiveness of programs in their 2014 budget proposals, marking a shift toward evidence-based policy-making that has the potential to reduce waste, spur innovation, and promote investment in strategies that work. In response to the charge, agencies are seeking out proven programs—which only increases the potential for CEO's work to impact policy at a large scale.



# HEALTH

PROGRAM HIGHLIGHTS FY2012

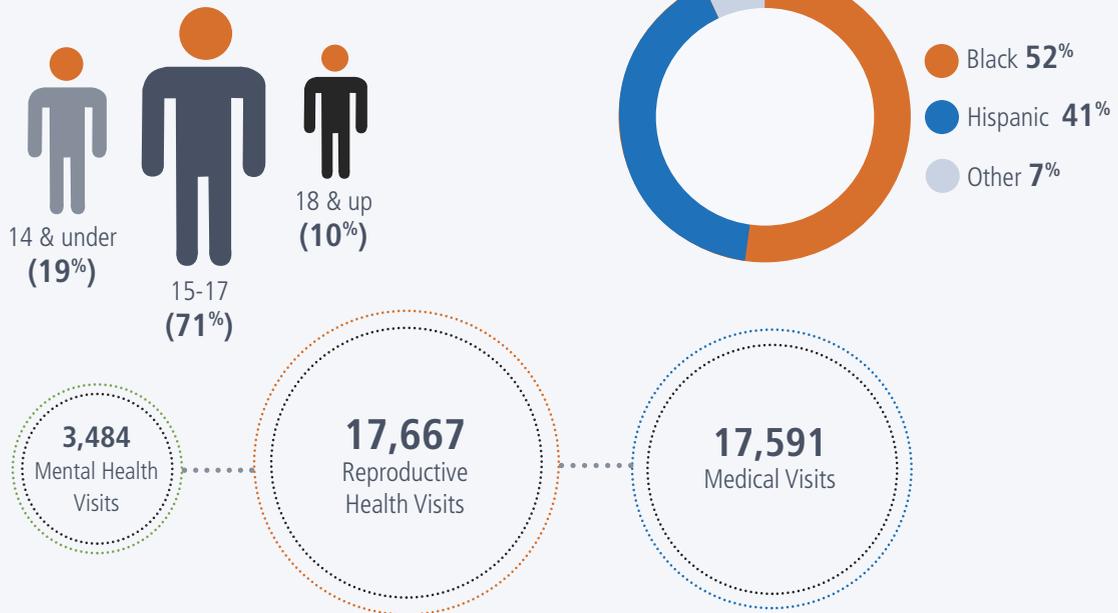
## Health Clinics for Young Adults

**\$0** Costs to Students for Health Visits

**16** Schools Served by a Clinic

**22** Teen-Friendly Clinics

AT SCHOOL-BASED HEALTH CENTERS



## Community Nutrition

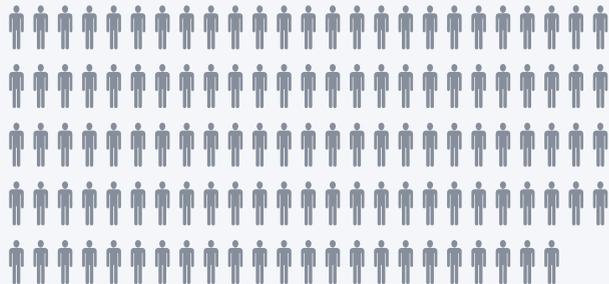


**93%** of NYC farmers market accept **SNAP & WIC**



**\$426,000** in Health Bucks vouchers provided to SNAP participants & community-based organizations

**123** Young people working in subsidized jobs on Urban Farms





**NEW WAY DELI & GROCERY** **NEW WAY DELI & GROCERY**

ONE WAY

ATM



# Creating a Better Measure of Poverty

The CEO Poverty Measure is an important indicator of how policy affected poverty during the recent recession. In the years to come, there is good reason to expect that an improving economy will reverse the recent growth in the City's poverty rate. What is much less certain is the policy environment. Political leaders at all levels of government will be under pressure to address budget deficits. How they do so – the extent to which budget gaps are closed by increasing revenue or curtailing spending – will affect where, when, and how deeply cuts are made to programs that serve the poor. Because the CEO Poverty Measure includes the effects of such program cuts it can be an important tool for local policymakers, not just in tracking the effect of policy choices once they are made, but in anticipating the impact of choices actively under consideration. Given the challenges before us, the CEO Poverty Measure should become an ever more useful tool for New York City's policy leaders.

The importance of this better poverty measure was reinforced in March,

2010, when the Obama administration announced it was directing the Census Bureau to issue a similar, Supplemental Poverty Measure (SPM). An important factor in this decision was CEO's work, begun in 2007, to develop a more accurate measure of poverty for New York City.

Identifying what works to reduce poverty requires accurate information, and the CEO Poverty Measure is a critical piece of that information. It serves as a broad social indicator, gauging the degree of material deprivation in our society. A useful measure of poverty should also identify how trends in the economy, shifts in demography, and changes in public policy affect who – and how many – are poor.

The official poverty measure no longer does this well. The shortcomings of the official measure, long known to social scientists, became apparent to New York City policymakers when Mayor Bloomberg convened a Commission for Economic Opportunity in 2006 and charged it with the task of providing new ideas for fighting poverty. As the

## What's Wrong with the Official Poverty Measure?

The official poverty measure, developed a half-century ago, is woefully out-of-date. To determine whether a family is poor, it compares its pre-tax cash income against a set of thresholds referred to as the poverty line. Pre-tax cash is an increasingly inadequate measure of the resources available to low-income families. It ignores the effect of taxation, particularly tax credit programs like the Earned Income Tax Credit, and takes no account of in-kind benefits such as SNAP (Food Stamps) or housing subsidies. The official threshold was originally based on the cost of a minimum food plan. Today it has little connection to the cost of food or contemporary spending needs. In addition, the official threshold is uniform across the nation, ignoring geographic differences in the cost of living.

Commission’s members set to work, they quickly became frustrated with how little the official measure could tell them about the current level of economic deprivation in New York, the effect of existing public policy, or the potential impact of new initiatives on the City’s low-income population. The Commission concluded that, along with programmatic innovations to reduce poverty, the City needed to improve its method of measuring poverty. Mayor Bloomberg embraced this recommendation, and poverty measurement became one of the key projects initiated by CEO.

### Implementing the Mayor’s Charge

Pre-tax cash is the only resource in the official measure. CEO’s mandate was to create a poverty measure that provided a more complete accounting of resources available to families to meet their needs, including tax credit programs as well as the cash-equivalent value of in-kind benefits, such as the Supplemental Nutrition Assistance Program (SNAP)—better known as Food Stamps. A second requirement of an improved poverty measure is that it should compare family resources against poverty thresholds that reflect the relatively high cost of living in New York City.

CEO began its work by reviewing a variety of alternative approaches, eventually choosing to develop a measure that could both serve local needs and influence the national discussion on poverty and how to measure it. Specifically, the new measure had to be:

1. CREDIBLE. Grounded in a substantial body of research and supported by experts in the field.
2. PRACTICABLE. CEO had to turn a better idea into an annual measure and do so at a reasonable cost
3. REPLICABLE. To the extent possible, an alternative measure should rely on data sources and methods available to other localities across the country.

CEO concluded that it should base its alternative poverty measure on the

recommendations issued by the National Academy of Sciences’ (NAS) Panel on Poverty and Family Assistance in 1995<sup>1</sup>. The NAS report had been embraced by much of the research community, but when CEO chose to follow its recommendations neither Congress nor The White House had acted to implement them at the federal level.

The figure below summarizes the differences between the official and CEO poverty measures.

Comparison of Poverty Measures	
<b>T H R E S H O L D</b>	
<p><b>OFFICIAL</b></p> <p>Established in mid-1960s at three times the cost of “Economy Food Plan.”</p> <p>Updated by change in Consumer Price Index.</p> <p>No geographic adjustment.</p>	<p><b>CEO</b></p> <p>Equal to 33rd percentile of family expenditures on food, clothing, shelter and utilities, plus 20 percent more for miscellaneous needs.</p> <p>Updated by change in expenditures for the items in the threshold.</p> <p>Inter-area adjustment based on differences in housing costs.</p>
<b>R E S O U R C E S</b>	
<p><b>OFFICIAL</b></p> <p>Total family <i>pre-tax</i> cash income.</p>	<p><b>CEO</b></p> <p>Total family after-tax income.</p> <p>Include value of near-cash, in-kind benefits such as Food Stamps.</p> <p>Housing status adjustment.</p> <p>Subtract work-related expenses such as childcare and transportation costs.</p> <p>Subtract medical out-of-pocket expenditures.</p>

<sup>1</sup> Constance F. Citro and Robert T. Michael, eds. “National Research Council, Panel on Poverty and Family Assistance.” *Measuring Poverty: A New Approach*. (Washington, D.C.: National Academy Press, 1995).

## National Impact

CEO's first report on poverty in New York City was issued in August 2008.<sup>2</sup> Its publication broke a political logjam. Not long afterward support began to build in Congress for the Measuring American Poverty Act, which called for the adoption of a Modern Poverty Measure based on the NAS recommendations. CEO's work for New York City was also followed by similar state-level poverty measures by New York State's Office of Temporary and Disability Assistance, the Urban Institute and the Institute for Research on Poverty at the University of Wisconsin.

In March 2010, the Obama Administration announced that it was directing the Census Bureau to issue the Supplemental Poverty Measure (SPM).<sup>3</sup> Like the CEO measure, the SPM is based on the 1995 NAS recommendations. In the ensuing years, these recommendations were never adopted by the federal government – what brought about the decision to finally act on them? One important factor was CEO's work to develop a more accurate measure of poverty for New York City. According to Mark Greenberg, the Deputy Assistant Secretary for Policy at the U.S. Department of Health and Human Services' Administration for Children and Families, "There has been tremendous interest over the last number of years on the issue of how do you improve the measure of poverty... One of the things that spurred this new life was the work that was done in NYC..."<sup>4</sup> The development of the SPM is an important step toward a more informed discussion of poverty in the

United States. CEO, along with many others, can be credited with helping to bring it to fruition. The Census Bureau's first report utilizing the SPM was published in November 2011, validating CEO's approach to poverty measurement.<sup>5</sup> A subsequent report, which included state-level estimates, was released in November 2012.

The issuance of the SPM also makes the work of CEO more informative because it allows for a comparison of New York City findings to trends for the nation. The benefits of doing so prompted CEO to make several revisions to enhance the comparability of New York City's work with the federal SPM.<sup>6</sup> Going forward, CEO brings its collective experience to this ongoing dialogue at the federal and local levels on how to continue to improve the poverty measure.

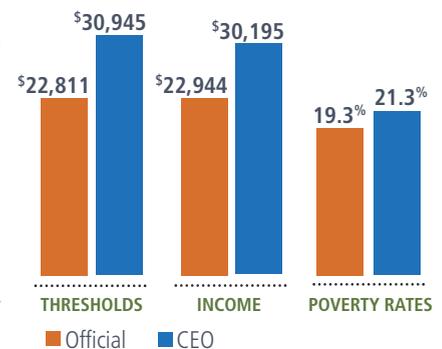
While the SPM is an important complement to the CEO measure, it will not replace it. Census has no plans to issue the SPM for local areas. No federal agency, moreover, can provide the kind of in-depth analysis of local conditions that CEO's series of annual reports has for New York City

## Findings

In 2011—the most recent year for which data is available—the CEO poverty rate was 21.3 percent, 2.0 percentage points higher than the official rate of 19.3 percent. The CEO poverty rate has exceeded the official poverty rate in each of the seven years for which we have comparable data, 2005 through 2011. The reason for this is

readily understood by comparing the differences between the CEO and official poverty thresholds and income measures. As Figure Two illustrates, in 2011 the CEO expenditure threshold for a family unit of two adults and two children was \$30,945, 36 percent higher than the official poverty threshold of \$22,811. At the same time, CEO income – because it includes non-cash resources – exceeded official (pre-tax cash) income. Measured at the 20th percentile of their respective distributions, CEO income was \$30,195, 32 percent above the corresponding level of official cash-only income of \$22,944. In sum, the CEO poverty rate exceeds the official poverty rate because the effect of the higher CEO threshold outweighs the effect of CEO's more inclusive income measure.

Figure 2. Official and CEO Thresholds, Incomes, and Poverty Rates, 2011



Source: U.S. Bureau of the Census and American Community Survey Public Use Micro Sample as augmented by CEO. Notes: Incomes are measured at the 20th percentile and stated in family size and composition-adjusted dollars. Official poverty rates are based on the CEO poverty universe and unit of analysis.

<sup>2</sup> Center for Economic Opportunity. The CEO Poverty Measure: A Working Paper by the New York City Center for Economic Opportunity. August 2008. Available at [www.nyc.gov/ceo](http://www.nyc.gov/ceo).

<sup>3</sup> <http://www.commerce.gov/news/press-releases/2010/03/02/census-bureau-develop-supplemental-poverty-measure>.

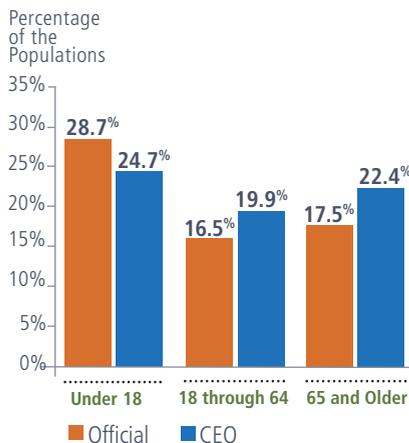
<sup>4</sup> Mark Greenberg, CEO at 5.

<sup>5</sup> Short, Kathleen. The Research Supplemental Poverty Measure: 2010. US Bureau of the Census. Available at [www.census.gov/hhes/povmeas/methodology/supplemental/research/Short\\_ResearchSPM2010.pdf](http://www.census.gov/hhes/povmeas/methodology/supplemental/research/Short_ResearchSPM2010.pdf).

<sup>6</sup> Center for Economic Opportunity. The CEO Poverty Measure, 2005-2010: A Working Paper by the New York City Center for Economic Opportunity. April 2012. Available at [www.nyc.gov/html/ceo](http://www.nyc.gov/html/ceo).

Although CEO's measure finds more people in poverty overall, this is not true across all population groups. Most notably the CEO poverty rate for children is lower than the official child poverty rate. The CEO measure reflects the impact of social policy; lower-income families with children have relatively high rates of participation in programs such as food stamps and receive more generous benefits from tax credit programs such as the Earned Income Tax Credit. Figure Three compares CEO to official poverty rates for 2011, by age group. In that year, the official poverty rate for children was 28.7 percent, while the corresponding CEO poverty rate was 24.7 percent.

Figure 3. Official and CEO Poverty Rates, by Age, 2011



Source: American Community Survey Public Use Micro Sample as augmented by CEO.

### Poverty in the Great Recession

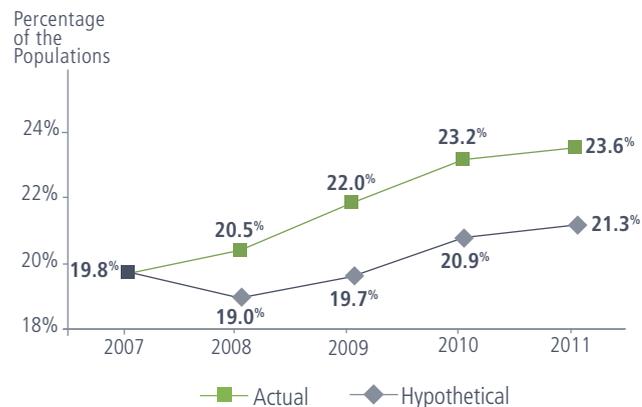
CEO's two most recent reports have focused on the impact of the recent recession on poverty in New York City. Employment declines naturally lead to reduced earnings, lower incomes, and higher poverty rates. What is missing in this familiar picture is the effect of income supports that do not take the form of cash.

Both the Bush and Obama Administrations responded to the recession with a number of initiatives to bolster family income. These included: expanding Unemployment Insurance; creating new or increasing existing tax credit programs; and increasing food stamp benefits. The Unemployment Insurance program is the only one of these initiatives included in the official measure's narrow definition of family resources. The official measure, therefore, would indicate that these efforts had no discernible effect on poverty.

CEO's reports find something different. While the CEO poverty rate did rise from 19.0 percent in 2008 to 21.3 percent in 2011, the measure can identify the extent to which policy interventions blunted what would have been an even steeper increase. Had it not been for the expansion of tax credits and the food stamp program, the City's poverty rate would have climbed to 23.6 percent by 2011.

Figure Four illustrates the differences in these poverty rates.

Figure 4. Actual and Hypothetical CEO Poverty Rates, 2007-2011



Source: American Community Survey Public Use Micro Sample as augmented by CEO.

### Looking Ahead

CEO's next report on poverty in New York City will provide a poverty rate for 2012, and will reflect the extent to which a strengthening economy has benefited low-income New Yorkers. Looking to the future, programs that serve the poor are likely to be a central part of the broader debate on government spending. The importance of policy in alleviating poverty will not diminish, but the ability to measure the importance of these programs will take on more prominence. Elected officials – both in New York City and beyond – will look to stretch every dollar in an increasingly constrained budget climate. As David Jones of the Community Service Society explained, "The new poverty measure... is a breakthrough... we have to come up with a realistic poverty measure to even convince anyone to come up with the monies necessary—a singular achievement."<sup>7</sup> From policy inception to implementation, the CEO poverty measure is an indispensable tool for New York City leaders in the challenging times ahead.

<sup>7</sup> David Jones, CEO at 5.

# EMPLOYMENT

PROGRAM HIGHLIGHTS FY2012

23 PROGRAMS

42,246 PARTICIPANTS

385 PROGRAM SITES

- WORK PROGRESS PROGRAM
  - EMPLOYMENT WORKS
- SECTOR FOCUSED CAREER CENTERS
  - EXPANDED TRAINING
  - COMMUNITY PARTNERS
  - MILLION TREES NYC
  - SCHOLARS AT WORK
- BUSINESS SOLUTIONS TRAINING FUNDS
  - JOBS-PLUS
- FOOD HANDLERS CERTIFICATION
- YOUNG ADULT INTERNSHIP PROGRAM
  - BACK TO WORK EXPANSION
  - NYC TRAINING GUIDE

2,975  
Trainings

292  
Promotions

9,105  
Job Placements

\$1418  
Average Youth  
Internship Wage



TRANSPORTATION CAREER  
CENTER PARTICIPANTS

2.7x  
more likely to  
be placed  
in a job  
AND



EARN  
\$1.70  
MORE per hour  
than traditional career  
participants\*



\* Source: CEO Workforce Innovations Report, 2010



*Business Solutions Training Funds participants*

# Perspectives

## Participants

Disconnected young adults under the age of 24 are one of CEO's targeted populations, and programs aim to remove barriers for those who are neither working nor enrolled in school. For these New Yorkers, interventions that lead to education or employment are critical. For example, youth between the ages of 16 and 24 can enroll in the Young Adult Internship Program (YAIP), where they receive work-readiness training before being placed in a 12-week internship. Ongoing placement assistance helps participants transition from internships to long-term employment, education or advanced training.

*"I gradually accepted the fact that I had to get back to school,"* said Yarian Gonzalez, a YAIP participant who began working on a bachelor's degree at Lehman College last year. *"I learned that you have to do things that you don't really want to do, hard things like going to school, in order to get where you want to be."*

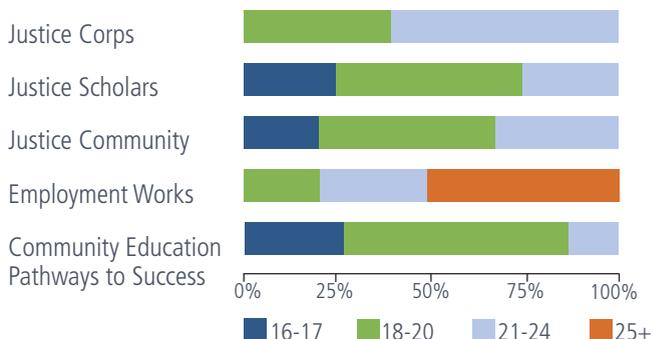
Some of these young adults are court-involved, often re-entering their communities after periods of incarceration.

One of the toughest barriers to a good job or a quality education is a criminal record. Too often, failure to pass a background check closes the door on a person who is ready for a second chance. Growing up, Chaka Bernard missed a lot of school and wound up at a juvenile detention center. From there he went into a downward spiral of "criminal things," hitting rock bottom when he was shot in Coney Island. "I could have lost my life," Chaka recalls. He thought of his 3-month old son and how, if he had been killed, he wouldn't have been there for him. The young father resolved that from that point on, he'd make sure he was there for his son.

A relative told him about the CUNY Fatherhood Academy (CFA) and he decided to apply. At CUNY Fatherhood, Chaka became a provider for his family by preparing for college and getting a part-time job working for CUNY. With the help of CFA counselors and his fellow fathers in the class, he "learned to just talk instead of staying angry." Chaka is now enrolled as a full-time student at CUNY.

Innovative CEO programs offer ladders to overcome barriers, offering low-income New Yorkers the tools to provide for themselves and their families.

## Participant Age



## Agency Partners

CEO breaks down interagency divisions within City government to achieve shared goals in fighting poverty. Partner agencies are key collaborators on CEO initiatives, working together closely to design program models and provide crucial feedback from their experiences with community providers. Through a combination of flexible City resources and private funds, CEO offers partners needed resources in determining how to manage new initiatives most effectively. Unlike federal funding—which often comes with restrictions that prevent local adaptation or creativity—CEO encourages innovation while maintaining focus on accountability and results. In an era of diminished government resources, CEO helps City agencies use data to inform difficult funding decisions. Programs that are not meeting performance targets are changed or eliminated.

In developing pilot programs, CEO works with agencies to report on progress both monthly and quarterly. This enables rapid recognition of problems as they arise and allows programs to evolve over time through data and evaluation. CEO brought Small Business Services (SBS) and the Department of Probation (DOP) together to create Employment Works, a program that helps probationers meet work preparedness and job placement needs. Since its launch in 2008, the program has secured job placements for nearly 3,500 probationers, and expanded last year to serve a wider group of adults with a history of court involvement. When DOP established a new literacy initiative to help young probationers, CEO connected the agency with Department of Youth and Community Development (DYCD) program managers doing similar work.



This facilitated a mutually beneficial exchange of strategies for data-sharing and performance monitoring, and for coordinating technical assistance to providers. CEO also worked with DYCD and public libraries to incorporate paid internships into young adult literacy programs after an independent evaluation showed it could improve attendance.

CEO has a proven track record of incorporating successful models into the operations of partner agencies. CEO worked with the Department of Consumer Affairs to create the Office of Financial Empowerment (OFE), incorporating antipoverty initiatives into the agency mission. According to an independent evaluation by Westat, “OFE pilots and programs have greatly influenced the ongoing implementation of DCA’s consumer protection activities. As a result, the traditional DCA targeted watchdog protection practices are now more closely linked to financial education and outreach to low-income families. In addition, financial empowerment has been woven into other divisions of the agency.” The agency has also developed public-private partnerships, raising significant additional corporate and private foundation funds to support and grow its financial empowerment work and help thousands of low income New Yorkers each year. It also leads a national coalition of Cities for Financial Empowerment, which expanded significantly last December.

CEO worked with SBS to launch the City’s first industry-focused career centers, tailoring workforce services to the transportation and healthcare industries. The sector-specific

program increased job placements and wages for participants. SBS subsequently added two new sector centers, and focused its entire system of Workforce1 Career Centers on a smaller range of targeted industries to develop stronger employer relationships. SBS further incorporated sector-focused partnerships into a collaboration with the Department of Education (DOE) called Scholars at Work, which serves Career and Technical Education students. The department has also incorporated this approach into new occupational training initiatives within the Business Solutions Training Funds program to help employers fund training operations for incumbent workers as they advance in their careers.

These interagency collaborations have helped CEO provide the foundation for further innovation in city government: when the Young Men’s Initiative (YMI) was launched in 2011, existing CEO programs were ideally positioned as a foundation for justice, employment, and education programs. To get new programs up and running, CEO worked closely with staff from agencies such as the Human Resources Administration (HRA) and DOP to design new program models, establish data tracking and metrics, and quickly ready programs for implementation. Based on its program management and evaluation expertise, CEO is overseeing the implementation and evaluation of a majority of the YMI portfolio. CEO’s existing work with City agencies provided the needed foundation for reporting and management structures across the wide range of YMI programs.

### **Community-Based Organization Partners and Nonprofits**

CEO’s partnerships extend far beyond the agencies of City government, as programs rely on community-based organizations (CBOs) and nonprofits throughout the five boroughs to provide services. CEO currently partners with over 200 CBOs, which range from large community colleges to small neighborhood-based nonprofits to large-scale workforce and community development organizations.

In 2012, CEO hosted leaders from several nonprofit organizations to commemorate its fifth anniversary celebration at Gracie Mansion—“CEO at 5”. The event featured discussion of CEO’s impact within the nonprofit world: Geoffrey Canada, President and CEO of the Harlem Children’s Zone; David Jones, President and CEO of the Community Service Society; and Richard Buery, President and CEO of Children’s Aid Society—all of whom were members of the 2006 Mayor’s Commission on Poverty. Mr. Buery captured the essence of the relationship between CEO and CBOs: “One of the most exciting things about this partnership has been the actual nature of the partnership, the way in which CEO has redefined how non-profit and government institutions can work together on important issues—with a degree of real engagement and transparency.”

An organization that manages a CEO initiative is more than just a provider of direct services, it is a partner that helps gather, analyze and share evidence that helps shape future policy. CEO initiatives are directly influenced by the work of CBOs, who bring community ties and area



expertise to programs while providing ongoing feedback to CEO and its partner agencies. This partnership helps CEO programs as they develop while also increasing the capacity of providers themselves, enhancing their impact in the communities they serve.

CEO's community partners build organizational capacity through CEO strategies: the sharing of best practices through learning networks; using data and program evaluation to drive decision-making; and helping to replicate programs that work both locally and nationally.

CEO uses data as the foundation for an ongoing informed dialogue about what works and what needs to be changed. Courtney Hawkins, Vice President of Education, Youth and Workforce Initiatives at FECS Health and Human Services has observed, "CEO pays attention to the organizations and implementation of its pilots. CEO listens to our input but also holds us accountable for outcomes."

CBOs often lack the resources for external evaluations of their initiatives. CEO evaluations are often used by partner organizations to demonstrate the quality of their work. Community partners also frame research questions, develop program metrics and measurable outcomes, and create data collection tools. These tools are transferrable and are often applied to other aspects of an organization beyond CEO-funded initiatives.

CEO's innovative programs have expanded providers' capacity along with providing community services. For example, Phipps Community Development Corporation serves more than 8,000 children, teens, and adults

every year through more than 40 programs offering educational, economic and community resources. In 2007, Phipps was awarded a CEO contract to launch the NYC Justice Corps in the Bronx—a major criminal justice initiative. The program offered an opportunity for Phipps to expand its portfolio to include support for court-involved youth. With extensive technical assistance from John Jay College of Criminal Justice and the Center for Employment Opportunities, Phipps developed a strong reputation in the Bronx as a leading provider of work-readiness and case management services to formerly incarcerated young adults. Probation and parole officers were soon using Phipps as a referral to help their clients.

Among the effective practices promoted by CEO programs are cohort-based models, where participants move together through the program from start to finish. This strategy has been shown to effectively engage disconnected youth by building peer-to-peer support. FECS Health and Human Services has provided education and workforce development services since 1934, and served young adults in the South Bronx for over thirty years. FECS's work has been enhanced by two CEO programs: the Young Adult Internship Program and Project Rise. With both of these programs using cohorts, FECS immediately recognized their benefit and now uses this strategy in other education programs at the Bronx Youth Center. As Ms. Hawkins at FECS observed, "CEO is a model for how a government agency can partner with CBOs to find the best solutions."



Tulsa WorkAdvance participant



# Appendix A:

## Performance Data

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

This section provides information on each of CEO's programs that operated in Fiscal Year 2012 (July 2011-June 2012), providing a snapshot of performance on key metrics, information on start date and scale, and trend-lines illustrating year-by-year performance. Information on budgets, number of program sites, length of program operations, and target population are provided as crucial context for program performance.

A note on program status:

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

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

**"Newly launched"** refers to a program that is in early operations and that it is too early to determine if the program model is having intended effects.

**"Discontinued"** are programs that CEO no longer funds.

# 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 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 include amount of debt reduced, numbers of savings accounts opened, and tax credits received.

## TAX CREDITS

### CHILD CARE TAX CREDIT

A program by the NYC Department of Finance and New York State.<sup>2</sup>  
 Start Date: 01/2007 | FY 12 Budget: \$6,620,000 | Status: Successful  
*Provides eligible low-income families with a refundable tax credit to help pay for child care expenses.*

	Tax Year 11 Actual	Tax Year 10 Actual	TY 08-11 Trends
Households Receiving the Credit	17,817	23,721	
Total Amount Received	\$6.62M	\$10.00M	
Average Claimed by Households	\$371	\$422	

### EARNED INCOME TAX CREDIT MAILING

A program by the NYC Department of Finance.<sup>3</sup>  
 Start Date: 01/2007 | FY 12 Budget: N/A | Status: Successful  
*Mails pre-populated, amended tax returns to potentially qualified households.*

	Tax Year 09 Actual	Tax Year 08 Actual	TY 06-09 Trends
Targeted Households Receiving EITC	6,239	5,645	
Total Amount Received	\$6.09M	\$4.62M	
Average Claimed by Households	\$976	\$818	

### FINANCIAL EMPOWERMENT CENTERS

A program by the NYC Department of Consumer Affairs/Office of Financial Empowerment.  
 Start Date: 06/2008 | FY 12 Budget: \$2,255,000 (OFE & Private) | Status: Successful  
 Sites: 24  
*Offer free, one-on-one financial education and counseling to low-income New York City residents.*

	FY 12 Actual	FY 12 Target	FY 11 Actual	FY 09-12 Trends
New Enrollees	5,882	5,100	5,073	
Financial Counseling Sessions	11,100	10,000	10,296	
Cumulative Savings <sup>4</sup>	\$0.87M	-	\$0.51M	
Cumulative Debt Reduced <sup>4</sup>	\$7.05M	-	\$5.17M	

<sup>1</sup> Findings from the Citywide Financial Services Study (New York, NY: Office of Financial Empowerment, 2010), 1, [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> Child Care Tax Credit figures are based on Tax Year 2011.

<sup>3</sup> The 2012 Earned Income Tax Credit Mailing figures are based on Tax Year 2009.

<sup>4</sup> Financial Empowerment Centers began tracking total savings and total debt reduced in FY 10.

## YOUTH FINANCIAL EMPOWERMENT

A program by the Administration for Children's Services.

Start Date: 07/2008 | FY 12 Budget: \$96,250 (CEO) | Status: Implementation | Sites: 3  
*Teaches financial literacy skills and provides Individual Development Accounts to youth who are aging out of the foster care system. The program is a 5-year pilot; all measures are cumulative.*

	FY 12 Actual	FY 12 Target	FY 11 Actual	FY 09-12 Trends
Program Participants	592	600	513	
Completed Finance Workshop	143	-	250	
Open IDAs	341	375	276	
Asset-Building Purchases	60	-	30	
Average Amount Saved	\$204	-	\$118	

## OUTREACH

### FINANCIAL EDUCATION NETWORK

A program by the NYC Department of Consumer Affairs/Office of Financial Empowerment.

Start Date: 12/2008 | FY 12 Budget: N/A<sup>5</sup> | Status: Successful | Sites: 207  
*An umbrella for networking, professional development, and marketing for the field of affordable financial education.*

	FY 12 Actual	FY 12 Target	FY 11 Actual	FY 09-12 Trends
Financial Education Inquiries	20,541	20,000	22,148	
Forum Attendees <sup>6</sup>	173	90	140	
Graduates from Financial Counselor	66	30	52	

### TAX CAMPAIGN

A program by the NYC Department of Consumer Affairs/Office of Financial Empowerment.

Start Date: 12/2008 | FY 12 Budget: \$141,000 (OFE) | Status: Successful | Sites: 92  
*Offers multiple ways for New Yorkers to access quick and affordable tax preparation.*

	FY 12 Actual	FY 12 Target	FY 11 Actual	FY 09-12 Trends
Tax Returns Filed at Pilot Programs <sup>7</sup>	26,125	15,000	19,520	
Tax Returns Completed at VITA Sites <sup>7</sup>	73,689	-	72,712	
Tax Assistance 311/Online Inquiries	87,159	100,000	144,873	

See also: **FAMILY REWARDS** (Social Innovation Fund) and **SaveUSA** (Social Innovation Fund).

<sup>5</sup> Financial Education Network program expenses are now supported by OFE's general non-personnel budget.

<sup>6</sup> FEN began tracking attendance at forums in FY 10 and began graduating financial counselors from training in FY 11.

<sup>7</sup> Tax Campaign began tracking tax returns filed at OFE Tax Pilot Programs and VITA sites in FY 10.

# Education Programs

Attaining self-sufficiency and competing in the labor market requires an educational foundation. People with a college education earn substantially more than those who did not complete high school. An individual who earns a GED or high school diploma will increase lifetime earnings by approximately \$300,000 compared an individual without a high-school-level degree. Continuing on to earn an Associate’s degree graduate increases lifetime earnings by an additional \$350,000.<sup>8</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 GED 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 success is measured by educational gains in grade levels, and attainment of GED, High School Diploma, or college degree.

## COLLEGE

### CUNY ACCELERATED STUDY IN ASSOCIATE PROGRAMS

A program by the City University of New York.  
 Start Date: 09/2007 | FY 12 Budget: \$6,800,000<sup>9</sup> | Status: Successful | Sites: 6  
*Assists students in earning associate’s degrees within three years by providing a range of academic and support services. Since Fall 2009, ASAP has targeted students who need 1 or 2 developmental courses at the beginning of the program.*

	FY 12 Actual	FY 12 Target	FY 11 Actual	FY 09-12 Trends
Enrollees in Cohort 5 (Entered Fall 2011)	462	-	390	
Cohort 4 (Entered Fall 2010) One-Year Retention Rate	75.0%	>65.6%	78.7%	
Cohort 3 (Entered Spring 2010) Two-Year Graduation Rate	17.7%	>5.8%	27.5%	
Cohort 2 (Entered Fall 2009) Three-Year Graduation Rate	55.5%	>22.3%	54.9%	

### NURSE CAREER LADDERS: LICENSE PRACTICAL NURSE PROGRAM

A program by the NYC Health and Hospitals Corporation, and the NYC Department of Education.  
 Start Date: 09/2007 | FY 12 Budget: \$1,034,000 (CEO) | Status: Implementation | Sites: 1  
*Provides full-tuition scholarships and counseling services to low-income participants for DOE’s accelerated eleven-month training course.*

	FY 12 Actual	FY 12 Target	FY 11 Actual	FY 09-12 Trends
New Enrollees	40	40	40	
LPN Graduates in Spring 2012	35	40	38	
LPN Exam Passers (from Prior Cohort)	36	40	33	
Placed as Full-time LPN (from Prior Cohort)	5	40	19	
Placed in Part-time LPN Residency (from Prior Cohort)	19	-	11	

<sup>8</sup> U.S. Census Bureau (2009). Annual Social and Economic (ASEC) Supplement. [http://www.census.gov/hhes/www/cpstables/032009/perinc/new03\\_000.htm](http://www.census.gov/hhes/www/cpstables/032009/perinc/new03_000.htm). Retrieved November 21, 2012.

<sup>9</sup> \$6.5 million of ASAP’s budget is now paid by CUNY out of its regular budget; CEO provides an additional \$300,000 that supports an evening program.

**NURSE  
CAREER  
LADDERS:  
REGISTERED  
NURSE  
PROGRAM**

A program by the NYC Health and Hospital Corporation.

Start Date: 09/2008 | FY 12 Budget: \$442,000 (CEO) | Status: Implementation | Sites: 1  
Provides full-tuition scholarships to low-income individuals for a four-year degree in nursing.

	FY 12 Actual	FY 11 Actual	FY 09-12 Trends
Program Participants	32	47	
RN Graduates <sup>10</sup>	22	6	
Earned NCLEX License <sup>11</sup>	15	0	
Placed in Jobs as Registered Nurses <sup>11</sup>	11	0	

**PRE-GED & GED**

**CUNY  
PREPARATORY  
SCHOOL**

A program by the City University of New York.

Start Date: 09/2003 | FY 12 Budget: \$3,575,000 (CEO) | Status: Implementation | Sites: 1  
Students ages 16-18 earn their High School Equivalency Diploma and gain the academic, personal and social skills necessary for success in college in a supportive, high school-like setting. A separate evening program serves older students and working adults.

	FY 12 Actual	FY 11 Actual	FY 09-12 Trends
New Enrollees	293	285	
Continuing Students	289	197	
Passed GED (of GED Test Takers)	70%	79%	
Enrolled in College	54	63	
Graduated from College	12	12	
Placed in Internships <sup>12</sup>	60	33	
New Enrollees (Evening)	62	224	
Continuing Students (Evening)	42	65	
Passed GED (of GED Test Takers - Evening)	44%	74%	

**YOUNG ADULT  
LITERACY  
PROGRAM /  
COMMUNITY  
EDUCATION  
PATHWAYS TO  
SUCCESS**

A program by the NYC Department of Youth and Community Development, Brooklyn Public Library, New York Public Library, Queens Public Library and NYC Department of Probation.

Start Date: 08/2008 | FY 12 Budget: \$3,158,000 (CEO & YMI & Private) | Status: Implementation  
Sites: 20

Tailors instruction to the needs and interests of disconnected young adults who read at pre-GED (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.

	FY 12 Actual	FY 12 Target	FY 11 Actual	FY 09-12 Trends
New Enrollees in YALP	750	-	678	
New Enrollees in CEPS	30	-	-	
Gained 1 or More Literacy Grade Level	55%	65%	44%	
Gained 1 or More Numeracy Grade Level	46%	65%	38%	
Graduated to Higher-level GED Courses	204	-	95	
Placed in a Job or Training	113	-	285	
Placed in Internships	544	-	431	

<sup>10</sup> The RN is a four-year degree program; enrolled in Fall 2007.

<sup>11</sup> Part-time placements in the LPN program began in FY 11. Prior to FY 11, all placements were full-time.

<sup>12</sup> CUNY Prep added an internship component beginning in FY 11.

## MENTORING

### CORNERSTONE MENTORING

A program by the NYC Department of Youth and Community Development.<sup>13</sup>  
Start Date: 01/2012 | FY 12 Budget: \$831,000 (YMI)<sup>14</sup> | Status: Newly Launched | Sites: 25  
*Uses a group mentoring model to provide discussion groups, community service projects and group outings to middle schoolers who reside in public housing. Mentoring activity hours are used to assess the strength of mentor-mentee relationships.*

	FY 12 Actual	FY 12 Target
Program Participants	267	300
Mentors	79	75
Mentoring Activity Hours	5,532	-

### IMPACT (Improving My Progress At College Today) PEER MENTORING

A program by the City University of New York.<sup>15</sup>  
Start Date: 01/2012 | FY 12 Budget: \$140,000 (YMI)<sup>14</sup> | Status: Newly Launched | Sites: 2  
*Trains GED graduates who are enrolled in college to serve as mentors for current GED students and to provide peer support for other recent GED graduates now enrolled in college.*

	FY 12 Actual	FY 12 Target
New Enrollees	260	200
GED Test Takers	83	-
GED Test Passers	58	-
Enrolled in College	16	-

See also: **CUNY FATHERHOOD** (Health), **JUSTICE COMMUNITY** (Justice), **JUSTICE SCHOLARS** (Justice), **MILLIONTREESNYC TRAINING PROGRAM**, **NYC JUSTICE CORPS** (Justice), **PROJECT RISE** (Social Innovation Fund), **TEEN ACTION** (Health), and **YOUNG ADULT INTERNSHIP PROGRAM** (Employment).

<sup>13</sup> Cornerstone was launched in 2012. The enrollment target is prorated; full-year outcome targets will be available in FY 13.

<sup>14</sup> Budget total reflects a partial year of operations.

<sup>15</sup> IMPACT was launched in 2012. The enrollment target is prorated; full-year outcome targets will be available in FY 13.

# Workforce Development

The Center’s Poverty Measure research shows that over 650,000 New Yorkers live in a family with at least one full-time worker and yet remain in poverty.<sup>16</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 strategies such as 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, individuals placed in employment, wages earned and individuals retained in employment.

## LOW-INCOME ADULTS

### BUSINESS SOLUTIONS TRAINING FUNDS

A program by the NYC Department of Small Business Services.

Start Date: 07/2008 | FY 12 Budget: \$1,863,000 (CEO & YMI) | Status: Implementation  
Sites: 26

*Provides New York City employers with funding to develop the skills of their workers. Businesses provide funding to match the training award and agree to raise the wages of employees who complete the trainings. In FY 2012, the program expanded with YMI funding to serve additional businesses.*

	FY 12 Actual	FY 12 Target	FY 11 Actual	FY 09-12 Trends
Grants Awarded	26	-	17	
Incumbent and New Trainees <sup>17</sup>	570	1,000	385	
Low-Income Incumbent Trainees	218	-	164	
Average Wage Gain for Incumbent Trainees	11%	8%	15%	
Incumbent and New Trainees Who Completed the Training	257	307	460	
Percent of Incumbent Trainees Receiving a Wage Gain	69%	75%	86%	
Dollars Awarded	\$1.02M	\$1.00M	\$0.69M	
Dollars Contributed by Employers	\$0.57M	\$0.35M	\$0.50M	

### COMMUNITY PARTNERS

A program by the NYC Department of Small Business Services.

Start Date: 07/2007 | FY 12 Budget: N/A<sup>18</sup> | Status: Successful | Sites: 262

*Connects job-ready clients of community-based organizations to specific job openings at the City’s Career Centers.*

	FY 12 Actual	FY 11 Actual	FY 09-12 Trends
Referred to Workforce1 Career Centers for Jobs by community-based organizations	18,522	11,169	
Placed in Jobs	4,862	4,450	

<sup>16</sup> Calculated from data in the CEO Poverty Measure report. NYC Center for Economic Opportunity. The CEO Poverty Measure, 2005-2011 (New York, N.Y.: Center for Economic Opportunity, 2011).

<sup>17</sup> Most trainees are incumbent workers who already work at participating employers; businesses can also use training funds to train newly hired employees.

<sup>18</sup> This program has been fully integrated into the way that all of the Sector Centers operate, and therefore no longer has a separate budget line.

## JOBS-PLUS AT JEFFERSON HOUSES

A program by the NYC Housing Authority, NYC Human Resources Administration, City University of New York.

Start Date: 10/2009 | FY 12 Budget: \$1,000,000 (YMI & Private) | Status: Implementation | Sites: 1  
Offers NYCHA residents employment and training services, community-based support for work, and rent-based work 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. In FY 13, the program will be expanded to seven new sites through the Young Men's Initiative.

	FY 12 Actual	FY 12 Target	FY 11 Actual	FY 09-12 Trends
Outreach for New Members	899	450	908	
New Enrollees	423	315	347	
Completed Job Readiness Training	186	252	154	
Placed in Jobs <sup>19</sup>	173	207	162	
Promoted, Advanced, or Replaced Jobs	5	24	195	
Retained in Jobs at 3 Months	90	109	113	

## NYC TRAINING GUIDE

A program by the NYC Department of Small Business Services.

Start Date: 02/2008 | FY 12 Budget: N/A<sup>20</sup> | Status: Successful | Sites: N/A

A web-based research tool that provides job-seekers with detailed information about training courses and providers, incorporates information on course outcomes and measures customer satisfaction through participant reviews.

	FY 12 Actual	FY 11 Actual	FY 09-12 Trends
Website Visits <sup>21</sup>	66,761	343,097	
Trainee Reviews	136	2,204	

## SECTOR-FOCUSED CAREER CENTERS

A program by the NYC Department of Small Business Services.

Start Date: 06/2008 | FY 12 Budget: \$5,164,000 | Status: Successful | Sites: 2

Provides low-income workers access to jobs in industries with career advancement opportunities by focusing workforce development on targeted economic sectors. One site focuses on healthcare, while the other focuses on manufacturing and transportation.

	FY 12 Actual	FY 12 Target	FY 11 Actual	FY 09-12 Trends
New Enrollees	10,619	-	6,964	
Placed in Jobs or Promoted	2,366	2,625	2,080	
Placed in Jobs	2,048	-	1,686	
Promoted	318	-	394	
Placed in Jobs at \$10/hour or More	1,646	-	1,403	

<sup>19</sup> In 2012, the definition of a job placement changed from "accepted a job offer" to "remained employed in a job for 30 days.

<sup>20</sup> This program has been fully integrated into the SBS website and therefore no longer has a separate budget line.

<sup>21</sup> Outcomes for the Training Guide decreased in FY 2012 because the City's Individual Training Grant program was put on hold for a major restructuring. It is expected that the Training Guide will again see greater use in FY 2013 as the City's Individual Training Grant program is relaunched.

## YOUNG ADULTS

### MILLION TREES NYC TRAINING PROGRAM

A program by the NYC Department of Parks and Recreation.  
 Start Date: 11/2008 | FY 12 Budget: \$510,000 (CEO & Private) | Status: Discontinued | Sites: 1  
*Prepared unemployed, out-of-school youth for green jobs in arboriculture, ecological restoration, or landscape design and gardening. The program ended in April 2012 because employment demands within the field had dwindled since its launch in 2008.*

	FY 12 Actual	FY 12 Target	FY 11 Actual	FY 09-12 Trends
New Enrollees	19	19	33	
Graduated the Program	17	19	25	
Placed in Job or Education	16	19	21	

### SCHOLARS AT WORK

A program by the NYC Department of Small Business Services and NYC Department of Education.  
 Start Date: 08/2009<sup>22</sup> | FY 12 Budget: \$400,000 (YMI) | Status: Implementation | Sites<sup>23</sup>: 10  
*Prepares Career and Technical Education (CTE) high school seniors to enter the workforce by enriching existing curricula with work-readiness training and offering students a paid internship opportunity.*

	FY 12 Actual	FY 12 Target	FY 11 Actual	FY 09-12 Trends
New Enrollees	355	375	34	
Received Job Readiness Assistance	282	375	26	
Placed in Internships	75	75	34	
Completed Internships	67	65	26	

### WORK PROGRESS PROGRAM / GREEN APPLIED PROJECTS FOR PARKS<sup>24</sup>

A program by the NYC Center for Economic Opportunity, NYC Human Resources Administration, and NYC Department of Parks and Recreation.  
 Start Date: 04/2011 | FY 12 Budget: \$690,000 (CEO/YMI) | Status: Newly Launched | Sites: 17  
*Provides wage reimbursements to community-based organizations seeking to short-term employment opportunities to the low-income young adults they serve.*

	FY 12 Actual	FY 12 Target
New Enrollees	674	566
Completed Subsidized Employment	488	566
Average Subsidized Earnings Per Participant	\$1,024	-
Placed in Unsubsidized Job or Education	226	-

<sup>22</sup> Scholars at Work began in FY 10 but did not become a CEO program until FY 11.

<sup>23</sup> In FY 2012, the program expanded from 5 to 10 schools and added a career exploration track, dramatically increasing enrollment and the number.

<sup>24</sup> Green Applied Projects for Parks was a special initiative within the Work Progress Program that operated in summer 2012.

## YOUNG ADULT INTERNSHIP PROGRAM

A program by the NYC Department of Youth and Community Development.  
 Start Date: 11/2007 | FY 12 Budget: \$10,541,000 (CEO/YMI) | Status: Implementation | Sites: 19  
*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, and post-program placement in education, advanced training, or employment.*

	FY 12 Actual <sup>25</sup>	FY 12 Target	FY 11 Actual	FY 09-12 Trends
New Enrollees	1,570	1,570	1,360	
Placed in Internships	1,557	1,570	1,352	
Completed Internships	1,315	1,178	1,237	
Placed in Job or Education	808	1,099	733	
Retained in Job or Education at 9 Months	473	809	759	

## EXPANSION OF BACK TO WORK

A program by the NYC Human Resources Administration.  
 Start Date: 07/2011 | FY 12 Budget: \$2,200,000 (YMI) | Status: One-time Investment | Sites: N/A  
*Provided enhanced assessment and pre-employment services, as well as additional subsidized job opportunities, to help young black and Latino male cash assistance recipients achieve job placement and retention goals.*

	FY 12 Actual	FY 12 Target
Job Placements	125	105

## EXPANDED TRAINING OPPORTUNITIES

A program by the NYC Department of Small Business Services.  
 Start Date: 09/2011 | FY 12 Budget: \$2,380,000 (YMI) | Status: One-time Investment | Sites: 3  
*Supported a range of one-time occupational training initiatives.*

	FY 12 Actual	FY 12 Target
Enrolled in Training	1,323	1,746
Completed Training	1,033	1,461
Placed in Jobs or Promoted	561	1,096

## PROGRAMS LAUNCHED IN FY 2013

### LINK (Leveraging Innovations and Our Neighborhoods in the Knowledge Economy)

A program by the NYC Economic Development Corporation.  
*A suite of initiatives that help low-income participants gain skills and access to better paying jobs in the knowledge economy, and galvanizes entrepreneurial opportunities in low-income neighborhoods.*

### NYC RECOVERS

A program by the NYC Center for Economic Opportunity.  
*Modeled after CEO's Work Progress Program, NYC Recovers 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.*

<sup>25</sup> In FY 12, the program expanded through YMI, adding 501 additional slots.

## **CONSTRUCTION WORKS**

A program by the NYC Center for Economic Opportunity.  
*Connects NYC residents to appropriate training and construction jobs related to rebuilding in communities affected by Hurricane Sandy.*

See also: **CUNY FATHERHOOD** (Health), **EMPLOYMENT WORKS** (Justice), **FOOD HANDLERS CERTIFICATION** (Justice), **JOBS-PLUS** (Social Innovation Fund), **JUSTICE COMMUNITY SCHOLARS** (Justice), **NURSE CAREER LADDERS: LICENSE PRACTICAL NURSE & REGISTERED NURSE PROGRAMS** (Education), **NYC JUSTICE CORPS** (Justice), **PROJECT RISE** (Social Innovation Fund), **WORKADVANCE** (Social Innovation Fund), **YOUNG ADULT LITERACY PROGRAM** (Education).

# Health Programs

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. In 2012, CEO and Young Men's Initiative launched the Cure Violence project, an evidence-based public health strategy shown to reduce gun violence in targeted communities by intervening 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

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### **FOOD POLICY COORDINATOR**

A program by the NYC Office of the Mayor.  
Start Date: 01/2007 | FY 12 Budget: \$92,000 (CEO) | Status: Successful | Sites: N/A  
*A position established as a joint effort by Mayor Michael R. Bloomberg and the New York City Council, the Food Policy Coordinator works in the Mayor's Office to promote food security, increase the availability of healthy food in low-income neighborhoods, and improve the sustainability of its food system.*

## HEALTHY BODEGAS

A program by the NYC Department of Health and Mental Hygiene.

Start Date: 08/2007 | FY 12 Budget: \$182,000 (CEO) | Status: Implementation | Sites: 58  
*Halfway through FY 12, the program changed strategy to focus on one neighborhood at a time and work with a broader range of food outlets. The program is now called "Shop Healthy NYC" and is listed separately below.*

	FY 12 Actual	FY 12 Target	FY 11 Actual	FY 09-12 Trends
Number of Bodegas Enrolled	58	60	110	
Number of Workshops, Presentations and Cooking Demos	25	24	76	
Percent of Stores Increasing their Stock of Healthy Foods	79%	85%	79%	
Percent of Stores Increasing their Promotion of Healthy Foods	100%	95%	100%	

## SHOP HEALTHY NYC

A program by the NYC Department of Health and Mental Hygiene.<sup>26</sup>

Start Date: 01/2012 | FY 12 Budget: \$182,000 (CEO)<sup>27</sup> | Status: Newly Launched | Sites: 146  
*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.*

	FY 12 Actual
Number of Neighborhood Retail Food Stores Approached	182
Number of Stores That Are Promoting Healthy Foods	146
Number of Stores That Agree to Meet All Shop Healthy Store Criteria	83
Number of Community Members Who Attended a Training Event	107

## YOUNG ADULT HEALTH

### SCHOOL-BASED HEALTH CENTERS

A program by the NYC Department of Health and Mental Hygiene.

Start Date: 09/2007 | FY 12 Budget: \$1,408,000 (DOHMH) | Status: Successful | Sites: 10  
 Provides students with comprehensive healthcare, including a non-stigmatized environment for obtaining reproductive and mental health education and services.

	FY 12 Actual	FY 12 Target	FY 11 Actual	FY 09-12 Trends
Number of Program Participants <sup>28</sup>	9,146	8,633	9,870	
Unique Enrollees Utilizing the Clinics <sup>29</sup>	4,897	-	5,375	
Number of Total Clinic Visits	22,499	-	28,297	
Number of Medical Visits	17,591	-	21,877	
Number of Health Education Visits	1,009	-	1,503	
Number of Mental Health Visits	3,484	-	3,210	
Number of Reproductive Health Visits	17,667	-	11,476	

<sup>26</sup> Targets are not listed for Shop Healthy NYC because the targets that have been set for this program reflect the entire campaign, which spans FY 12 and FY 13. Targets and progress for Shop Healthy NYC will be listed in the FY 13 report.

<sup>27</sup> \$182,400 reflects the entire FY 12 budget for Healthy Bodegas/Shop Healthy.

<sup>28</sup> FY 12 target is lower than FY 11 Actual due to a decline in school enrollment; the target has remained constant at 75% of overall enrollment.

<sup>29</sup> Patient-level data from all sites was not available prior to FY 11.

**TEEN ACTION**  
(Achieving Change Together in Our Neighborhood)

A program by the NYC Department of Youth and Community Development.  
Start Date: 11/2007 | FY 12 Budget: \$1,600,000 (CEO) | Status: Implementation | Sites: 17  
*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.*

	FY 12 Actual	FY 12 Target	FY 11 Actual	FY 09-12 Trends
Number of Program Participants <sup>30</sup>	1,404	1,022	4,178	
Total Service Hours Completed <sup>30</sup>	154,777	154,870	499,547	

**TEEN HEALTH IMPROVEMENT PROGRAM**

A program by the NYC Health and Hospitals Corporation.<sup>31</sup>  
Start Date: 11/2011 | FY 12 Budget: \$500,000 (YMI) | Status: Newly Launched | Sites: 17  
*Provides Health and Hospitals Corporation health clinics with adolescent care training, adolescent-friendly systems improvements and youth engagement programming.*

	FY 12 Actual
Number of Participating HHC Pediatric and Adolescent Health Facilities	17
Number of Young Adults Trained to Conduct Workshops for Clinic Staff	12
Feedback Sessions Attended by Trained Young Adults and Providers	25

**PARENTING**

**CUNY FATHERHOOD ACADEMY**

A program by the City University of New York.<sup>32</sup>  
Start Date: 03/2012 | FY 12 Budget: \$113,845 (YMI Private Funds) | Status: Newly Launched  
Sites: 1  
*Promotes responsible fatherhood, stronger families, and economic stability by connecting young fathers to employment and academic services. Funded by the Open Society Foundation as part of the Young Men's Initiative.*

	FY 12 Actual	FY 12 Target
New Enrollees	36	40
Earned GED	5	-
Placed in Jobs	12	-
College Acceptances	7	-

<sup>30</sup> Outcomes were lower in FY 12 because fewer providers were awarded contracts.

<sup>31</sup> This program was launched in late 2011. Full-year outcome targets will be available in FY 13.

<sup>32</sup> The first CUNY Fatherhood cohort was launched in March 2012. The enrollment target is prorated; full-year outcome targets will be available in FY 13. Program spending also reflects only a portion of full-year costs.

## VIOLENCE PREVENTION

### CURE VIOLENCE

A program by the NYC Department of Health and Mental Hygiene, and NYC Health and Hospitals Corporation.<sup>33</sup>

Start Date: 02/2012 | FY 12 Budget: \$536,000 (YMI & City Council) | Status: Newly Launched | Sites: 5  
*An evidence-based violence prevention strategy that leverages experiences of young men of color who may have been involved with the criminal justice system to act as “violence interrupters” who mediate disputes, preempt retaliatory violence, and assist youth living in specific communities with high gun violence.*

	FY 12 Actual
Program Participants	140
New Enrollees	34
Conflicts Mediated	88
In-Person Contacts with Participants	1,233
In-Hospital Visits with Participants	65

See also: **FAMILY REWARDS** (Social Innovation Fund).

## Justice Programs

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 in their path toward self-sufficiency. CEO determines program success based on whether participants are attaining educational and employment goals and recidivating less often. During FY2012, CEO also worked with agency partners to lay the groundwork for several new initiatives that will be launched in 2013 through the Young Men’s Initiative.

### EMPLOYMENT WORKS

A program by the NYC Department of Small Business Services and NYC Department of Probation. Start Date: 08/2008 | FY 12 Budget: \$3,455,000 (CEO & YMI) | Status: Implementation | Sites: 2  
*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.<sup>34</sup>*

	FY 12 Actual	FY 12 Target	FY 11 Actual	FY 09-12 Trends
Program Participants	1,101	-	2,437	
New Enrollees	758	-	1,260	
Placed in Jobs	744	1,023	790	
Placed in Jobs at \$10/hour or More	278	716	427	
Retained in Jobs at 6 Months <sup>35</sup>	12%	65%	44%	
Retained in Jobs at 12 Months <sup>35</sup>	13%	50%	38%	

<sup>33</sup> This program (originally called CeaseFire) was launched in 2012. Full-year outcome targets will be available in FY 13.

<sup>34</sup> During FY 11, Employment Works expanded services through the Young Men’s Initiative, and during FY 12 Employment Works selected and transitioned to new provider organizations following an RFP.

<sup>35</sup> Retention measures for Employment Works were not available until FY 10.

## FOOD HANDLERS CERTIFICATION

A program by the NYC Department of Corrections and NYC Department of Health and Mental Hygiene. Start Date: 01/2008 | FY 12 Budget: \$14,000 (CEO) | Status: Implementation | Sites: 1  
*Provides Rikers Island inmates with a certification course in Food Handling, a tangible employment asset for re-entry.*

	FY 12 Actual	FY 12 Target	FY 11 Actual	FY 09-12 Trends
New Enrollees /Test Takers	601	500	727	
Passed Certification Exam	571	500	712	

## JUSTICE COMMUNITY

A program by the NYC Department of Probation.<sup>36</sup> Start Date: 01/2012 | FY 12 Budget: \$1,350,000 (CEO & YMI & City Council) | Status: Newly Launched | Sites: 6  
*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.*

	FY 12 Actual	FY 12 Target
Number of New Enrollees	153	121
Number Completed Community Benefit Projects	102	-
Number of Job Placements	13	-
Number Earned a GED or High School Diploma	8	-

## JUSTICE SCHOLARS

A program by the NYC Department of Probation.<sup>37</sup> Start Date: 01/2012 | FY 12 Budget: \$1,555,000 (CEO & YMI) | Status: Newly Launched | Sites: 6  
*Serves young adults involved in the criminal justice system seeking assistance achieving their educational goals, such as a high school diploma, GED, or post-secondary education.*

	FY 12 Actual	FY 12 Target
Number of New Enrollees	142	136
Percent who Gained 1 Literacy Grade Level or Above	16%	-
Percent who Gained 1 Numeracy Grade Level or Above	18%	-
Number Earned a GED or High School Diploma	9	-

## NYC JUSTICE CORPS

A program by the CUNY Prisoner Reentry Institute. Start Date: 09/2008 | FY 12 Budget: \$3,465,000 (CEO & YMI) | Status: Implementation | Sites: 4  
*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. In FY 12, the program was in the process of expanding through the Young Men's Initiative.*

	FY 12 Actual	FY 12 Target	FY 11 Actual	FY 09-12 Trends
Number of New Enrollees	217	177	208	
Number Completed Community Benefit Projects	145	147	157	
Number who Gained 1 Literacy or Numeracy Grade Level or Above	68	-	58	
Number Graduated the Program	126	105	116	
Number of Job Placements	55	-	29	

See also: **CURE VIOLENCE** (Health).

<sup>36</sup> Justice Community was launched in 2012. The enrollment target is prorated; full-year outcome targets will be available in FY 13.

<sup>37</sup> Justice Scholars was launched in 2012. The enrollment target is prorated; full-year outcome targets will be available in FY 13.

# Social Innovation Fund

The Center 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 public-private funding vehicle, the eight partner cities are refining and adapting program models, providing new services to residents, and building a multi-site body of rigorous evidence in support of promising interventions that build economic opportunity. Because SIF programs operate outside of the City’s fiscal year, data presented in this section is provided through December 2012.

**FAMILY REWARDS** A program by the NYC Center for Economic Opportunity & the Mayor’s Fund to Advance New York City with providers in New York City and Memphis, TN.  
 Start Date: 09/2011 | SIF Year 1-2 Budget (Operations Only): \$7,592,000 (Federal & SIF Private)  
 Status: Implementation | Sites: 2  
*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.*

	Actual	Through Dec. 31 2012	Target
Families Enrolled	1230		1,200
Individuals Enrolled	4549		-
Percent of Families Earning Rewards	97%		-
Total Rewards Earned	\$2,092,400		-
High School Rewards Earned	\$994,000		-
Health Rewards Earned	\$663,100		-
Workforce Rewards Earned	\$435,300		-

**JOBS-PLUS** A program by the NYC Center for Economic Opportunity & the Mayor’s Fund to Advance New York City with providers in New York City and San Antonio, TX.  
 Start Date: 09/2011 | SIF Year 1-2 Budget (Operations Only): \$2,880,000 (Federal & SIF Private)  
 Status: Implementation | Sites: 2  
*A public housing-based workforce development program that offers employment and training services, community support, and rent-based incentives.*

	Actual	Through Dec. 31 2012	Target
Number of Contacts Outreach for New Members	4484		3273
New Enrollees	1042		1208
Completed Job Readiness Training	242		-
Job Placements	269		173
Earned Income Disallowance Referrals	101		100% of eligible

## PROJECT RISE

A program by the NYC Center for Economic Opportunity & the Mayor's Fund to Advance New York City with providers in New York City, Kansas City, MO and Newark, NJ.  
 Start Date: 06/2011 | SIF Year 1-2 Budget (Operations Only): \$4,506,000 (Federal & SIF Private)  
 Status: Implementation | Sites: 6  
*Engages out-of-school and out-of work young adults who lack a high school diploma or GED. Educational opportunities, paid internships and case management offer a pathway to long-term economic self-sufficiency.*

	Actual	Through Dec. 31 2012	Target
Individuals Enrolled	522		450
Earnings from Internships	\$333,800		-
Percent Who Completed an Internship	22%		50%
Percent Who Earned a GED	20%		30%
Percent Placed in a Job	18%		40%

## SaveUSA

A program by the NYC Center for Economic Opportunity & the Mayor's Fund to Advance New York City with providers in New York City, Newark, NJ, San Antonio, TX, Tulsa, OK.  
 Start Date: 01/2011 | SIF Year 1-2 Budget (Operations Only): \$2,091,000 (Federal & SIF Private)  
 Status: Implementation | Sites: 4  
*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.*

	Actual	Through Dec. 31 2012	Target
New SaveUSA Accounts in 2011	1664		2200
New SaveUSA Accounts in 2012	1659		1370
Average Initial Deposit for 2011 Savers	\$555		-
Percent of 2011 Savers Who Saved for a Full Year	73%		-
Average Savings Match for 2011 Savers	\$288		-
Average Final Balance for 2011 Savers	\$902		-
2011 Savers Who Returned in 2012	625		-
Average Initial Deposit for 2012 Savers	\$546		-

## WorkAdvance

A program by the NYC Center for Economic Opportunity & the Mayor's Fund to Advance New York City with providers in New York City, Cleveland, OH, Tulsa, OK, and Youngstown, OH.  
 Start Date: 07/2011 | SIF Year 1-2 Budget (Operations Only): \$6,879,000 (Federal & SIF Private)  
 Status: Implementation | Sites: 5  
*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.*

	Through Dec. 31 2012	Actual
Individuals Served		941
Began Occupational Skills Training		521
Completed Occupational Skills Training		378
Attained a License or Certification		265
Job Placements		341
Attained Career Advancement		55
Businesses Served		553



# Appendix B: Conferences

## 2012 Conferences

### **Association for Public Policy Analysis & Management (APPAM) Conference**

Evidence from Innovative Education Programs from New York City's Anti-Poverty Initiative  
CARSON HICKS (CEO)

Using Supplemental Poverty Measures to Understand Poverty Sub-Nationally and Over Time  
MARK LEVITAN (CEO)

### **Center for Financial Service Innovation (CFSI) 6th Annual Underbanked Financial Services Conference**

Two New Innovative Approaches to Help Underbanked Individuals Connect to Banking in Meaningful and Productive Ways  
I-HSING SUN (OFE)

### **Columbia Population Research Center Mini-Conference on New Directions in Poverty Measurement**

The New Supplemental Poverty Measure (SPM): Evidence from the National, State, and Local Levels  
MARK LEVITAN (CEO)

### **Corporation for Enterprise Development (CFED) Saving Incentive Summit**

Savings Agenda for Upcoming Tax Reforms  
CATHIE MAHON (OFE)

### **Corporation for Enterprise Development (CFED) Asset Learning Conference**

Stories From the Field: Communities Helping Residents Save at Tax Time  
TAMARA LINDSEY (OFE)

Findings from OFE's Immigrant Financial Services Study  
NATALIE GONS (OFE)

Results from the Accessing Financial Capabilities Outcomes Research Pilot  
I-HSING SUN (OFE)

### **Federal Reserve Bank of Cleveland Policy Summit on Housing, Human Capital, and Inequality**

Building a Better Workforce  
DAVID BERMAN (CEO)

### **Federal Reserve of St. Louis's Promising Pathways to Wealth-Building Financial Services Conference**

Municipal Strategies  
CATHIE MAHON (OFE)

Savings Products for Unbanked and Underbanked Consumers  
AMELIA ERWITT (OFE)

### **International Association for Research in Income and Wealth**

The Status of Women in Poverty Using Alternative Poverty Measures: New York City's Local Area Estimate  
CHRISTINE D'ONOFRIO (CEO)  
TODD SEIDEL (CEO)  
JOHN KRAMPNER (CEO)  
DANIEL SCHEER (CEO)

### **National Association for Welfare Research and Statistics (NAWRS) Conference**

Who Needs Help and Who Gets It: Understanding Poor Families and the Responsiveness of the Social Safety Net  
DANIEL SCHEER (CEO)

Using Research and Evidence to Design Next Generation Anti-Poverty Programs  
ALLEGRA BLACKBURN-DWYER (CEO)  
CARSON HICKS (CEO)  
SINEAD KEEGAN (CEO)

### **National Conference on Volunteering and Service**

Engaging Disconnected Youth: Can Community-Benefit Projects Help Young People in Your Community?  
DORICK SCARPELLI (CEO)  
ANNEL HERNANDEZ (CEO)

### **National Council of La Raza**

Strategies for Reducing Employment Disparities for Young Latino and African-American Men  
DAVID BERMAN (CEO)  
MELANIE HARTZOG  
KRYSTAL REYES

Lessons from the Center for Economic Opportunity's Social Innovation Fund Initiatives  
DAVID BERMAN (CEO)

### **White House Community Partnership Summit, University of Pennsylvania**

Spotlighting Housing Policy  
VERONICA WHITE (CEO)

### **NYS Community Action Association's 6th Annual Symposium on Poverty and Economic Security**

Assets and Service Integration  
I-HSING SUN (OFE)

### **New York Association of Training and Employment Professionals (NYATEP) Conference**

Engaging Employers: Proven Practices from Sector-Focused Workforce Programs  
DAVID BERMAN (CEO)

### **New York Association of Training and Employment Professionals (NYATEP) Youth Academy Conference**

Promising Practices in Community Benefit Projects and Paid Internships for Disconnected Youth  
DAVID BERMAN (CEO)  
DORICK SCARPELLI (CEO)

### **New York City Center for Economic Opportunity**

CEO 5th Anniversary Conference  
MAYOR MICHAEL R. BLOOMBERG  
DEPUTY MAYOR LINDA GIBBS  
VERONICA WHITE (CEO)

**New York City Employment and Training Coalition Summit**

The Future of CEO: Evaluating Progress and Planning Ahead  
KRISTIN MORSE (CEO)

**Urban Policy Advisors Group Meeting hosted by the Ash Institute**

Cities for Financial Empowerment and the Financial Empowerment Center Model  
AMELIA ERWITT (OFE)

**Welfare Research and Evaluation Conference (WREC)**

Plenary – Approaches to Evaluation and Replication: New York City's Center for Economic Opportunity  
DEPUTY MAYOR LINDA GIBBS  
KRISTIN MORSE (CEO)

The Young Men's Initiative: Tackling Disparities Between Young Black and Latino Men and Their Peers  
CARSON HICKS (CEO)  
KATE DEMPSEY (CEO)

The Impact of Conditional Cash Transfers on Family Well-Being and Children's Development  
ALLEGRA BLACKBURN-DWYER (CEO)

**2013 Conferences**

**American Educational Research Association (AERA)**

Building Economic Opportunity through Education: Results from Three Innovative Programs in New York City  
KATE DEMPSEY (CEO)

**Asian American Community Development Conference**

Asian Poverty: The CEO Perspective  
MARK LEVITAN (CEO)

**Association for Public Policy Analysis and Management Conference**

Taxing the Poor: Recent Income Tax Proposals and the Poverty Rate in New York City  
CHRISTINE D'ONOFRIO (CEO)

**Beyond Poverty: A Thought Leaders Convening on Economic Security**

A Better Measure of Poverty for New York City.  
MARK LEVITAN (CEO)

**Center for Migration Studies Gathering on Data and Information Needs on the Unauthorized Immigrant Population**

Incorporating Legal Status of Immigrants into the CEO Alternative Measure of Poverty  
VICKY VIRGIN (CEO)

**Eastern Economic Association Conference**

Tax Policy and Poverty: New York City's Poor After the Fiscal Cliff  
CHRISTINE D'ONOFRIO (CEO)

**HHS Results Oriented Management and Accountability In-Service**

CEO Performance Management Strategies  
DAVID BERMAN (CEO)

**Joint Statistical Meetings**

Calculating Standard Error Estimates on American Community Survey Data with Variables Imputed from Outside Source  
DANIEL SCHEER (CEO)

**National Association of Welfare Research and Statistics Conference**

Using Data and Evaluation for Program Improvement and Budgeting  
DAVID BERMAN (CEO)

Tax Policy and the Social Safety Net: Tracking the Effect of Stimulus Programs on Poverty in New York City  
CHRISTINE D'ONOFRIO (CEO)

**National Association of Workforce Boards Forum**

Implementing and Replicating an Effective Sector-Focused Workforce Development Approach  
DAVID BERMAN (CEO)

**National Healthy Start Association Conference**

Plenary- Workforce Development: A Public Health Intervention  
DAVID BERMAN (CEO)

**National Mentoring Summit**

New York City's Mentoring Investment and Evaluation– A Key Strategy in the Young Men's Initiative  
CARSON HICKS (CEO)

**Office of Planning, Research and Evaluation (OPRE) in the Administration for Children and Families (ACF), U.S. Department of Health and Human Services / Welfare Research and Evaluation Conference (WREC)**

Subsidized Jobs for Youth  
CARSON HICKS (CEO)

Creating Sustainable Pathways to Opportunity: Evidence from Public Housing-Based Demonstration Projects  
KATE DEMPSEY (CEO)

**Rediscovering Job Creation: A Roosevelt Institute Policy Breakfast**

New York City's Disconnected Youth  
MARK LEVITAN (CEO)  
MOE MAGALI (CEO)

In 2013, CEO launched PhotoVoice – a photography program in the Brooklyn neighborhoods of Brownsville and Red Hook giving low-income young adults the opportunity to participate in a “visual dialogue” of self-exploration. Targeting young adults currently involved in or at risk of involvement with the criminal justice system, the program employed professional photographers to engage students through a series of workshops, class critiques, field trips, and final exhibits focused on issues relevant to their neighborhoods.

At right: photo by DAVID PALMER (Red Hook)

On page 8: photo by TERRENCE BUCKNER (Brownsville)



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United Way of Greater Kansas City  
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University of North Carolina Center for Community Capital  
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### New York City Government Partners

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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  
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 Immigrant Affairs  
Mayor's Office of Legislative Affairs  
Mayor's Office of Operations  
New York City Council  
New York City Housing Authority  
New York City Office of Human Capital Development  
New York Public Library  
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