

# Workforce Development

The Center's Poverty Measure research shows that over 650,000 New Yorkers live in a family with at least one full-time worker and yet remain in poverty.<sup>16</sup> To improve the lives of low-wage and unemployed workers, CEO has developed a range of strategies to build the skills of low-wage workers, meet the needs of employers, and promote job placement, retention and advancement. The programs below use strategies such as partnering with employers to advance incumbent workers, focusing programs around particular industry sectors or communities, and tailoring services to unique populations such as individuals with a criminal history, young adults or public housing residents. To monitor program effectiveness, CEO and agency partners track service utilization and participant outcomes such as occupational certifications attained, individuals placed in employment, wages earned and individuals retained in employment.

## LOW-INCOME ADULTS

### BUSINESS SOLUTIONS TRAINING FUNDS

A program by the NYC Department of Small Business Services.  
 Start Date: 07/2008 | FY 12 Budget: \$1,863,000 (CEO & YMI) | Status: Implementation  
 Sites: 26  
*Provides New York City employers with funding to develop the skills of their workers. Businesses provide funding to match the training award and agree to raise the wages of employees who complete the trainings. In FY 2012, the program expanded with YMI funding to serve additional businesses.*

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

### COMMUNITY PARTNERS

A program by the NYC Department of Small Business Services.  
 Start Date: 07/2007 | FY 12 Budget: N/A<sup>18</sup> | Status: Successful | Sites: 262  
*Connects job-ready clients of community-based organizations to specific job openings at the City's Career Centers.*

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

<sup>16</sup> Calculated from data in the CEO Poverty Measure report. NYC Center for Economic Opportunity. The CEO Poverty Measure, 2005-2011 (New York, N.Y.: Center for Economic Opportunity, 2011).  
<sup>17</sup> Most trainees are incumbent workers who already work at participating employers; businesses can also use training funds to train newly hired employees.  
<sup>18</sup> This program has been fully integrated into the way that all of the Sector Centers operate, and therefore no longer has a separate budget line.

## JOBS-PLUS AT JEFFERSON HOUSES

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

Start Date: 10/2009 | FY 12 Budget: \$1,000,000 (YMI & Private) | Status: Implementation | Sites: 1  
Offers NYCHA residents employment and training services, community-based support for work, and rent-based work incentives. Two additional sites are funded by the federal Social Innovation Fund (SIF); see the SIF section of the appendix for these sites' performance data. In FY 13, the program will be expanded to seven new sites through the Young Men's Initiative.

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

## NYC TRAINING GUIDE

A program by the NYC Department of Small Business Services.

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

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

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

## SECTOR-FOCUSED CAREER CENTERS

A program by the NYC Department of Small Business Services.

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

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

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

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

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

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

## YOUNG ADULTS

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

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

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

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

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

### YOUNG ADULT INTERNSHIP PROGRAM

A program by the NYC Department of Youth and Community Development.  
 Start Date: 11/2007 | FY 12 Budget: \$10,541,000 (CEO/YMI) | Status: Implementation | Sites: 19  
*Offers youth who are out of school and out of work the opportunity to develop essential workforce skills through a combination of educational workshops, counseling, short-term paid internships, and post-program placement in education, advanced training, or employment.*

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

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

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

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

<sup>25</sup> 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).