

# NYC CENTER FOR ECONOMIC OPPORTUNITY FY 2013 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 and programs within the Young Men's Initiative (YMI) that CEO oversees. These programs operated in FY 13 (July 2012-June 2013), and a snapshot is provided for key metrics, information on start date and scale, and trendlines illustrating year-by-year performance. Information on budgets, number of program sites, length of program operations, and target population is provided as crucial context for program performance.

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 is too early to determine if the program model is having intended effects.
- "Discontinued" are programs that CEO no longer funds.
- "One-Time Investment" status refers to a program that begins and ends in one fiscal year.

## ASSET DEVELOPMENT INITIATIVES

More than 825,000 adults 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 included amount of debt reduced, numbers of savings accounts opened, and tax credits received.

### Tax Credits

#### Child Care Tax Credit (DOF & New York State)<sup>2</sup>

START DATE: 01/2007 | FY 2013 BUDGET: \$10,790,000 (CEO) | STATUS: Successful

		Tax Year 2012		TY 2011	TY 09-11
		Preliminary	Target	Actual	Trends
<i>Provides eligible low-income families with a refundable tax credit to help pay for child care expenses.</i>	Households Receiving the Credit	22,649	-	18,012	
	Total Amount Received	\$10.8M	-	\$6.74M	
	Average Claimed by Households	\$476	-	\$374	

#### Earned Income Tax Credit Mailing (DOF)<sup>3</sup>

START DATE: 01/2007 | FY 2012 BUDGET: N/A | STATUS: Successful

		Tax Year 2010		TY 2009	TY 07-10
		Actual	Target	Actual	Trends
<i>Mails pre-populated, amended tax returns to potentially qualified households.</i>	Targeted Households Receiving EITC	5,484	-	6,239	
	Total Amount Received	\$6.04M	-	\$6.09M	
	Average Claimed by Households	\$1,101	-	\$976	

### Empowerment

#### Financial Empowerment Centers (DCA/OFE)

START DATE: 06/2008 | FY 2013 BUDGET: \$1,809,295 (OFE & Private) | STATUS: Successful | SITES: 24

		FY 2013		FY 2012	FY 10-13
		Actual	Target	Actual	Trends
<i>Offer free, one-on-one financial education and counseling to low-income New York City residents.</i>	New Enrollees	6,117	5,100	5,882	
	Financial Counseling Sessions	10,662	10,000	11,100	
	Cumulative Savings <sup>4</sup>	\$2.22M	-	\$0.87M	
	Cumulative Debt Reduced	\$12.4M	-	\$7.05M	

## Outreach

### Financial Education Network (DCA/OFE)

START DATE: 12/2008 | FY 2013 BUDGET: N/A<sup>5</sup> | STATUS: Successful | SITES: 207

		FY 2013		FY 2012	FY 10-13
		Actual	Target	Actual	Trends
<i>An umbrella for networking, professional development, and marketing for the field of affordable financial education.</i>	Financial Education Inquiries Handled	24,346	20,000	20,541	
	Forum Attendees	121	90	173	
	Completed Financial Counselor Training <sup>6</sup>	85	30	66	

### Tax Campaign (DCA/OFE)

START DATE: 12/2008 | FY 2013 BUDGET: \$ 162,741 (OFE) | STATUS: Successful | SITES: 92

		FY 2013		FY 2012	FY 10-13
		Actual	Target	Actual	Trends
<i>A citywide tax campaign that offers multiple ways for New Yorkers to access quick and affordable tax preparation.</i>	Tax Assistance 311/Online Inquiries	52,511	62,000	87,159	
	Tax Returns Filed at Pilot Programs	15,920	15,000	26,125	
	Tax Returns Filed at VITA Sites	81,000	-	73,689	

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

#### Footnotes

<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> The Child Care Tax Credit figures are based on Tax Year 2012.

<sup>3</sup> The Earned Income Tax Credit Mailing figures are based on Tax Year 2010.

<sup>4</sup> The increase in cumulative savings resulted from programmatic changes that increased prioritization of savings planning.

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

<sup>6</sup> FEN began graduating participants from the financial counseling training program in FY 11.

## EDUCATION INITIATIVES

Attaining self-sufficiency and competing in the labor market require an educational foundation. People with a college education earn substantially more than those who did not complete high school. An individual who earns a GED or high school diploma will increase lifetime earnings by approximately \$300,000 compared to an individual without a high school-level degree. Continuing on to earn an Associate's degree increases lifetime earnings by an additional \$350,000.

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 (ASAP) (CUNY)

**START DATE:** 09/2007 | **FY 2013 BUDGET:** \$6,800,000 (CUNY & CEO) | **STATUS:** Successful<sup>1</sup> | **SITES:** 6

		FY 2013	
		Actual	Comparison Group
<i>Assists students in earning associate's degrees within three years by providing a range of academic and support services. ASAP targets students who need one or two developmental courses at the beginning of the program.</i>	Enrollees Cohort 6 (Entered Fall 2012)	1,513	-
	Cohort 5 (Fall 2011) Graduation Rate after Two Years <sup>2</sup>	32.6%	>8.9%
	Cohort 4 (Fall 2010) Graduation Rate after Three Years <sup>2</sup>	44.5%	>20.4%
	Cohort 3 (Spring 2010) Graduation Rate after Three Years <sup>2</sup>	47.4%	>20.1%
	Cohort 2 (Fall 2009) Graduation Rate after Three Years <sup>2</sup>	55.5%	>22.3%
	Cohort 1 (Fall 2007) Graduation Rate after Three Years <sup>2</sup>	54.9%	>24.1%

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

**START DATE:** 09/2007 | **FY 2013 BUDGET:** \$774,038 (CEO) | **STATUS:** Implementation | **SITES:** 1

		FY 2013		FY 2012	FY 10-13
		Actual	Target	Actual	Trends
<i>Provides full-tuition scholarships and counseling services to low-income participants for DOE's accelerated eleven-month training course.</i>	Program Participants <sup>3</sup>	20	20	40	
	LPN Graduates	20	20	35	
	LPN Exam Passers (from Prior Cohort)	31	35	36	
	Placed as Full-time LPN (from Prior Cohort) <sup>4</sup>	22	31	5	

#### Nurse Career Ladders: Registered Nurse Program (HHC)

**START DATE:** 09/2007 | **FY 2013 BUDGET:** \$530,962 (CEO) | **STATUS:** Implementation | **SITES:** 1

		FY 2013		FY 2012	FY 10-13
		Actual	Target <sup>5</sup>	Actual	Trends
<i>Provides full-tuition scholarships to low-income individuals for a four-year degree in nursing. The RN program is a four-year BSN degree program; 145 participants began enrollment in Fall 2007.</i>	Program Participants	37		32	
	RN Graduates	36		22	
	Earned NCLEX License	33		15	
	Placed in Jobs as Registered Nurses <sup>4</sup>	31		11	

## Pre-GED & GED

CUNY Preparatory School (CUNY)

START DATE: 09/2003 | FY 2013 BUDGET: \$3,575,000 (CEO) | STATUS: Implementation | SITES: 1

		FY 2013		FY 2012	FY 10-13
		Actual	Target	Actual	Trends
<i>Students ages 16-18 earn their High School Equivalency (HSE) Diploma and gain the academic, personal, and social skills necessary for success in college in a supportive, high school-like setting. A separate evening program serves older students and working adults.</i>	New Enrollees	227	-	293	
	Continuing Students	142	-	203	
	Passed GED (of GED Test Takers)	76%	-	72%	
	Enrolled in College	98	-	54	
	Graduated from College	26	-	12	
	Placed in Internships <sup>6</sup>	2	-	60	
	New Enrollees (Evening) <sup>6</sup>	65	-	62	
	Continuing Students (Evening)	48	-	42	
	Passed GED (of GED Test Takers - Evening)	44%	-	71%	

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

START DATE: 05/2008<sup>7</sup> | FY 2013 BUDGET: \$4,064,583 (CEO, YMI, & YMI Private) | STATUS: Implementation | SITES: 19

		FY 2013		FY 2012	FY 10-13
		Actual	Target	Actual	Trends
<i>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.</i>	Program Participants	1,483	-	1,372	
	New Enrollees	851	-	750	
	Placed in Internships	648	-	544	
	Gained 1 or More Literacy Grade Level	57% (485)	65%	55%	
	Gained 1 or More Numeracy Grade Level	46% (395)	65%	46%	
	Graduated to Higher-level GED Courses	119	-	204	
	Placed in a Job or Training <sup>8</sup>	36	-	113	

## Mentoring

Cornerstone Mentoring (DYCD)

START DATE: 01/2012 | FY 2013 BUDGET: \$1,000,000 (YMI) | STATUS: Newly Launched | SITES: 25

		FY 2013		FY 2012	FY 12-13
		Actual	Target	Actual	Trends
<i>Uses a group mentoring model to provide discussion groups, community service projects, and group outings to middle school youth who reside in public housing. Mentoring activity hours are used to assess the frequency of contact for mentor-mentee relationships.</i>	Program Participants	297	300	267	
	Mentors	68	75	79	
	Mentoring Activity Hours <sup>9</sup>	5,110	-	5,532	

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

START DATE: 01/2012 | FY 2013 BUDGET: \$250,000 (YMI) with additional Federal Funding | STATUS: Newly Launched | SITES: 2

		FY 2013		FY 2012	FY 12-13
		Actual	Target	Actual	Trends
<i>Trains HSE graduates who are enrolled in college to serve as mentors for current HSE students and to provide peer support for other recent GED graduates now enrolled in college.</i>	New Enrollees	616	400	260	
	GED Test Takers	218	180	83	
	GED Test Passers	146	135	58	
	Enrolled in College	46	32	16	

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

**Footnotes**

<sup>1</sup> In FY11, CEO declared CUNY ASAP to be a successful program and turned \$6.5 million of funding over to CUNY for the program. The program has since undergone significant expansion and is projected to serve 4,000 students by fall 2014. CEO provides an additional \$300,000 that supports an evening program.

<sup>2</sup> Indicators shown reflect the most recent outcomes for each cohort. Three-year graduation rates are only available for Cohorts 1 to 4; two year graduation rates are available for Cohort 5.

<sup>3</sup> In FY 13, the number of LPN training slots was reduced to 20, while increased support was provided for an "LPN to RN" program track. In this track, past LPN graduates trained for an associate's RN degree.

<sup>4</sup> Full-time LPN and RN placements include placements for full-time, permanent positions.

<sup>5</sup> Because this is a multi-year initiative, the RN program does not set targets annually.

<sup>6</sup> CUNY Prep discontinued the Evening program and the internship component in FY 13.

<sup>7</sup> YMI funded an expansion in FY 12. The Young Adult Literacy Program began as a CEO pilot in City FY 08. Note that four site locations operate both YAL and CEPS.

<sup>8</sup> This indicator may include duplication for those participants who achieved both a job placement and an education outcome. In prior years, this indicator measured "referrals" not "placements."

<sup>9</sup> Mentoring hours declined from the previous year due to the impact of hurricane Sandy in October 2012, which caused the temporary closure of several sites.

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

		FY 2013		FY 2012	FY 10-13
		Actual	Target	Actual	Trends
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.	Grants Awarded	27		26	
	Dollars Awarded	\$1.23M	-	\$1.02M	
	Dollars Contributed by Employers	\$0.79M	-	\$0.57M	
	Trainees <sup>2</sup>	691	-	570	
	Low-Income Incumbent Trainees <sup>3</sup>	307	-	218	
	Average Wage Gain for Incumbent Trainees	11%	8%	11%	
	Incumbent and New Trainees Who Completed the Training	403		257	
	Percent of Incumbent Trainees Receiving a Wage Gain	66%	-	69%	

#### Community Partners (SBS)

START DATE: 07/2007 | FY 2013 BUDGET: N/A<sup>4</sup> | STATUS: Successful | SITES: 262

		FY 2013		FY 2012	FY 10-13
		Actual	Target	Actual	Trends
Connects job-ready community-based organization clients to specific job openings at the City's Career Centers.	Referred to Workforce1 Career Centers for Jobs By Community-Based Organizations	22,625	-	18,522	
	Placed in Jobs <sup>5</sup>	3,605	-	4,862	

#### Jobs-Plus (NYCHA/HRA)

START DATE: 10/2009<sup>6</sup> | FY 2013 BUDGET: \$1,838,462 (YMI) | STATUS: Implementation | SITES: 7

		FY 2013		FY 2012	FY 10-13
		Actual	Target	Actual	Trends
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.	New Enrollees <sup>7</sup>	1,650		423	
	Placed in Jobs	227	207	173	
	3-Month Job Retention	78	163	90	
	6-Month Job Retention <sup>8</sup>	73	109	50	

**NYC Training Guide (SBS)**

**START DATE:** 02/2008 | **FY 2013 BUDGET:** N/A<sup>9</sup> | **STATUS:** Successful | **SITES:** NA

		FY 2013		FY 2012	FY 10-13
		Actual	Target	Actual	Trends
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.	Website Visits <sup>10</sup>	331,523	-	66,761	
	Trainee Reviews	189	-	136	

**Sector-Focused Career Centers (SBS)**

**START DATE:** 06/2008 | **FY 2013 BUDGET:** \$4,957,926 (SBS) with additional Federal Funding | **STATUS:** Successful | **SITES:** 2

		FY 2013		FY 2012	FY 10-13
		Actual	Target	Actual	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	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**

**Scholars at Work (SBS/DOE)**

**START DATE:** 08/2009<sup>11</sup> | **FY 2013 BUDGET:** \$302,000 (YMI) with additional DOE Funding | **STATUS:** Implementation | **SITES:** 13<sup>12</sup>

		FY 2013		FY 2012	FY 11-13
		Actual	Target	Actual	Trends
Prepares 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	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)**

**START DATE:** 02/2012 | **FY 2013 BUDGET:** \$1,477,000 (YMI & CEO) | **STATUS:** Implementation | **SITES:** 26

		FY 2013		FY 2012	FY 12-13
		Actual	Target	Actual	Trends
Work Progress Program 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 CEO's Work Progress Program 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.	New Enrollees	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	

<b>Young Adult Internship Program (DYCD)</b>					
<b>START DATE: 11/2007<sup>15</sup>   FY 2013 BUDGET: \$11,585,417 (CEO &amp; YMI)   STATUS: Implementation   SITES: 19</b>					
		<b>FY 2013</b>		<b>FY 2012</b>	<b>FY 10-13</b>
		<b>Actual</b>	<b>Target</b>	<b>Actual</b>	<b>Trends</b>
<i>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.</i>	New Enrollees	1,831	1,830	1,740	
	Placed in Internships	1,793	1,793	1,725	
	Completed Internships	1,536	1,373	1,444	
	Placed in Job or Education	966	1,281	771	
	Retained in Job or Education at 9 Months	806	1,190	497	
<b>Expanded Training Opportunities (SBS)<sup>16</sup></b>					
<b>START DATE: 09/2011   FY 2013 BUDGET: \$330,000 (YMI)   STATUS: One-time Investment   SITES: 1</b>					
		<b>FY 2013</b>		<b>FY 2012</b>	<b>FY 12-13</b>
		<b>Actual</b>	<b>Target</b>	<b>Actual</b>	<b>Trends</b>
<i>Supports a range of one-time occupational training initiatives. This year dispatcher and inventory trainings were supported.</i>	Enrolled in Training	220	-	1,323	
	Completed Training	152	-	1,033	
	Placed or Promoted in Jobs	51	-	561	
<b>Programs Launched in FY 2013</b>					
<b>LEAP (Learn As You Earn Advancement Program) (NYCEDC)</b>					
<b>START DATE: 03/2013   FY 2013 BUDGET: \$101,669 (YMI)<sup>17</sup>   STATUS: Newly Launched   SITES: 4</b>					
		<b>FY 2013</b>			
		<b>Actual</b>	<b>Target</b>		
<i>Seeks to increase the employability of Associate's degree and Certificate program candidates through paid work experience combined with workplace-relevant classroom learning.</i>	New Enrollees	113	-	The data here represents one quarter of performance data.	
	Number Completed Training	75	86		
	Placed in Internships	25	80		
	Number Completed Internship	21	29		
	Placed in Jobs	3			
<b>DigitalWork NYC (NYCEDC)</b>					
<b>START DATE: 03/2013   FY 2013 BUDGET: \$306,406 (YMI)<sup>17</sup>   STATUS: Newly Launched   SITES: 2</b>					
		<b>FY 2013</b>			
		<b>Actual</b>	<b>Target</b>		
<i>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.</i>	New Enrollees	58	-	The data here represents one quarter of performance data.	
	Number Completed Online Work	13	68		
	Placed in Internships	6	-		
	Completed Internships	0			
	Placed in Jobs	3	15		

**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

		FY 2013		
		Actual	Target	
Connects NYC residents to appropriate training and construction jobs related to rebuilding in communities affected by Hurricane Sandy.	New Enrollees <sup>18</sup>	156	131	The data here represents one quarter of performance data.
	Industry Related Credentials Achieved	31	-	

**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).

**Footnotes:**

- <sup>1</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>2</sup> Most trainees are incumbent workers who already work at participating employers; businesses can also use training funds to train newly hired employees. Please note that each grant made to an individual business has its own target for numbers served and wage gains.
- <sup>3</sup> A Low-Income Incumbent Trainees is a participant who makes under \$15/hour.
- <sup>4</sup> This program has been fully integrated into the way that all of the Career Centers & Sector Centers operate, and therefore no longer has a separate budget line. Federal funds also support this program.
- <sup>5</sup> In 2012, SBS redefined what counts as a placement in order to further strengthen the Workforce1 system. As of 2012, Workforce1 Career Centers report only 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.
- <sup>6</sup> 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.
- <sup>7</sup> In the third and fourth quarters of 2013, the program expanded services from one site to six, which is reflected in the enrollment numbers.
- <sup>8</sup> 6-Month Retention was newly added as a high-level indicator; historical data before FY 12 is not available.
- <sup>9</sup> This program has been fully integrated into the SBS website and therefore no longer has a separate budget line.
- <sup>10</sup> 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.
- <sup>11</sup> Scholars at Work began in FY 10 but did not become a YMI-funded program until FY 11.
- <sup>12</sup> In FY 13, the program expanded to include two additional high schools and also a small group of students from a public university.
- <sup>13</sup> 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.
- <sup>14</sup> 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.
- <sup>15</sup> The Young Adult Internship Program began as a CEO pilot in City FY 08. YMI funded an expansion in FY 12.
- <sup>16</sup> 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.
- <sup>17</sup> The FY 13 Budgets for the EDC programs reflect spending.
- <sup>18</sup> 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.

## HEALTH INITIATIVES

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

### Community Nutrition

#### Food Policy Coordinator (Office of the Mayor)

**START DATE:** 01/2007 | **FY 2013 BUDGET:** \$92,000 | **STATUS:** Successful | **SITES:** N/A

*A position established as a joint effort by the Office of the Mayor 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.*

#### Shop Healthy NYC (DOHMH)

**START DATE:** 01/2012 | **FY 2013 BUDGET:** \$182,400 (CEO) with additional State Funding | **STATUS:** Newly Launched | **SITES:** 146

		FY 2013		FY 2012	FY12 -13
		Actual	Target	Actual	Trends
<i>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.</i>	Number of Community Members Who Attended a Training Event	503	400	107	
	Number of Neighborhood Retail Food Stores Approached	207	186	182	
	Number of Stores That Are Promoting Healthy Foods	170	145	146	
	Number of Stores That Agree to Meet All Shop Healthy Store Criteria	96	60	83	
	Number of Stores That Successfully Meet at Least 6 of 7 Shop Healthy Requirements	44	40	NA	

### Young Adult Health

#### School-Based Health Centers (DOHMH)

**START DATE:** 09/2007 | **FY 2013 BUDGET:** \$1,560,166 (DOHMH) | **STATUS:** Successful | **SITES:** 5

		FY 2013		FY 2012	FY 10-13
		Actual	Target	Actual	Trends
<i>Provides students with comprehensive healthcare, including a non-stigmatized environment for obtaining reproductive and mental health education and services.</i>	Program Participants	7,508	7,384	9,146	
	Program Participants Utilizing the Clinics <sup>1</sup>	5,504	-	4,897	
	Number of Total Clinic Visits	26,324	-	22,499	
	Number of Medical Visits	18,062	-	17,591	
	Number of Health Education Visits	2,205	-	1,009	
	Number of Mental Health Visits	4,155	-	3,484	
	Number of Reproductive Health Visits <sup>2</sup>	10,173	-	17,667	

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

**START DATE:** 11/2007 | **FY 2013 BUDGET:** \$1,600,000 (CEO) | **STATUS:** Implementation | **SITES:** 17

		FY 2013		FY 2012	FY 10-13
		Actual	Target	Actual	Trends
<i>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.</i>	Program Participants <sup>3</sup>	1,309	1,022	1,404	
	Total Service Hours Completed	164,984	153,300	154,777	

**Teen Health Improvement Program (HHC)**

**START DATE:** 11/2011 | **FY 2013 BUDGET:** \$500,000 (YMI) | **STATUS:** Newly Launched | **SITES:** 17

		FY 2013		FY 2012	FY 12-13
		Actual	Target	Actual	Trends
<i>Provides Health and Hospitals Corporation health clinics with adolescent care training, adolescent-friendly systems improvements, and youth engagement programming.</i>	Number of Participating HHC Pediatric and Adolescent Health Facilities	32	-	17	
	Number of Young Adults Trained to Conduct Workshops for Clinic Staff	52	-	12	
	Number of Adolescent Clinics Meeting All Teen-Friendly Criteria <sup>4</sup>	9	-	-	
	Number of Healthcare Providers Receiving Training in Teen-Friendly Practices <sup>4</sup>	108	-	-	
	Number of Adolescent Patients Served in Pediatric/Adolescent Clinics <sup>4</sup>	62,937	-	-	

**Parenting**

**CUNY Fatherhood Academy (CUNY)**

**START DATE:** 03/2012 | **FY 2013 BUDGET:** \$400,000 (YMI Private Funds) | **STATUS:** Newly Launched | **SITES:** 1

		FY 2013		FY 2012	FY 12-13
		Actual	Target	Actual	Trends
<i>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.</i>	New Enrollees	77	80	36	
	Earned GED	24	12	5	
	Placed in Jobs	30	28	12	
	College Acceptances	7	-	7	

**Violence Prevention**

**Cure Violence (DOHMH & HHC)**

**START DATE:** 02/2012 | **FY 2013 BUDGET:** \$2,160,000 (YMI & YMI Private Funds) | **STATUS:** Newly Launched | **SITES:** 5

		FY 2013		FY 2012	FY 12-13
		Actual	Target	Actual	Trends
<i>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.</i>	Program Participants	146	-	140	
	New Enrollees	95	-	34	
	Conflicts Mediated	276	-	88	
	In-Person Contacts with Participants	7,160	-	1,233	
	In-Hospital Visits with Participants <sup>5</sup>	40	-	65	
	Community Events Organized in Response to Neighborhood Shootings	98% (41/42)	100%	100% (19)	

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

**Footnotes:**

- <sup>1</sup> Patient-level data from all sites was not available prior to FY 11.
- <sup>2</sup> In FY 2013, visits by Montefiore's health educators were no longer are counted as clinic visits since most of their work is done in the classroom rather than the SBHC.
- <sup>3</sup> Outcomes were lower in FY 12 and FY 13 because fewer providers were awarded contracts.
- <sup>4</sup> These indicators are new to FY 13 and historical data is not available.
- <sup>5</sup> Following the Cure Violence program's pilot phase in FY 12, CEO implemented a more conservative definition of the hospital visit metric, restricting the count to Cure Violence program participants.

## JUSTICE INITIATIVES

A history of involvement with the criminal justice system can pose a major challenge for men and women seeking employment and other opportunities. CEO program strategies focus on helping court-involved individuals build their education and job skills to promote employment and stability while reducing recidivism. Several programs use community benefit projects or mentoring to assist participants on their path toward self-sufficiency. CEO determines program success based on whether participants are attaining educational and employment goals and recidivating less often. Two new mentoring initiatives were launched in FY 13 through the Young Men's Initiative: AIM, an alternative to placement program, and Arches: Transformative Mentoring.

### Employment Works (SBS & DOP)

**START DATE:** 08/2008 | **FY 2013 BUDGET:** \$2,950,000 (CEO) | **STATUS:** Implementation | **SITES:** 2

		FY 2013		FY 2012	FY 10-13
		Actual	Target	Actual	Trends
<i>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.</i>	Program Participants	3,255	-	1,101	
	New Enrollees	1,616	-	758	
	Placed in Jobs	736	800	744	
	Placed in Jobs at \$10/hour or More	321	560	278	
	Median Hourly Wage at Placement	\$9		\$9	
	6-Month Job Retention	34% (219/632)	65%	62% (227/367)	
	12-Month Job Retention	15% (78/509)	50%	40% (187/470)	

### Food Handlers Certification (DOC & DOHMH)

**START DATE:** 01/2008 | **FY 2013 BUDGET:** \$23,975 (CEO) | **STATUS:** Implementation | **SITES:** 1

		FY 2013		FY 2012	FY 10-13
		Actual	Target	Actual	Trends
<i>Provides Rikers Island inmates with a certification course in Food Handling and CPR, tangible employment assets for re-entry.</i>	Program Participants	714	600	601	
	Passed Certification Exam	675	600	571	

### Justice Community (DOP)

**START DATE:** 01/2012 | **FY 2013 BUDGET:** \$2,037,626 (CEO & YMI) | **STATUS:** Newly Launched | **SITES:** 5

		FY 2013		FY 2012	FY 12-13
		Actual	Target	Actual	Trends
<i>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.</i>	New Enrollees	228	252	153	
	Number Completed Community Benefit Projects	181	252	102	
	Placed in Jobs	39		13	
	Placed in Jobs or Education <sup>1</sup>	26% (61)	50%	NA	
	Number Earned a HSE or High School Diploma	4	-	8	

### Justice Scholars (DOP)

**START DATE:** 01/2012 | **FY 2013 BUDGET:** \$2,140,762 (CEO & YMI) | **STATUS:** Newly Launched | **SITES:** 6

		FY 2013		FY 2012	FY 12-13
		Actual	Target	Actual	Trends
<i>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.</i>	New Enrollees	243	272	142	
	Percent who Gained 1 Literacy Grade Level or Above	21% (33/159)	50%	16%	
	Percent who Gained 1 Numeracy Grade Level or Above <sup>2</sup>	11% (17/159)	50%	18%	
	Number Earned a GED or High School Diploma	14% (35)	30%	6%	

**NYC Justice Corps (CUNY Prisoner Reentry Institute)**

**START DATE:** 09/2008 | **FY 2013 BUDGET:** \$5,100,000 (CEO & YMI) | **STATUS:** Implementation | **SITES:** 4

		FY 2013		FY 2012	FY 10-13
		Actual	Target <sup>3</sup>	Actual	Trends
<i>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.</i>	New Enrollees	332	255	217	
	Number Completed Community Benefit Projects	190	128	145	
	Educational Gain	75	122	58	
	Number Graduated the Program	84	47	126	
	Placed in Jobs or Education	45	31	48	

**Programs Launched in FY 2013**

**AIM: Advocate, Intervene, Mentor (DOP)**

**START DATE:** 07/2012 | **FY 2013 BUDGET:** \$2,053,027 (YMI) | **STATUS:** Newly Launched | **SITES:** 5

		FY 2013		
		Actual	Target	
<i>Pairs 13 to 18 year old youth on juvenile probation with paid advocates who provide intensive mentoring as well as the structure and guidance youth need to develop self-efficacy. AIM is an Alternative to Placement program.</i>	New Enrollees	55	100	
	Number Completed Community Service Project	13	-	
	Number Engaged in Recreational or Cultural Activities	28	-	
	Number Completed Program	3	-	
	Participants Not Arrested for a Felony While in the AIM program	87%	80%	

**Arches: Transformative Mentoring (DOP)**

**START DATE:** 07/2012 | **FY 2013 BUDGET:** \$4,700,000 (YMI Private Funding) | **STATUS:** Newly Launched | **SITES:**19

		FY 2013		
		Actual	Target	
<i>Pairs small groups of justice-involved youth with mentors who deliver an evidence-based curriculum designed to transform the attitudes that led to participants' criminal activity.</i>	New Enrollees	580	840	
	Number of New Participants Receiving One-On-One Mentoring	316	-	
	Average Daily Attendance (ADA)	51%	70%	
	Number Completed Program	23% (63)	65%	

**See Also:** *Cure Violence* (Health).

**Footnotes:**

<sup>1</sup> This indicator is new to FY 13 reporting and data is not available for FY 12.

<sup>2</sup> 159 participants were in the Pre-GED track. This subgroup was used to calculate the metric and target for educational gains, starting in FY13.

<sup>3</sup> FY 13 targets were updated to reflect past performance and enrollment. The FY 12 targets were: Enrollment: 177, Community Benefit: 147, Educational Gains: 59, Program Graduates: 105, Placed in Job/Education: 74. The metric of "Educational Gains" aggregates multiple positive outcomes achieved during or upon graduation from the program, including literacy/numeracy grade level increases, high school completion or its equivalent, and post-secondary enrollment.

## SOCIAL INNOVATION FUND INITIATIVES

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, cumulative data are presented in this section is provided from each program's start date through December 2013.

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

**START DATE:** 09/2011 | **SIF YEAR 1-3 BUDGET (Operations Only):** \$11,244,761 (Federal & SIF Private)

**STATUS:** Implementation | **SITES:** 2

		Through Dec. 31, 2013		
		Actual	Target	
<i>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.</i>	Families Enrolled	1,230	1,200	
	Individuals Enrolled	4,549	-	
	Percent of Families Earning Rewards	98%	-	
	Total Rewards Earned	\$4,550,416	-	
	Percent of High School Student Earning Rewards	89%	-	
	High School Rewards Earned	\$2,235,016	-	
	Percent of Families Earning Health Rewards	87%	-	
	Health Rewards Earned	\$1,049,900	-	
	Percent of Adults Earning Workforce Rewards	47%	-	
	Workforce Rewards Earned	\$1,045,200	-	

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

**START DATE:** 09/2011 | **SIF YEAR 1-3 BUDGET (Operations Only):** \$4,186,198 (Federal & SIF Private)

**STATUS:** Implementation | **SITES:** 2

		Through Dec. 31, 2013		
		Actual	Target	
<i>A public housing-based workforce development program that offers employment and training services, community support, and rent-based incentives. Also see Jobs-Plus in the CEO Employment Initiatives section.</i>	New Enrollees	1,676	1,616	
	Job Placements	579	594	
	3-Month Job Retention	323	368	
	9-Month Job Retention	163	156	

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

**START DATE:** 06/2011 | **SIF YEAR 1-3 BUDGET (Operations Only):** \$6,600,706 (Federal & SIF Private)

**STATUS:** Implementation | **SITES:** 6

		Through Dec. 31, 2013		
		Actual	Target	
<i>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.</i>	Individuals Enrolled	795	750	
	Earnings from Internships	\$591,000	-	
	Percent Who Completed an Internship	31%	50%	
	Percent Who Earned a GED	30%	30%	
	Percent Placed in a Job	29%	40%	

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

**START DATE:** 01/2011 | **SIF YEAR 1-3 (Operations Only):** \$2,974,734 (Federal & SIF Private)

**STATUS:** Implementation | **SITES:** 5

		Through Dec. 31, 2013		
		Actual	Target	
<i>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.</i>	New SaveUSA Accounts	4,771	4,998	
	Percent of Savers Who Saved for a Full Year	73%		
	Average Initial Deposit	\$582		
	Average Savings Match	\$293	-	
	Total Savings	\$4,414,216	-	

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

**START DATE:** 07/2011 | **SIF YEAR 1-3 (Operations Only):** \$10,059,170 (Federal & SIF Private)

**STATUS:** Implementation | **SITES:** 5

		Through Dec. 31, 2013		
		Actual	Target	
<i>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.</i>	Individuals Served	1,463	1,630	
	Completed Occupational Skills Training	86% (857)	80%	
	Attained a License or Certification	684	-	
	Placed in Jobs	49% (714)	50%	
	Attained Career Advancement	26% (184)	33% of Placement	
	Businesses Served	915	-	

Appendix : Acronyms in the NYC Center for Economic Opportunity FY 2013 Performance Data

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