

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.¹ 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.²
 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.³
 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 ⁴ | \$0.87M | - | \$0.51M | |
| Cumulative Debt Reduced ⁴ | \$7.05M | - | \$5.17M | |

¹ 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.

² Child Care Tax Credit figures are based on Tax Year 2011.

³ The 2012 Earned Income Tax Credit Mailing figures are based on Tax Year 2009.

⁴ 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/A⁵ | 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 ⁶ | 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 ⁷ | 26,125 | 15,000 | 19,520 | |
| Tax Returns Completed at VITA Sites ⁷ | 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).

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

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

⁷ 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 \$350,000.⁸

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 PROGRAM

A program by the City University of New York.
 Start Date: 09/2007 | FY 12 Budget: \$6,800,000⁹ | 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 | |

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

⁹ \$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 ¹⁰ | 22 | 6 | |
| Earned NCLEX License ¹¹ | 15 | 0 | |
| Placed in Jobs as Registered Nurses ¹¹ | 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 ¹² | 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 | |

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

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

¹² CUNY Prep added an internship component beginning in FY 11.

MENTORING

CORNERSTONE MENTORING

A program by the NYC Department of Youth and Community Development.¹³
Start Date: 01/2012 | FY 12 Budget: \$831,000 (YMI)¹⁴ | 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.¹⁵
Start Date: 01/2012 | FY 12 Budget: \$140,000 (YMI)¹⁴ | 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).

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

¹⁴ Budget total reflects a partial year of operations.

¹⁵ 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.¹⁶ 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 ¹⁷ | 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/A¹⁸ | 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 | |

¹⁶ 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).
¹⁷ Most trainees are incumbent workers who already work at participating employers; businesses can also use training funds to train newly hired employees.
¹⁸ 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 ¹⁹ | 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/A²⁰ | 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 ²¹ | 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 | |

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

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

²¹ 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

MILLIONTREESNYC 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: 08/2009²² | FY 12 Budget: \$400,000 (YMI) | Status: Implementation | Sites²³: 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 PARKS²⁴

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 | - |

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 ²⁵ | 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 | |

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

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

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

²⁵ In FY 12, the program expanded through YMI, adding 501 additional slots.

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.

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** (Justice), **JUSTICE 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

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.²⁶
 Start Date: 01/2012 | FY 12 Budget: \$182,000 (CEO)²⁷ | 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 |

²⁶ 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.

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

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 ²⁸ | 9,146 | 8,633 | 9,870 | |
| Unique Enrollees Utilizing the Clinics ²⁹ | 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 | |

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 ³⁰ | 1,404 | 1,022 | 4,178 | |
| Total Service Hours Completed ³⁰ | 154,777 | 154,870 | 499,547 | |

TEEN HEALTH IMPROVEMENT PROGRAM

A program by the NYC Health and Hospitals Corporation.³¹
 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 |

²⁸ 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.

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

³⁰ Outcomes were lower in FY 12 because fewer providers were awarded contracts.

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

PARENTING

CUNY FATHERHOOD ACADEMY

A program by the City University of New York.³²

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 | - |

VIOLENCE PREVENTION

CURE VIOLENCE

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

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).

³² 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.

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

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.*³⁴

| | 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 ³⁵ | 12% | 65% | 44% | |
| Retained in Jobs at 12 Months ³⁵ | 13% | 50% | 38% | |

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.³⁶ 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 | - |

³⁴ 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.

³⁵ Retention measures for Employment Works were not available until FY 10.

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

JUSTICE SCHOLARS

A program by the NYC Department of Probation.³⁷

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).

³⁷ 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 |