EMPLOYMENT INITIATIVES

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. ¹ To improve the lives of low-wage and unemployed workers, CEO has developed a range of strategies to build the skills of low-wage workers, meet the needs of employers, and promote job placement, retention, and advancement. The programs below use 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

Customized Training (Formerly Business Solutions Training Funds) (SBS)  
**START DATE:** 02/2007  | **FY 2013 BUDGET:** $899,000 (CEO) with additional Federal Funding  | **STATUS:** Implementation  | **SITES:** 27

<table>
<thead>
<tr>
<th>FY 2013</th>
<th>FY 2012</th>
<th>FY 10-13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
<td>Target</td>
<td>Actual</td>
</tr>
<tr>
<td>Grants Awarded</td>
<td>27</td>
<td>-</td>
</tr>
<tr>
<td>Dollars Awarded</td>
<td>$1.23M</td>
<td>-</td>
</tr>
<tr>
<td>Dollars Contributed by Employers</td>
<td>$0.79M</td>
<td>-</td>
</tr>
<tr>
<td>Trainees²</td>
<td>691</td>
<td>-</td>
</tr>
<tr>
<td>Low-Income Incumbent Trainees³</td>
<td>307</td>
<td>-</td>
</tr>
<tr>
<td>Average Wage Gain for Incumbent Trainees</td>
<td>11%</td>
<td>8%</td>
</tr>
<tr>
<td>Incumbent and New Trainees Who Completed the Training</td>
<td>403</td>
<td>-</td>
</tr>
<tr>
<td>Percent of Incumbent Trainees Receiving a Wage Gain</td>
<td>66%</td>
<td>-</td>
</tr>
</tbody>
</table>

Community Partners (SBS)  
**START DATE:** 07/2007  | **FY 2013 BUDGET:** N/A ⁴  | **STATUS:** Successful  | **SITES:** 262

<table>
<thead>
<tr>
<th>FY 2013</th>
<th>FY 2012</th>
<th>FY 10-13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
<td>Target</td>
<td>Actual</td>
</tr>
<tr>
<td>Referred to Workforce1 Career Centers for Jobs By Community-Based Organizations</td>
<td>22,625</td>
<td>-</td>
</tr>
<tr>
<td>Placed in Jobs⁵</td>
<td>3,605</td>
<td>-</td>
</tr>
</tbody>
</table>

Jobs-Plus (NYCHA/HRA)  
**START DATE:** 10/2009 ⁶  | **FY 2013 BUDGET:** $1,838,462 (YMI)  | **STATUS:** Implementation  | **SITES:** 7

<table>
<thead>
<tr>
<th>FY 2013</th>
<th>FY 2012</th>
<th>FY 10-13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
<td>Target</td>
<td>Actual</td>
</tr>
<tr>
<td>New Enrollees⁷</td>
<td>1,650</td>
<td>207</td>
</tr>
<tr>
<td>Placed in Jobs</td>
<td>227</td>
<td>173</td>
</tr>
<tr>
<td>3-Month Job Retention</td>
<td>78</td>
<td>163</td>
</tr>
<tr>
<td>6-Month Job Retention⁸</td>
<td>73</td>
<td>109</td>
</tr>
</tbody>
</table>

Offers NYCHA residents employment and training services, community-based support for work, and work supports including rent-based incentives. Two additional sites are funded by the federal Social Innovation Fund (SIF); see the SIF section of the appendix for these sites’ performance data. The program was expanded through the Young Men’s Initiative in spring 2013.
<table>
<thead>
<tr>
<th>Program</th>
<th>START DATE</th>
<th>FY 2013 BUDGET</th>
<th>STATUS</th>
<th>SITES</th>
</tr>
</thead>
<tbody>
<tr>
<td>A web-based research tool that matches jobseekers with appropriate training programs to promote skill development and career advancement.</td>
<td>02/2008</td>
<td>N/A</td>
<td>Successful</td>
<td>NA</td>
</tr>
<tr>
<td>Website Visits&lt;sup&gt;10&lt;/sup&gt;</td>
<td>Actual</td>
<td>Target</td>
<td>Actual</td>
<td></td>
</tr>
<tr>
<td>331,523</td>
<td>-</td>
<td>66,761</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trainee Reviews</td>
<td>189</td>
<td>-</td>
<td>136</td>
<td></td>
</tr>
</tbody>
</table>

| Sector-Focused Career Centers (SBS) | 06/2008 | $4,957,926 (SBS) with additional Federal Funding | Successful | 2 |
| FY 2013 | FY 2012 | FY 10-13 |
|-----------------|-----------------|-----------------|-----------------|-----------------|
| FY 2012 | FY 10-13 | Trends |
| 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/transportation. | New Enrollees | Actual | Target | Actual |
| 7,123 | - | 12,185 |
| Placed in Jobs or Promoted | 3,795 | 3,433 | 2,229 |
| Placed in Jobs | 3,745 | - | 1,942 |
| Promoted | 50 | - | 287 |
| Placed in Jobs at $10/hour or More | 3,768 | - | 1,509 |

| Young Adults | 08/2009<sup>11</sup> | $302,000 (YMI) with additional DOE Funding | Implementation | 13<sup>12</sup> |
| Preparates Career and Technical Education (CTE) high school seniors to enter the workforce by enriching existing curricula with work-readiness training. A smaller group is offered a paid internship and another is offered career exploration. | Program Participants | Actual | Target | Actual |
| 320 | - | 355 |
| Received Job Readiness Assistance | 320 | - | 282 |
| Placed in Internships | 125 | - | 75 |
| Completed Internships | 95 | - | 67 |
| Placed in Jobs<sup>13</sup> | 19 | - | N/A |

| Work Progress Program/Green Applied Projects for Parks/NYC Recovers (HRA/Parks) | 02/2012 | $1,477,000 (YMI & CEO) | Implementation | 26 |
| Preparates Career and Technical Education (CTE) high school seniors to enter the workforce by enriching existing curricula with work-readiness training. A smaller group is offered a paid internship and another is offered career exploration. | New Enrollees | Actual | Target | Actual |
| 762 | 1,046 | 674 |
| Completed Subsidized Employment | 491 | - | 488 |
| Average Subsidized Earnings | $1,478 | - | $1,024 |
| Placed in Job or Education<sup>14</sup> | 288 | - | 226 |
| Placed in Job | 166 | - | 40 |
| Placed in Education | 122 | - | 186 |
### Young Adult Internship Program (DYCD)

**START DATE:** 11/2007  
**FY 2013 BUDGET:** $11,585,417 (CEO & YMI)  
**STATUS:** Implementation  
**SITES:** 19

<table>
<thead>
<tr>
<th></th>
<th>FY 2013 Actual</th>
<th>FY 2012 Actual</th>
<th>FY 10-13 Trends</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Enrollees</td>
<td>1,831</td>
<td>1,830</td>
<td>1,740</td>
</tr>
<tr>
<td>Placed in Internships</td>
<td>1,793</td>
<td>1,793</td>
<td>1,725</td>
</tr>
<tr>
<td>Completed Internships</td>
<td>1,536</td>
<td>1,373</td>
<td>1,444</td>
</tr>
<tr>
<td>Placed in Job or Education</td>
<td>966</td>
<td>1,281</td>
<td>771</td>
</tr>
<tr>
<td>Retained in Job or Education at 9 Months</td>
<td>806</td>
<td>1,190</td>
<td>497</td>
</tr>
</tbody>
</table>

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

### Expanded Training Opportunities (SBS)

**START DATE:** 09/2011  
**FY 2013 BUDGET:** $330,000 (YMI)  
**STATUS:** One-time Investment  
**SITES:** 1

<table>
<thead>
<tr>
<th></th>
<th>FY 2013 Actual</th>
<th>FY 2012 Actual</th>
<th>FY 12-13 Trends</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enrolled in Training</td>
<td>220</td>
<td>-</td>
<td>1,323</td>
</tr>
<tr>
<td>Completed Training</td>
<td>152</td>
<td>-</td>
<td>1,033</td>
</tr>
<tr>
<td>Placed or Promoted in Jobs</td>
<td>51</td>
<td>-</td>
<td>561</td>
</tr>
</tbody>
</table>

**Supports a range of one-time occupational training initiatives. This year dispatcher and inventory trainings were supported.**

### Programs Launched in FY 2013

#### LEAP (Learn As You Earn Advancement Program) (NYCEDC)

**START DATE:** 03/2013  
**FY 2013 BUDGET:** $101,669 (YMI)  
**STATUS:** Newly Launched  
**SITES:** 4

<table>
<thead>
<tr>
<th></th>
<th>FY 2013 Actual</th>
<th>FY 2013 Target</th>
<th>FY 13-14 Trends</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Enrollees</td>
<td>113</td>
<td>-</td>
<td>The data here represents one quarter of performance data.</td>
</tr>
<tr>
<td>Number Completed Training</td>
<td>75</td>
<td>86</td>
<td></td>
</tr>
<tr>
<td>Placed in Internships</td>
<td>25</td>
<td>80</td>
<td></td>
</tr>
<tr>
<td>Number Completed Internship</td>
<td>21</td>
<td>29</td>
<td></td>
</tr>
<tr>
<td>Placed in Jobs</td>
<td>3</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

#### DigitalWork NYC (NYCEDC)

**START DATE:** 03/2013  
**FY 2013 BUDGET:** $306,406 (YMI)  
**STATUS:** Newly Launched  
**SITES:** 2

<table>
<thead>
<tr>
<th></th>
<th>FY 2013 Actual</th>
<th>FY 2013 Target</th>
<th>FY 13-14 Trends</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Enrollees</td>
<td>58</td>
<td>-</td>
<td>The data here represents one quarter of performance data.</td>
</tr>
<tr>
<td>Number Completed Online Work</td>
<td>13</td>
<td>68</td>
<td></td>
</tr>
<tr>
<td>Placed in Internships</td>
<td>6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Completed Internships</td>
<td>0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Placed in Jobs</td>
<td>3</td>
<td>15</td>
<td></td>
</tr>
</tbody>
</table>

**Targets young adults to increase awareness of online work opportunities that allow participants to earn money completing digital tasks, build an employment history, and create a pathway to digital employment.**
## Construction Works (CEO & Mayor's Fund to Advance New York City)

**START DATE:** 04/2013  |  **FY 2013 BUDGET:** $135,431 (Private)  |  **STATUS:** Newly Launched  |  **SITES:** 4

<table>
<thead>
<tr>
<th>FY 2013</th>
<th>Actual</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Enrollees(^a)</td>
<td>156</td>
<td>131</td>
</tr>
<tr>
<td>Industry Related Credentials Achieved</td>
<td>31</td>
<td></td>
</tr>
</tbody>
</table>

The data here represents one quarter of performance data.

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

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### Footnotes:

2. Most trainees are incumbent workers who already work at participating employers; businesses can also use training funds to train newly hired employees. Please note that each grant made to an individual business has its own target for numbers served and wage gains.
3. A Low-Income Incumbent Trainee is a participant who makes under $15/hour.
4. This program has been fully integrated into the way that all of the Career Centers & Sector Centers operate, and therefore no longer has a separate budget line. Federal funds also support this program.
5. In 2012, SBS redefined what counts as a placement in order to further strengthen the Workforce1 system. As of 2012, Workforce1 Career Centers report only on direct job placements, which is when Workforce1 directly places a jobseeker in a job due to its relationship with a business customer who came to Workforce1 for recruitment services. In FY 12, SBS made 3,398 direct job placements through the Community Partners programs.
6. Jobs-Plus began as a CEO pilot in City FY 10. YMI funded an expansion in FY 13, and it was a year of significant startup for new sites. Budget information reflects actual expenditures in FY13. FY14 will reflect a full year of program operations for sites.
7. In the third and fourth quarters of 2013, the program expanded services from one site to six, which is reflected in the enrollment numbers.
8. jobs Retention was newly added as a high-level indicator; historical data before FY 12 is not available.
9. This program has been fully integrated into the SBS website and therefore no longer has a separate budget line.
10. The Training Guide saw a significant increase in use in FY 13 as the City's Individual Training Grant program was relaunched. Total visits are calculated monthly.
11. Scholars at Work began in FY 10 but did not become a YMI-funded program until FY 11.
12. In FY 13, the program expanded to include two additional high schools and also a small group of students from a public university.
13. Job placements in FY 13 are primarily for students who participated in the FY 12 program. Results for FY 13 participants will be reported in FY 14.
14. Participants counted in this indicator may be counted twice if a participant obtained both an education outcome and a job placement outcome. See the breakdown below.
15. The Young Adult Internship Program began as a CEO pilot in City FY 08. YMI funded an expansion in FY 12.
16. Expanded Training Opportunities are one-time investments that support different training initiatives based on need. The FY 12 budget was significantly higher at $2,380,000.
17. The FY 13 Budgets for the EDC programs reflect spending.
18. Construction Works is a 12-month program spanning FY 13 and FY 14 with an enrollment target of 392. The target shown is prorated to reflect one quarter of FY 13.
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AIM</td>
<td>Advocate, Intervene, Mentor</td>
</tr>
<tr>
<td>ASAP</td>
<td>Accelerated Study in Associate Programs</td>
</tr>
<tr>
<td>BPL</td>
<td>Brooklyn Public Library</td>
</tr>
<tr>
<td>CEO</td>
<td>Center for Economic Opportunity</td>
</tr>
<tr>
<td>CEPS</td>
<td>Community Education Pathways to Success</td>
</tr>
<tr>
<td>CUNY</td>
<td>City University of New York</td>
</tr>
<tr>
<td>DCA</td>
<td>Department of Consumer Affairs</td>
</tr>
<tr>
<td>DOC</td>
<td>Department of Correction</td>
</tr>
<tr>
<td>DOE</td>
<td>Department of Education</td>
</tr>
<tr>
<td>DOF</td>
<td>Department of Finance</td>
</tr>
<tr>
<td>DOHMH</td>
<td>Department of Health and Mental Hygiene</td>
</tr>
<tr>
<td>DOP</td>
<td>Department of Probation</td>
</tr>
<tr>
<td>DYCD</td>
<td>Department of Youth and Community Development</td>
</tr>
<tr>
<td>EITC</td>
<td>Earned Income Tax Credit</td>
</tr>
<tr>
<td>FEN</td>
<td>Financial Education Network</td>
</tr>
<tr>
<td>HHC</td>
<td>Health and Hospitals Corporation</td>
</tr>
<tr>
<td>HRA</td>
<td>Human Resources Administration</td>
</tr>
<tr>
<td>HSE</td>
<td>High School Equivalency</td>
</tr>
<tr>
<td>LPN</td>
<td>Licensed Practical Nurse</td>
</tr>
<tr>
<td>NCLEX</td>
<td>National Council Licensure Examination</td>
</tr>
<tr>
<td>NYCEDC</td>
<td>New York City Economic Development Corporation</td>
</tr>
<tr>
<td>NYCHA</td>
<td>New York City Housing Authority</td>
</tr>
<tr>
<td>NYPL</td>
<td>New York Public Library</td>
</tr>
<tr>
<td>OFE</td>
<td>Office of Financial Empowerment</td>
</tr>
<tr>
<td>QPL</td>
<td>Queens Public Library</td>
</tr>
<tr>
<td>RN</td>
<td>Registered Nurse</td>
</tr>
<tr>
<td>SBS</td>
<td>Small Business Services</td>
</tr>
<tr>
<td>SIF</td>
<td>Social Innovation Fund</td>
</tr>
<tr>
<td>VITA</td>
<td>Volunteer Income Tax Assistance</td>
</tr>
<tr>
<td>YAL</td>
<td>Young Adult Literacy</td>
</tr>
<tr>
<td>YMI</td>
<td>Young Men’s Initiative</td>
</tr>
</tbody>
</table>