

# NYC Center for Economic Opportunity

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May 13, 2010



Seizing Opportunities to Reduce Poverty  
and Build Community Prosperity

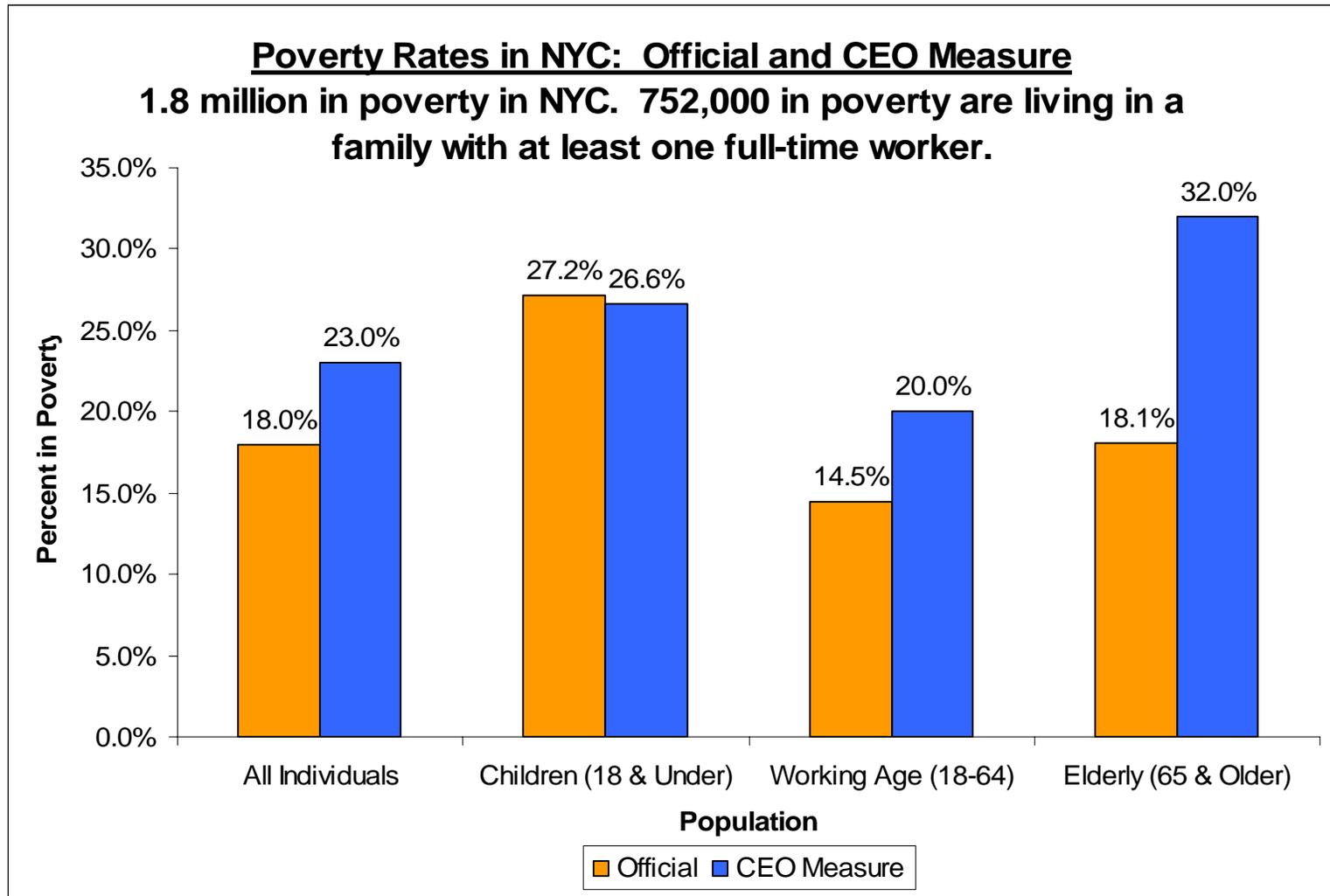
May 13–14, 2010



Center for  
Economic Opportunity

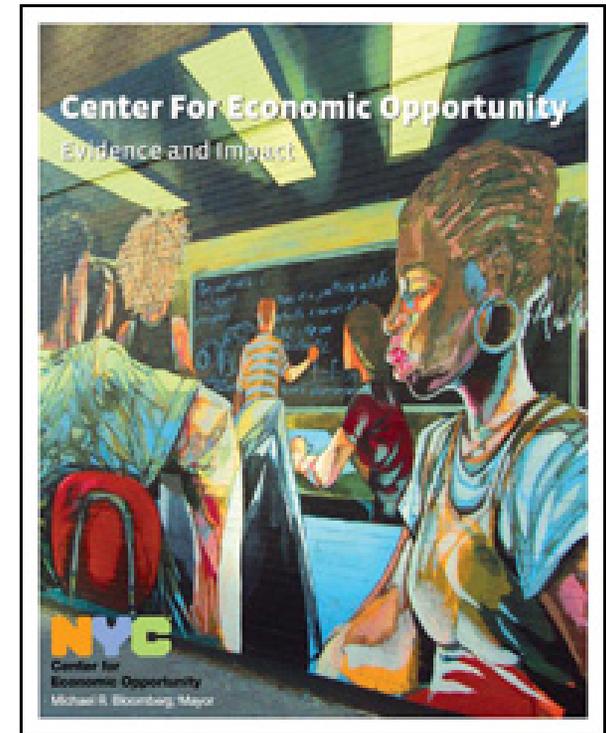
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# The Problem: High Poverty in NYC



# CEO's Anti-Poverty Agenda

- **NYC Center for Economic Opportunity (CEO)**
  - CEO was established in December 2006 to implement, monitor & evaluate the City's ambitious new anti-poverty agenda
- **Innovation Fund**
  - \$100 million public-private partnership
  - Supports program/policy implementation
  - Funds the monitoring & evaluation of programs
- **Commitment to Evaluation**
  - All programs monitored and evaluated
  - Program-specific evaluation strategies developed
  - Evaluations range from early implementation studies to random assignment
  - CEO's evaluation partners include City agencies & external organizations including MDRC, Westat, & Metis Associates



*CEO releases annual reports on program and policy initiatives.*

# Objectives and Approaches

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## ■ **Identify Successful Anti-Poverty Programs**

- Implement dozens of programs in collaboration with 20 City agencies
- Test conditional cash transfers designed to measure the effect of incentives on education, health, and employment activities
- Utilize strong internal & external evaluation teams to review programs, identify best practices, and gauge success
- Base future funding decisions on program results

## ■ **Develop New Measures and Policies**

- Create alternative to the outdated federal poverty measure
- Use lessons learned to inform federal advocacy

# CEO Evaluation

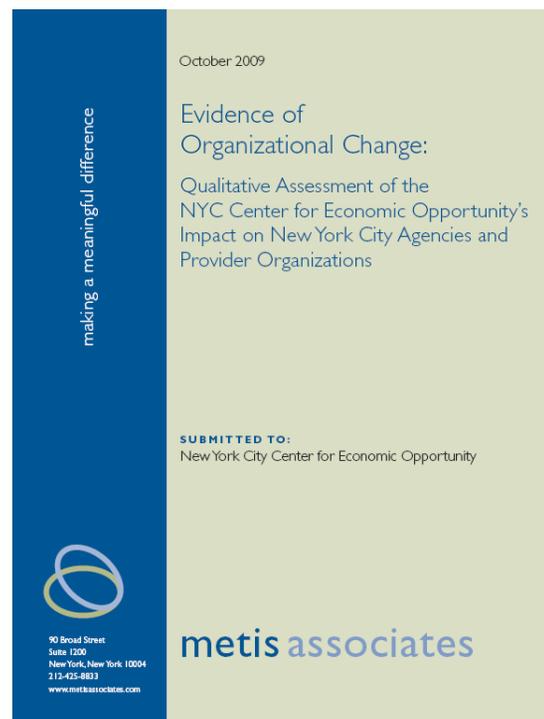
*CEO's evaluation teams seek to identify promising programs & to share lessons learned.*

## ■ Evaluation Team

- **Internal Team:** Monitor program implementation & performance; conduct evaluation
- **External Team:** Provide independent, objective analysis of CEO programs

## ■ Recent Reports\*

- *Evidence of Organizational Change, 2009*
- *Workforce Innovations: Outcome Analysis of Outreach, Career Advancement and Sector-Focused Programs, 2010*
- *CEO 3<sup>rd</sup> Annual Report: Evidence and Impact, 2010*
- *Teen ACTION Evaluation Report, 2010*
- *Early Outcome Report for CUNY ASAP, 2009*
- *Evaluation of the Young Adult Internship Program: Analysis of Participant Data, 2009*
- *NYC Justice Corps Early Implementation Report, 2008*



# CEO Strategies

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*CEO initiatives represent new ideas, best practices, & expansions of successful program models. Programs have been implemented in partnership with 20 agencies.*

- **Poverty Research**
  - Research to inform changes to the federal poverty measure
- **Workforce Development**
  - Supporting training, job retention, & career advancement
- **Disconnected Youth**
  - Re-engaging adolescents who are not at work or in school
- **Financial Empowerment & Asset Development**
  - Helping low-income individuals maximize their resources
- **Conditional Cash Transfer**
  - Incentive-based strategies which reward individuals that meet targets

# CEO Focus on Workforce

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Giving the working poor a toolbox of programs and supports that will help them move up the economic ladder and out of poverty for the long term.

- **Range and variety of populations served** spectrum of skills, work histories, target groups (e.g.- re-entry population, target neighborhoods, disconnected youth). Work with unemployed and employed (advancement).
- **Range of program strategies** (e.g.- Sector-focused approach, incentives, career advancement services), financial empowerment and asset development. Programs differ in length and intensity. CEO funding more flexible than federal WIA funding.
- **Working with several agencies** to implement programs. Some programs are collaborations between agencies, breaking down silos within government. Some participating agencies not typically assumed to have workforce development role.

# Jobs-Plus: Key Overview

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- Place-based, work-focused initiative targeting public housing residents.
- Primary goal is to transform the housing development into a high-employment community
- Serves all job-seekers- not only the “job ready”. Approach that nearly everyone is employable.
- Participation is voluntary. Services tailored to residents’ individual needs, draw from a menu of on-site services as well as referrals

# Jobs-Plus Model: Attack Multiple Barriers

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## ■ Three Components

### 1. Employment and Training Services

- Convenient on-site “jobs centers”
- Program serves all working age adults- unemployed and employed (advancement)

### 2. New rent rules to “make work pay”

- Addressing disincentives to work in the rent rules (rents rise as earnings grow)

### 3. Community Support for Work

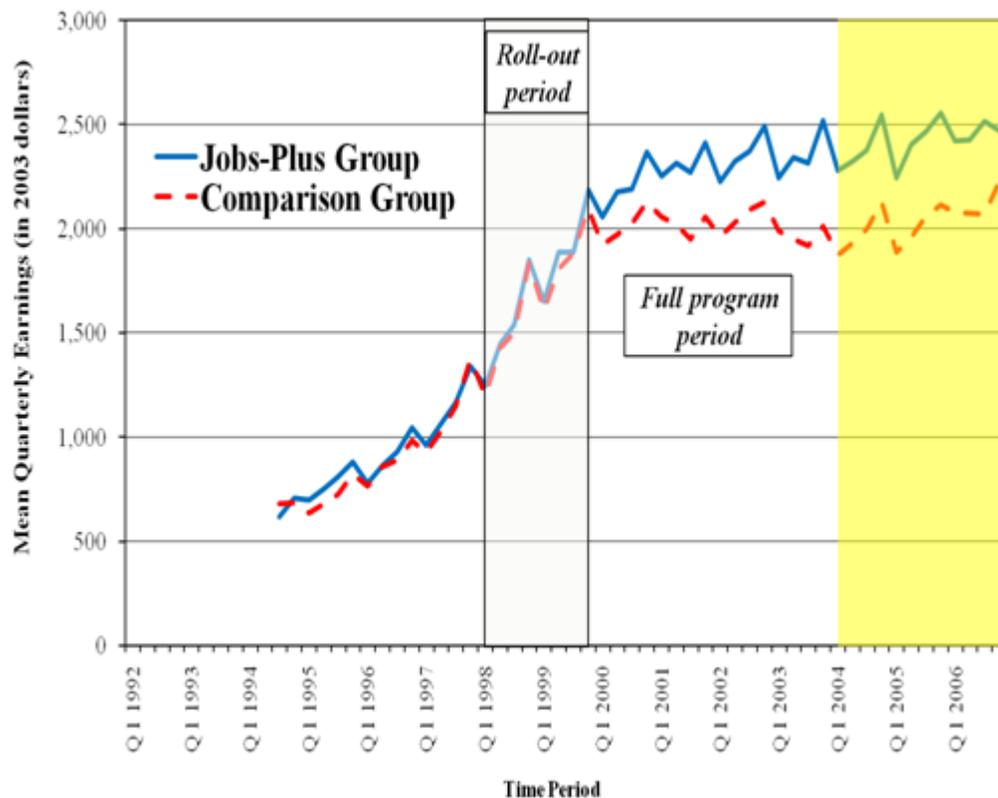
- Neighbor-to-Neighbor Outreach; sharing work info
- Saturation Level Outreach- Aimed at all working-aged residents

# Jobs-Plus Evidence of Success

## Earnings Gains in Pilots:

- Participants' earnings rose in multiple pilot sites
- \$1,300 avg. earnings gain per year
- \$9,099 cumulative earnings gain over 6 years
- 16% increase overall

Pooled average quarterly earnings for the 1998 cohort  
(full implementation sites)



# Origins of Jobs-Plus

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- Designed to address long-term concentration of poverty and unemployment in public housing.
- Pilot sites launched in late 1990s; private and public sponsors including foundations, HUD, others.
- Rigorous randomized evaluation results showed at 16% increase in income in the sites where the model was fully implemented, and 9% average quarterly employment rate. Positive results found in diverse populations.
- Keys to success: Effective partnerships, providing services where people live, resident outreach workers who encourage participation and add legitimacy.

# Jobs-Plus

- CEO brings Jobs-Plus to NYC with City funding. Launched by collaboration of multiple City agencies.\*
- Targeted development selected in East Harlem. Over 60% of working age residents in the development not working.
- 11 staff opened Oct 09. 1 Full-Time and 4 Part-Time staff are NYCHA residents.

Thomas Jefferson Houses in East Harlem	
Number of Units	1,478
Number of Residents	3,608
Number 18-59, Non-Disabled	1,588
Number Non-Employed (of 18-59, non-disabled)	849
Mean Individual Income	\$17,576
Median Individual Income	\$10,862

Source: NYCHA January 2009 Data

Outcome Targets and Actuals		
Outcome	Year 1 Target	To Date*
# Touched	982	464
# Employment Improvement Plan	687	347
# Job Placements/Advancements	151	70

\*Note: Data is as of April 2010



\*Jobs-Plus is an interagency collaboration among CEO, NYCHA, HRA, CUNY, SBS

# Contact Information

For information about CEO  
visit: [nyc.gov/ceo](http://nyc.gov/ceo).

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# NYC Justice Corps

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**Ali Knight,**

**Prisoner Reentry Institute**

**John Jay College of Criminal Justice**



**Center for  
Economic Opportunity**

[www.nyc.gov/ceo](http://www.nyc.gov/ceo)

# NYC Justice Corps Overview

- Brings young adults involved with the criminal justice system together with their communities to identify and address unmet community needs.
- Funded by the Mayor's Center for Economic Opportunity with annual operating budget of approximately \$4 million; includes \$1.6 million over five years for random assignment evaluation.
- Target population is New York City young adults aged 18-to-24, residing in specific neighborhoods in Brooklyn and the Bronx, involved in the criminal justice system (250 per year).
- Overall goals are to: (1) reduce recidivism; (2) increase employment and education outcomes for Corps members; and (3) foster community development in the targeted communities.

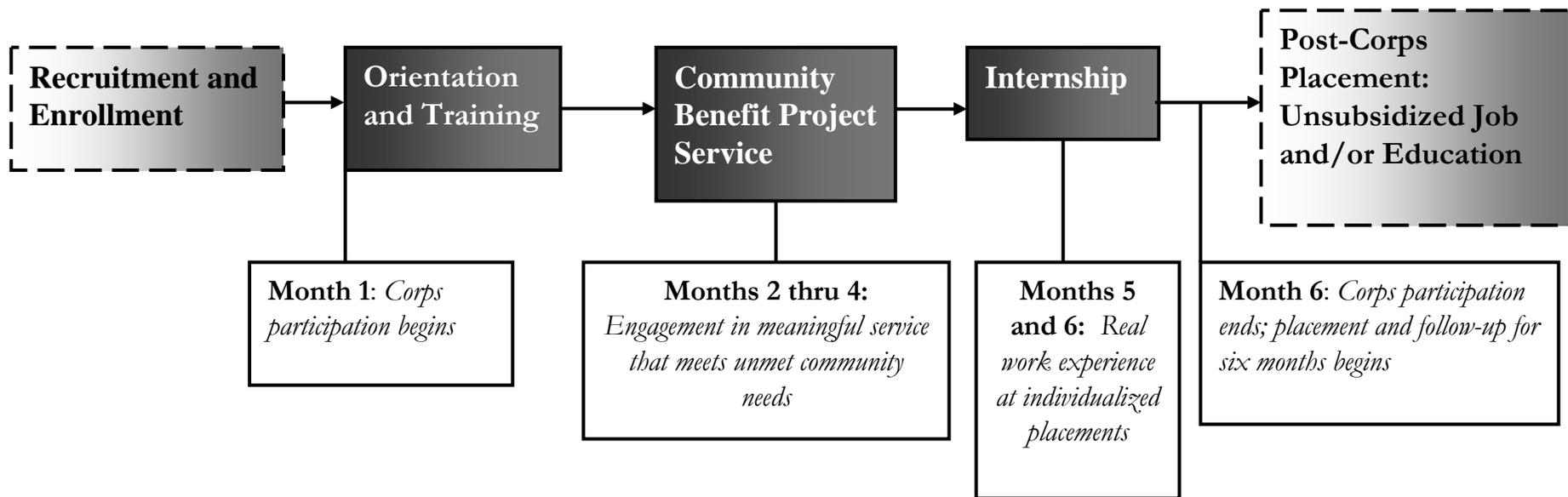


# Program Design

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- Phase I**  
**(2 to 4 weeks):** Corps members receive **job training and skill-building** services designed to prepare them for “service” and long-term employment and foster teamwork.
- Phase II**  
**(10 to 14 weeks):** Corps members contribute in a meaningful way to their communities through the identification and execution of local **community benefit service projects**. **Community advisory boards** made up of local clergy, local elected officials, and residents, endorse all projects before they are accepted and Corps members begin service on them.
- Phase III**  
**(6 to 8 weeks):** Corps members enter **paid internships** in public and private sector organizations that provide marketable job skills, develop work histories and build social networks.
- Graduation:** Corps members are **placed in jobs and/or educational programs** upon graduation, and receive **retention services for up to six months**.
- Wrap-around Support:** While engaged in phases I through III, Corps members receive a **stipend** ranging from **\$7.15 to \$8.50** for every hour of service for up to **35 hours a week**. They also receive **support services**, including job coaching, counseling, education services and other resources.

# Service Delivery Model



- **Implementing partners include:**
  - NYC Center for Economic Opportunity
  - Community College: *John Jay College of Criminal Justice*
  - Two non-profits (one running each site): *Bedford Stuyvesant Restoration Corporation and Phipps Community Development Corporation*
  - Evaluators: *Westat and Metis Associates*

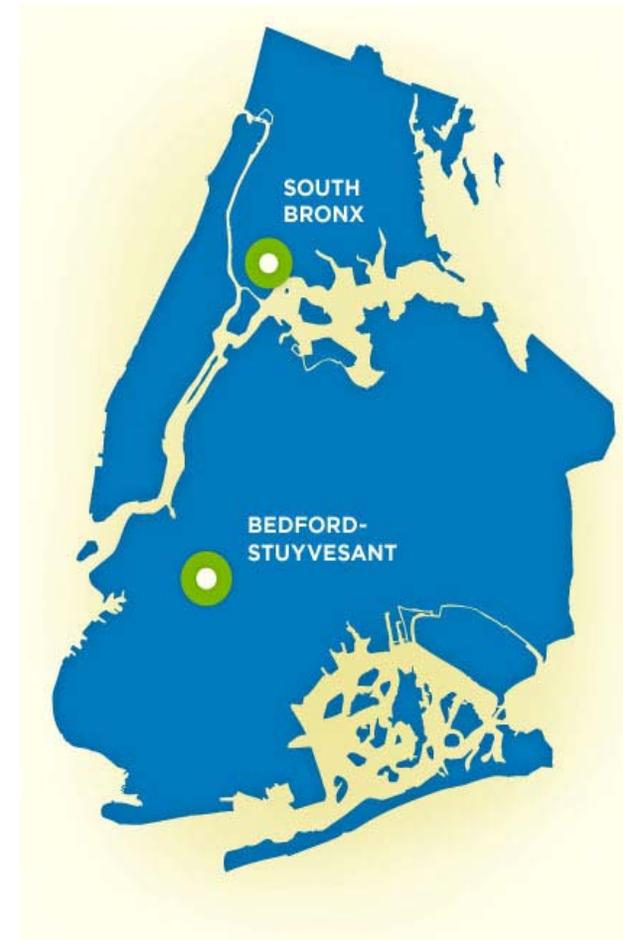
# National Model and NYC Justice Corps

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- Civic Justice Corps operating now at 14 sites (20 corps) across the country. NYC JC builds on these corps, but with significant differences. NYC JC is the only corps that:
  - Includes a **paid internship** component and **retention services**.
  - Has a **robust evaluation** built into program design.
  - Is **neighborhood-based** and has a systematic community project selection process that **involves youth** and **community stakeholders**.
  - Is **government led** and is a **multi-sector** collaborative approach.

# Targeting, Serving and Engaging the Community

- **Communities are geographically outlined using targeted and adjacent postal zip codes**
  - All members reside within these zip codes
  - All projects located within these zip codes
- **Corps members conduct community needs assessment to come up with project ideas**
  - Project ideas must meet five criteria standard
  - Selected Projects are presented to CAB
- **Community Advisory Board must endorse projects**
  - **CABs are made up** of community stakeholders, including local residents, business owners, elected officials, and clergy



# Brooklyn Site

## Snapshot of Community Benefit Service Projects



### **Magnolia Tree Project (cohort 4):**

- Corps members completed a multi-phased urban beautification project that involved renovating the Magnolia Tree Earth Center, a staple of the Bedford-Stuyvesant community and education hub for ecological science.



### **Anti-Gun Violence Mural Project (cohort 3):**

- As the first mural in Bed-Stuy centering around the theme of anti-violence, community collaboration mural, designed to address the pitfalls of teenage gun violence while offering Corps members an opportunity to participate in a creative and reflective process.

# Bronx Site

## Snapshot of Community Benefit Service Projects

### Cohort 2.1

- Completed five projects including renovations to a community-education garden and playground area at the historic landmark, Saint Anne's Episcopal.
- Worked at Saint Benedict the Moor Neighborhood Center to completely renovate the community food pantry and soup kitchen.
- Repainted several rooms in The Boys and Girls Club at the Thorpe Residence, a family shelter.
- For final project--retiled the floors of a community room at the Claremont Neighborhood Center.



# Program Year 1: Targets and Achievements

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- **273 Corps members served in two targeted communities**
  - 80% of enrolled completed service on community projects (217)
  - 66% of enrolled completed 6 months of service (180)
  - 50% of enrolled graduated (135)
  - 60% of graduates placed in jobs or school (80)
- **23 community benefit service projects completed**
  - 12 public space renovation projects
  - 10 community beautification projects
  - 5 green projects (four are also beautification projects)

# Program Evaluation

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## Two Evaluations:

### 1. Year One Implementation Evaluation: (Released in Nov. 2009)

- Assessed start-up phase and first nine months of operations
- Findings were:
  - Program was implemented as designed
  - Recommendations to improve program data management and add educational services

### 2. Long Term Outcome Evaluation: (Final Report Expected Dec. 2012)

- Random assignment design; sample size of 712 participants:
  - Treatment Group: 48%
  - Control Group: 52%
- Tracking both groups for approximately two years post enrollment
- Will measure the long term effects on:
  - Recidivism
  - Community Development
  - Employment and Education
  - Program Costs vs. Public Benefits

# Contact Information

For information about NYC  
Justice Corps visit:  
[www.nycjusticecorps.org](http://www.nycjusticecorps.org)

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The screenshot shows the website for NYC Justice Corps. The browser title is "Windows Internet Explorer" and the address bar shows "http://www.nycjusticecorps.org". The website features the NYC JUSTICE CORPS logo at the top left, with a navigation menu including HOME, WHO WE ARE, WHAT WE DO, GET INVOLVED, and CONTACT. A main content area contains a quote from Martin Horn, former commissioner of the New York City Departments of Correction and Probation, stating that the organization joins the concepts of restorative justice, community empowerment, and subsidized transitional employment. To the right of the quote is a photograph of five people wearing NYC Justice Corps hoodies. Below the quote is a "GET INVOLVED" section with five buttons: "Enroll as a Corps Member", "Host a Community Benefit Service Project", "Host a Corps Intern", "Hire a Corps Graduate", and "Volunteer". The "CORPS HIGHLIGHTS" section lists four recent events: "Second Annual College Fair", "NYC Justice Corps Seeks Education Consultant", "Mayor Bloomberg Highlights Justice Corps", and "Year One Evaluation of NYC Justice Corps Released". Each highlight includes a brief description and a "Read More..." link.

# Community Partners

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**Lakythia Ferby**

**Goodwill Industries**

**Brooklyn Workforce1 Career Center**



**Center for  
Economic Opportunity**

[www.nyc.gov/ceo](http://www.nyc.gov/ceo)

# Community Partners

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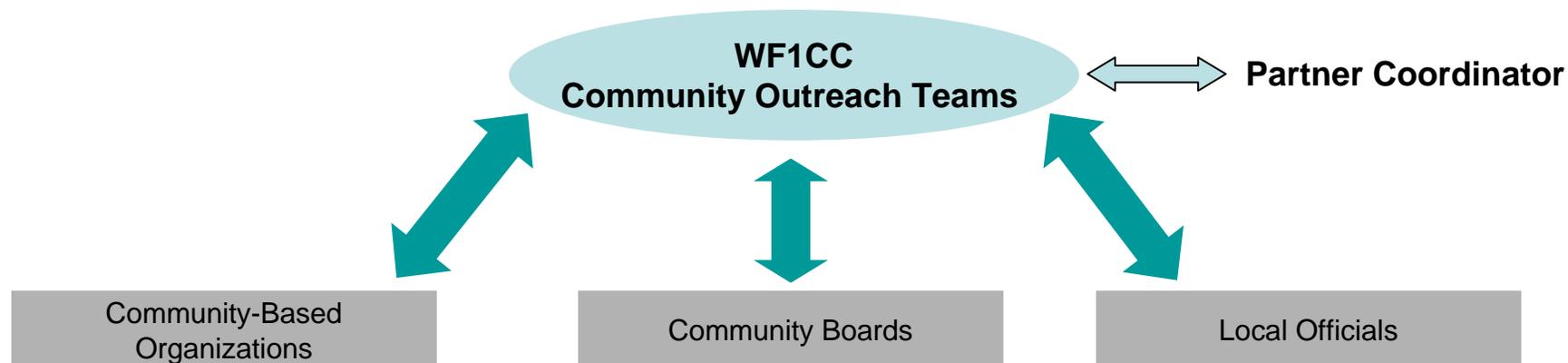
- SBS's Workforce Development System fulfills business customers' hiring and training needs by preparing and placing the most qualified individuals in their job opportunities.
- Community Partners teams in four Career Centers throughout New York City received CEO funding to build relationships with community-based organizations which offer job preparation services.
- The CBOs refer job-ready working poor individuals to the Centers for fast-track job placement.

# Program Goals

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- Effectively and efficiently place jobseekers from high-need communities in employment
- Increase the number of quality CBOs participating in New York City's workforce development system
- Increase community awareness and participation in the public workforce development system
- Develop a pipeline of job-ready candidates to fill job orders
- Provide a mechanism for Career Centers to refer job seekers who need more assistance

# Overview



- Partner organizations include community social service organizations, public libraries, colleges/educational institutions, faith-based organizations, community boards and local elected officials

# Community Partners Staffing

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## ■ **One Coordinator**

- Identifies target organizations and develops relationships with partners
- conducts monthly partner meetings
- Plans and conducts off-site recruitments

## ■ **One Community Outreach Specialists**

- Manages ongoing partner relationships
- Re-engagement
- Assists with off-site recruitments

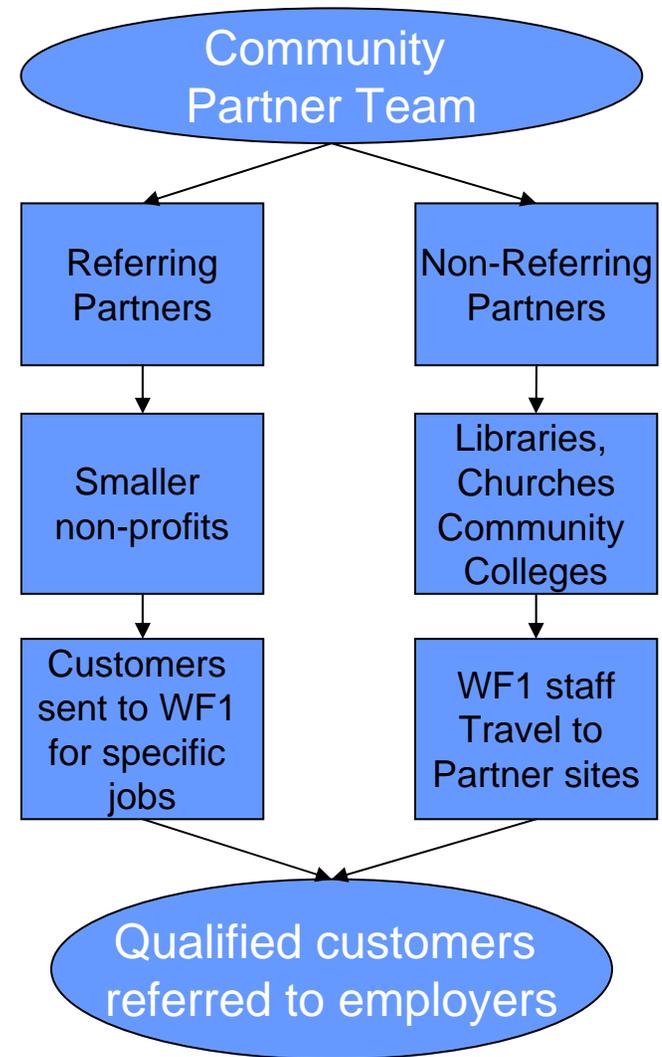
## ■ **One Data Analyst**

- Keeps mission statement on all partners to help target recruitments
- Provides feedback to partners on their referrals
- Completes data entry and tracks outcomes

# Partnerships

## Two types of partners:

- *Referring Partners* that have capacity to screen job ready candidates and refer them for specific positions on a weekly basis
- *Non-Referring Partners* that have access to job ready candidates but do not have the staff to screen and refer



# Referring Partner Flow

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1. Partner Staff send email with job orders and qualifications to agencies every week
2. Agencies identify candidates who meet the stated qualifications, enter names onto referral spreadsheet and send to partner staff at least 24 hours prior to scheduled screening
3. Agencies give each customer a referral form to present at receptionist desk on day of screening to ensure partner referrals do not become lost in the general flow
4. Customers are screened by account managers and forwarded to employers if qualified
5. Account Managers provide feedback to Partner Team
6. Partner Team informs agencies of the outcomes by updating the referral spreadsheet

# Non-Referring Partner Flow

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1. Partner staff and agencies agree on recruitment date and work with agencies to identify positions suitable for their clientele
2. Partner staff forward list of positions one week prior to event
3. Agencies post positions throughout their facility and create flyers on their stationary to advertise the event
4. Partner staff and account managers give customers an introduction to the workforce system, register attendees and screen them for available positions
5. Customers are referred to employers as appropriate
6. Customers receive weekly emails from partner team notifying them of recruitments events that they can attend at the center

# Implementation

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- Partner organizations receive weekly job blasts from the Workforce1 Career Centers and pre-screen customers for appropriate job opportunities
- Referrals attend Fast Track orientations designed for job-ready customers
- Detailed feedback on customer performance and placement is provided to partner organizations
- Monthly meetings for partner organizations at the Workforce1 Career Centers allow for further feedback and networking opportunities

# Sample Partners- Highlights

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- **New York Public Library**

- Population – Adults of various backgrounds who have never been to the center

- **Alternative High School**

- Population – recent graduates 18 – 24 who previously dropped out of school

- **NYC Housing Authority**

- Population – Adults in public housing

# Outcomes

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- **2009 (System-wide across New York City)**
  - Customers Referred: 11,180
  - Customers Placed: 4,529
  - Referral-to-Placement Ratio: 2.47
  
- **2009 (Brooklyn location)**
  - Customers Referred: 2,356
  - Customers Placed: 1041
  - Referral-to-Placement Ratio: 2.26
  - Active Partners: 68

# Evaluation Highlights

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- Participants in Community Partners program are 4 times more likely to be placed in a job than comparable participants in the traditional one-stop services of the City.
- Program met intent of bringing under-served low-income, job-ready candidates into the City's one-stop centers. Participants were more likely to be African American or Latino, earned less in their prior job, and have lower education levels.
- Program is effective at serving less-skilled workers.

*\*Full evaluation report available on CEO website.*

# Lessons Learned

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- Clear communication of what “job ready” means is essential for the program’s success.
- On-site recruitment events at the partner locations are a great way to recruit for opportunities in hard to reach areas and reduce transportation costs for low-income job seekers.
- This process allows smaller agencies to allocate their resources in other areas. We basically serve as an additional job developer.
- Stronger coordination of the public and non-profit system is more efficient, and helps job-seekers

# Contact Information

For information about CEO,  
or copy of evaluation report,  
visit: [nyc.gov/ceo](http://nyc.gov/ceo).

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# CEO Moving Forward

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- **Expansion and integration of programs discussed today**
- **Maintain & Initiate New Anti-Poverty Innovations**
  - Make smart, informed investments based on data & evaluations
  - Continue to innovate using city tax levy & philanthropic funds
- **Expand Effective Programs with Federal Support**
  - CEO work prepares NYC for strategic investment of new funds
  - Replicate CEO & Encourage National Investment
- **Become a Leader in Federal Innovation**
  - Disseminate research and lessons learned through participation in conferences & forums, & through the release of program evaluations