



**Center for
Economic Opportunity**

Anti-Poverty Innovation and Evidence Building: NYC Center for Economic Opportunity

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2015 International Conference of Sustainable Cities

About CEO

Center for Economic Opportunity

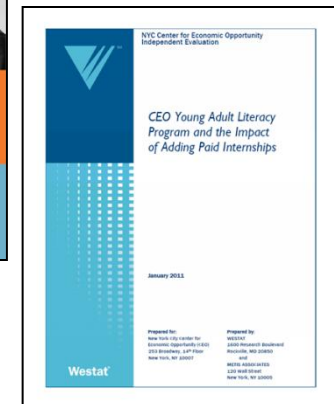
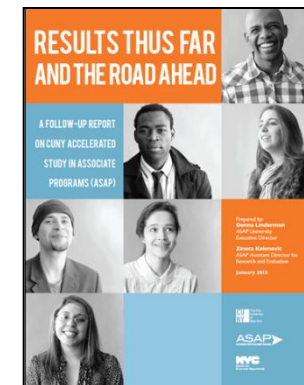
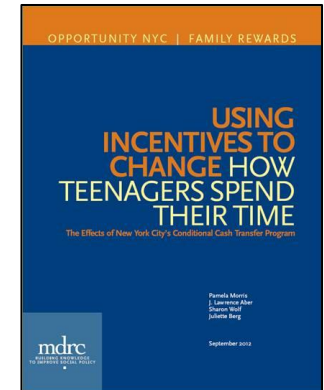
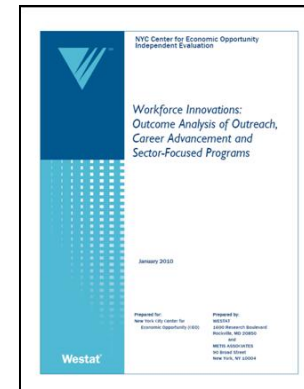
- Established December 2006 to implement, monitor, and evaluate New York City's ambitious anti-poverty agenda.

Innovation Fund

- \$100 million public-private partnership.

Commitment to Data & Evaluation

- All program outcomes tracked.
- Evaluation products include:
 - Early implementation
 - Analyses by program area
 - Long-term outcome evaluations
- Annual budget decisions based on performance:
 - CEO has budget authority; funds not committed to specific agency or activity
 - Budget pressure – protect the good; free up resources for new ideas



Applying Equity Lens Citywide

CEO has developed a robust learning network to share evidence on best practices, and to support work that aligns with our principles by using our capabilities.

Principles

- Promote equity across domains- address disparities
- Evidence-based decision-making
- Innovation and risk-taking
- Rigorous performance assessment

Capabilities of CEO Team

- Evaluation
- Program Design
- Implementation oversight
- Policy and poverty measurement research

CEO Strategies: Poverty Measurement

At its launch, CEO dedicated a team to creating a measure of poverty that can accurately measure the effect of policy on poverty in New York City.

CEO Poverty Measure:

- Captures more of what government programs do to support low-income families
- Compares the more complete measure of income against poverty thresholds that reflect the relatively high cost of living in New York City

Compared to the Federal Measure:

The CEO Poverty Measure adds in:





Nutrition: Food Stamps, WIC, School Meals





Housing Subsidies Tax Credits

The CEO Poverty Measure subtracts out:



Cost of Living Commuting



Childcare Out of Pocket Medical Costs

Performance Monitoring Overview

CEO is a data-driven institution

- Research and data inform: Program design, outcome targets, evaluation and implementation
- Community and population needs are analyzed to identify service gaps
- Budgetary and program decisions are made after thorough data collection

Performance Monitoring Process

- **Rigorous Program Management**
 - Check-ins, site visits, phone calls -
 - Not just data alone
- **Qualitative and Quantitative Reports**
 - Monthly narratives outline activities, challenges and next steps;
 - Quarterly data reports contain metrics on process, target outcomes, and demographical metrics

Staff

- **CEO**
Internal program managers with direct oversight over program design, target setting, implementation, evaluation, and budget
- **CEO Data Team**
Internal data team responsible for data collection, management, and reporting

Evaluation to Build Evidence

All are programs assessed.

Evaluations are conducted after program has been up and running.

Types of Assessment

- Routine monitoring
- Early Implementation / outcome studies
- Program / topic-specific studies
- Impact evaluations

Program-specific evaluation strategies based on:

- Availability of data
- Implementation status
- Timing of expected outcomes
- Level of investment

Bringing to Scale / Dissemination of Best Practices

- CEO publically releases all program evaluations, presents findings at conferences, and holds events to share findings
- When successful, programs can be expanded, used to develop a “2.0”, or best practices can be applied to larger City programs and service delivery systems

Success Evolves Into New Programs

STRATEGY	CEO PROGRAMS	EVALUATION RESULTS	NATIONAL PROGRAMS
<p>Stable employment and career advancement to provide a clear pathway out of poverty.</p> <p>Robust employer connections and labor market data inform services and training.</p>	<p>Sector-Focused Career Centers (SBS) are job placement and training centers that focus on a single economic sector. Each center strives to meet the specific employer needs of that sector and to provide low-income workers with access to jobs with career advancement opportunities.</p>	<p>Participants are placed at higher rates and have higher wages over 4 quarters post-program, as compared to Workforce1 Center’s clients.</p>	<p>WorkAdvance</p> <ul style="list-style-type: none"> - blended model designed to assist adults obtain employment in targeted sectors that have room for advancement. - Expansion outside of NYC being rigorously evaluated
	<p>Advance at Work (SBS) increased income for employed low-wage workers through job upgrades, access to work supports, and asset-building activities.</p>	<p>Participants are placed at higher rates and have higher wages over 4 quarters post-program, as compared to Workforce1 Center’s clients.</p>	
	<p>Jobs-Plus at Jefferson Houses (CUNY, HRA, NYCHA) is an evidence-based employment program targeting public housing residents. This place-based program offers employment and training services, outreach, and incentives designed to help “make work pay.”</p>	<p>Study of the previous national pilot demonstrated increased earnings for residents for at least seven years after the program’s full implementation, relative to a control group.</p>	<p>Jobs-Plus</p> <ul style="list-style-type: none"> - Raise and sustain the level of employment and earnings among residents of public housing - Added financial counseling component

CEO Strategies: Employment

The Need:

43% of all poor adults in NYC are working. And low-wage work represented 58% of jobs gained during recent recovery.

CEO Response:

CEO supports employment programs that target industries and populations.

Sector-based employment programs offer in-demand credentials and improved placement/wages

- Sector-Focused Career Centers

Quality population-specific programs

- Public housing residents
- Programs for court-involved

Subsidized jobs for young adults

- Offer early work experience
- Combine education and employment

Employed Sector-Center Participants Earn More

When compared to matched participants at standard career centers, SFCC participants earn significantly more up to one year after program exit.



Sector-Focused Career Centers



Workforce1 Career Centers

CEO Strategies: Asset Development

The Need:

More than 825,000 adults New Yorkers do not have a bank account; most are low-income individuals or immigrants who lack access to safe and affordable credit.

CEO Response:

Increased the use of tax credits in eligible low-income households

- Mailed completed tax forms to residents
- \$5 million gained by NYC households each year
- Replicated by other states such as Maryland, Kentucky and California

Match program for tax savings.

- Provides match to establish/maintain savings.
- 70%+ low-income participants earned match.

Office of Financial Empowerment created to educate and empower low-income residents so they can make the most of their financial resources.

- In a single year, assisted over 5,000 residents in reducing debt and increasing savings

CEO Strategies: Education

The Need:

Nationally community college graduation rates are lower than 20%. One in five New Yorkers aged 16-24 are unemployed and out of school.

CEO response:

CUNY ASAP doubles CUNY college graduation rates

- Full time attendance, limited majors, advisement, peer group/block scheduling, financial support.

Young Adult Literacy program provides education services to young people ages 16-24 with low reading skills

- Those who entered with the lowest education levels made the most gains- nearly two grade levels in literacy and two grades in math

SIF Project Rise program reconnects young people through education and paid internships

- Recently, 40% of very disconnected participants earned their high school equivalent certification in one year.



CEO Strategies: Health

The Need:

NYC faces a range of public health challenges are correlated with poverty, including obesity, teen pregnancy, and access to care.

CEO response:

Shop Healthy raises awareness about healthy eating by increasing the stock and promotion of healthier foods in neighborhood stores.

- Stores advertising healthy items more than doubled from 42% to 90%.

Teen Health Improvement ensures hospital staff adhere to “teen-friendly” best practices in caring for young adults.

- 45 pediatric and adolescent healthcare facilities participated in 2014.

School-Based Health Clinics provide comprehensive health services in schools located in high poverty neighborhoods.

- In the last year alone over 5,000 students utilized the clinic



Looking Ahead

- Applying the equity lens across City programs and bringing effective programs to greater scale
- Data integration (more use of administrative data), and evidence driven policymaking
- Integrating equity into sustainability and resiliency planning
- Early childhood programs and building a “cradle to career” pathway for residents
- Using the City’s purchasing power to promote low-income New Yorkers

For More Information

Visit CEO's website
www.nyc.gov/ceo

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The screenshot shows the NYC Center for Economic Opportunity website. At the top, there is a navigation bar with 'NYC Resources 311 Office of the Mayor' and a search bar. Below the navigation bar is a main banner for 'Per Scholas' with a group photo of students and the text 'August 26, 2011'. To the right of the banner is a 'Join a Program' section with the text 'Find local innovative programs throughout New York City. Learn more'. Below the banner is a 'Share Us' section with Facebook and Twitter icons. At the bottom, there are four featured program cards: 'CEO Data', 'Young Men's Initiative', 'Food Policy Coordinator', and 'Social Innovation Fund'. Each card includes a small image, a title, a brief description, and a 'Learn more' link.