

EMPLOYMENT INITIATIVES

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

► Low-Income Adults

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

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

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

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

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

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

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

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

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

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

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

NYC Training Guide (SBS)

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

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

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

Sector-Focused Career Centers (SBS)

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

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

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

► Young Adults

Scholars at Work (SBS/DOE)

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

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

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

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

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

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

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

Young Adult Internship Program (DYCD)

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

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

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

► One-Time Investment

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

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

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

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

**DigitalWork NYC
(HRA, NYCEDC)**

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

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

	FY 14 Actual	FY 14 Target ²⁰	FY 13 Actual	
New Enrollees	285	300	58	*FY13 data represents one quarter of performance data.
Number Completed Online Work	148	273	13	
Trainings Completed	226	276	N/A	
Placed in Internships	6	4	6	
Placed in Education or Training	25	37	N/A	
Placed in Jobs	38	70	3	

FDNY Program (SBS)

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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