



Increasing Opportunity and Reducing Poverty in New York City

Commission



- **Co-Chairs**
 - Richard Parsons, Time Warner Inc.
 - Geoffrey Canada, Harlem Children's Zone
- **30 Members from Various Sectors**
 - Not-for-profit
 - Business
 - Philanthropic
 - Governmental
 - Academic

Commission Process



Survey the field and engage participants

- Stakeholders and brainstorming retreat
- Commission meetings
- and workgroup meetings
- Two-day conference and consultations

Poverty in US and NYC



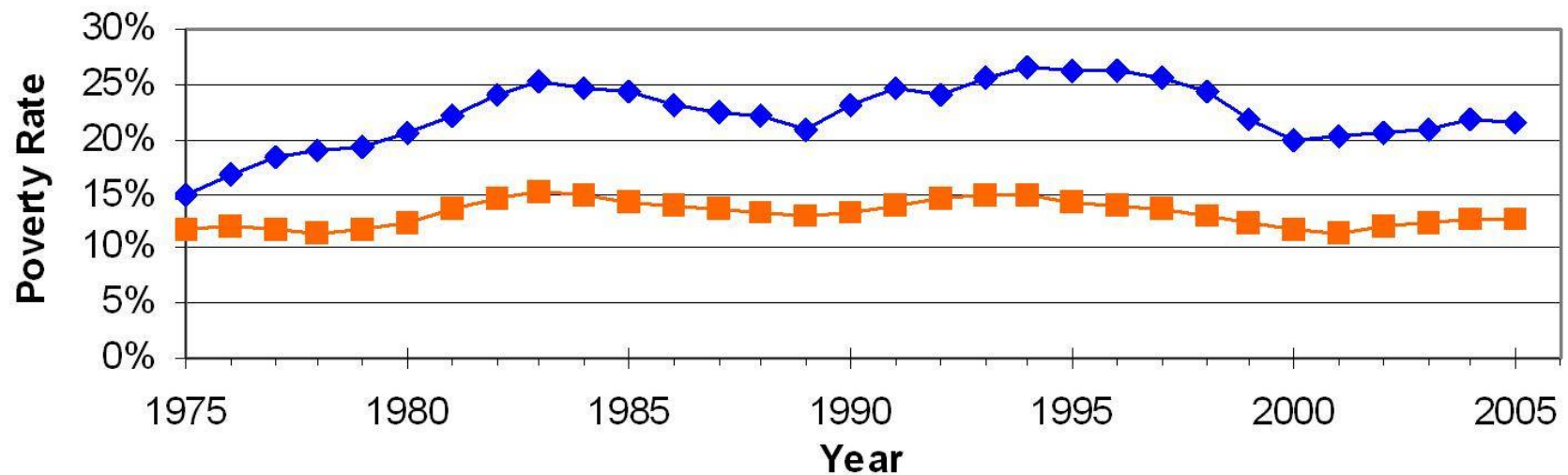
- In 2005, the federal poverty level for a family of four was \$19,806
- 13.3% of all people in the United States lived below the poverty level in 2005
- 19.1% of New Yorkers lived below the federal poverty level in 2005

Source: American Community Survey, U.S. Census Bureau, 2005.

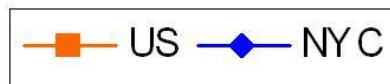
Poverty in US and NYC



Poverty Rates Since 1975 United States and New York City*



* Based on 2-year moving averages

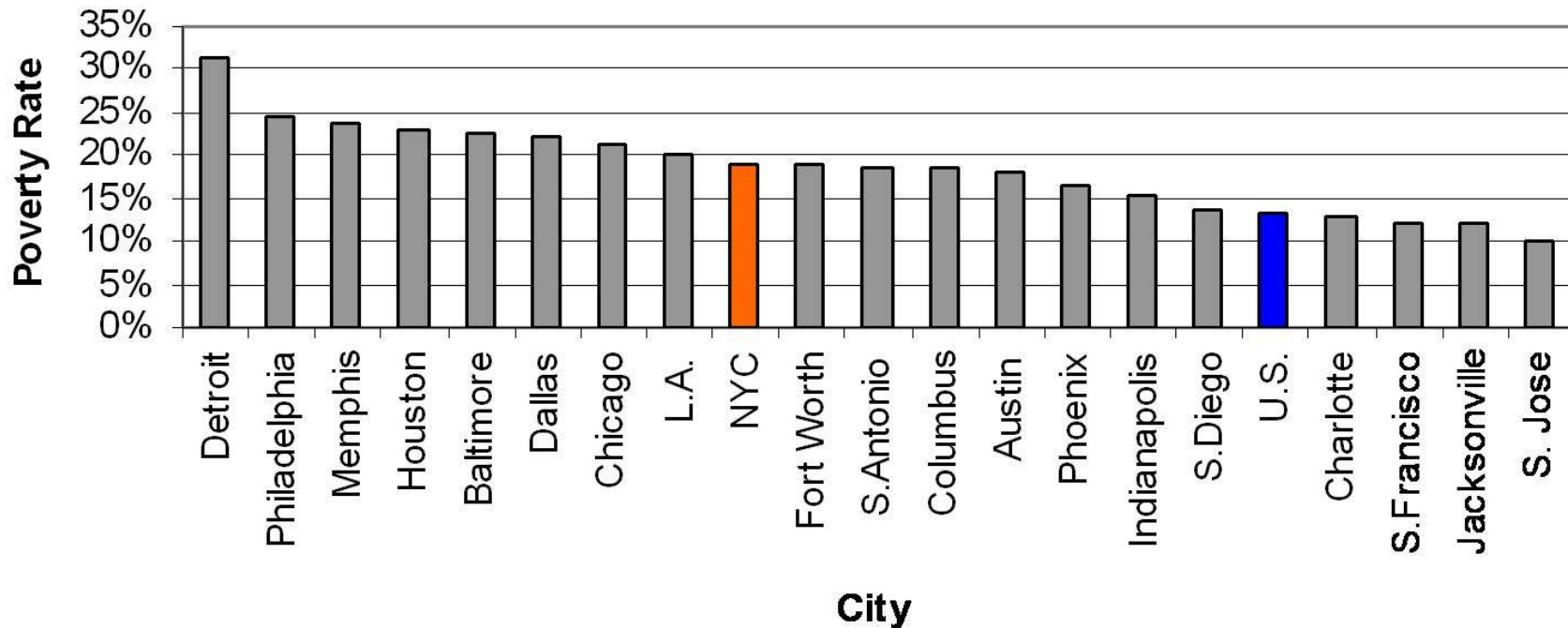


Source: Community Service Society of New York, CPS Tabulations (New York City) and U.S. Census Bureau, Historical Poverty Data (national).

Poverty in US and NYC



Poverty Rates of the 20 Largest Cities United States, 2005



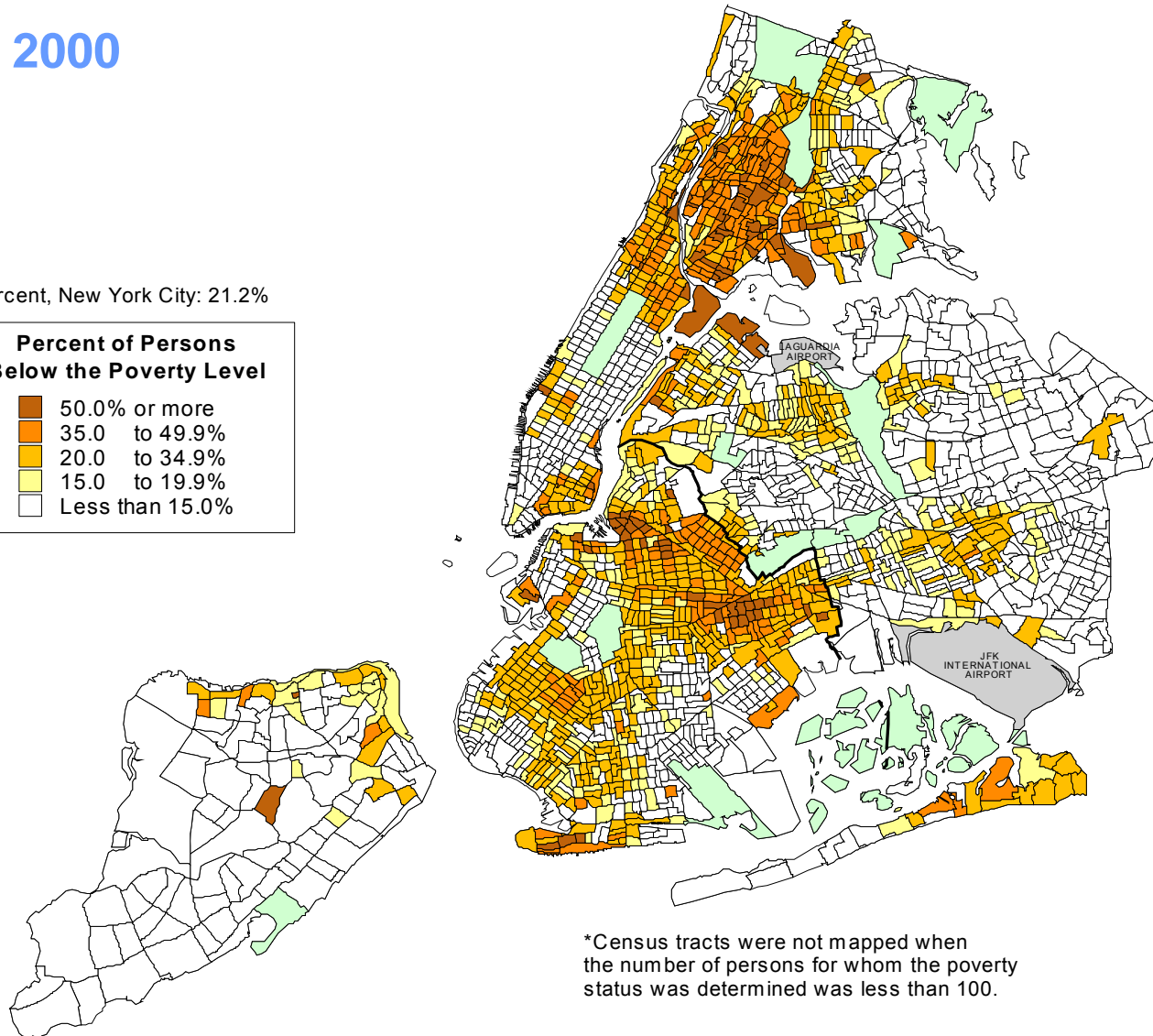
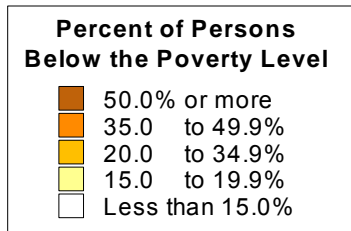
Source: American Community Survey, U.S. Census Bureau, 2005.

Percent of Persons Below the Poverty Level by Census Tract*



New York City, 2000

Percent, New York City: 21.2%



*Census tracts were not mapped when the number of persons for whom the poverty status was determined was less than 100.

Commission Report



Strategies

- Create economic opportunities
- Find innovative and collaborative approaches
- Target strategies to those hardest hit by poverty
- Implement evidence-based approaches

Goals

- Prepare New Yorkers to Work
- Make Work Pay

Target Populations



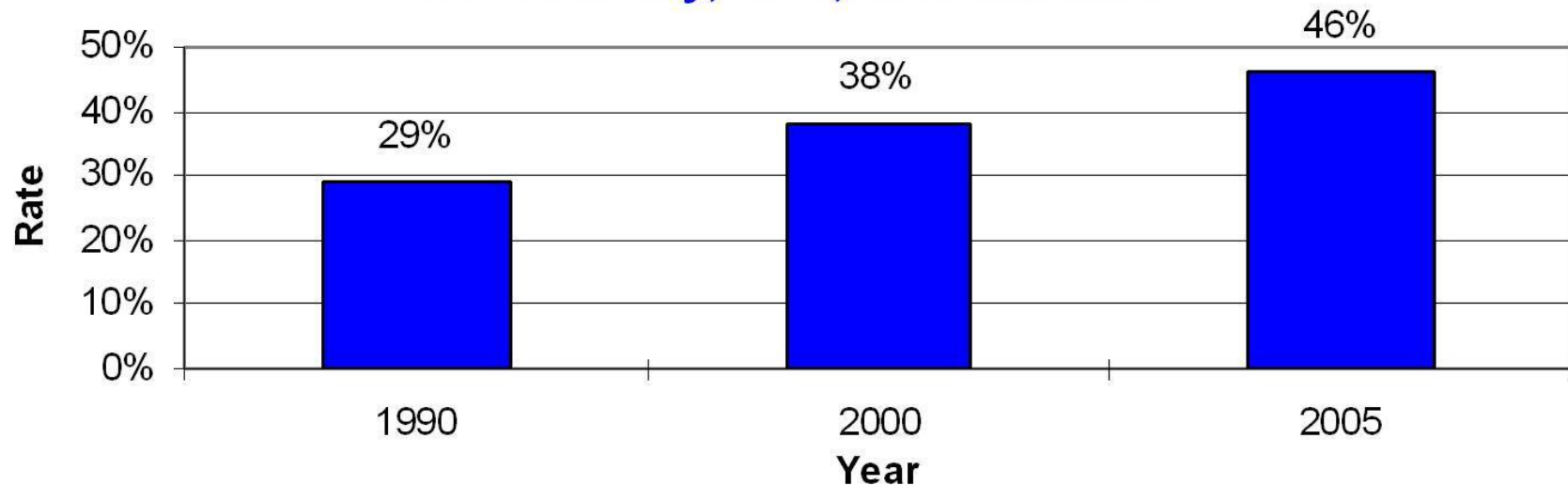
CEO initiatives are targeted to critical groups

- Working Poor Adults
- Young Adults - Ages 16-24
- Young Children - Ages 0-5

Working Poor



Percent of Families Below Poverty Who are Employed New York City, 1990, 2000 and 2005

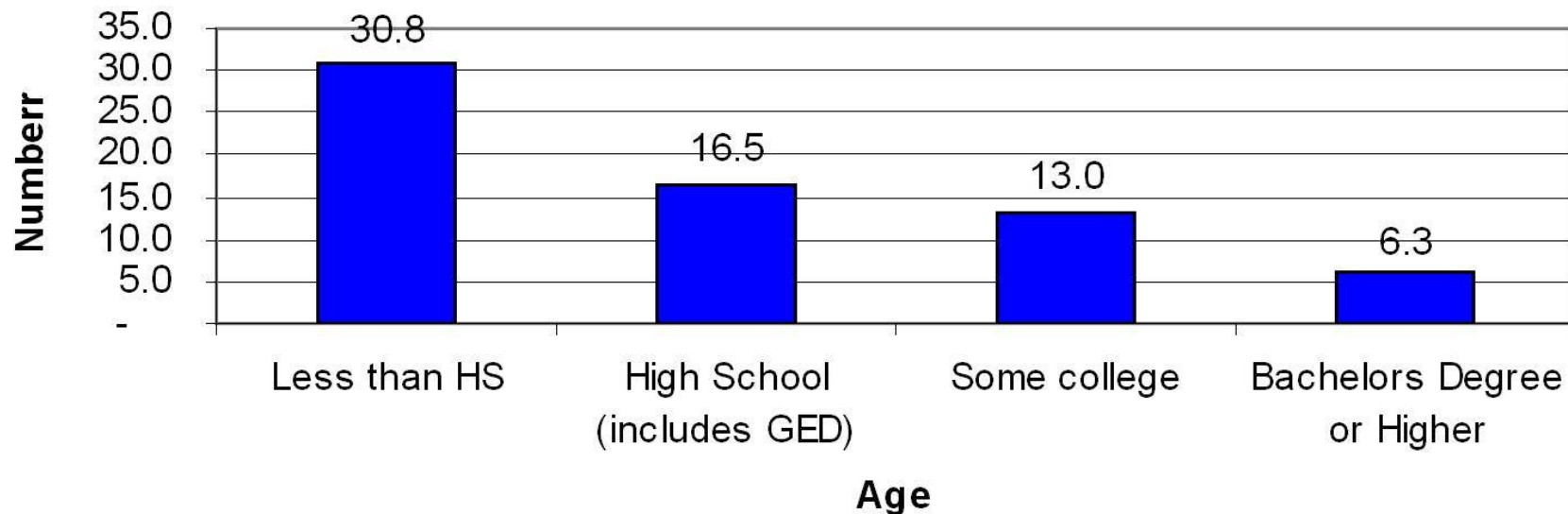


Source: 1990 and 2000 Decennial Census, U.S. Census Bureau; Department of City Planning (NYC) and the 2005 American Community Survey, U.S. Census Bureau.

Working Poor



Poverty Rates for Working Age Adults by Educational Attainment New York City, 2005



Source: American Community Survey, U.S. Census Bureau, 2005.

Working Poor

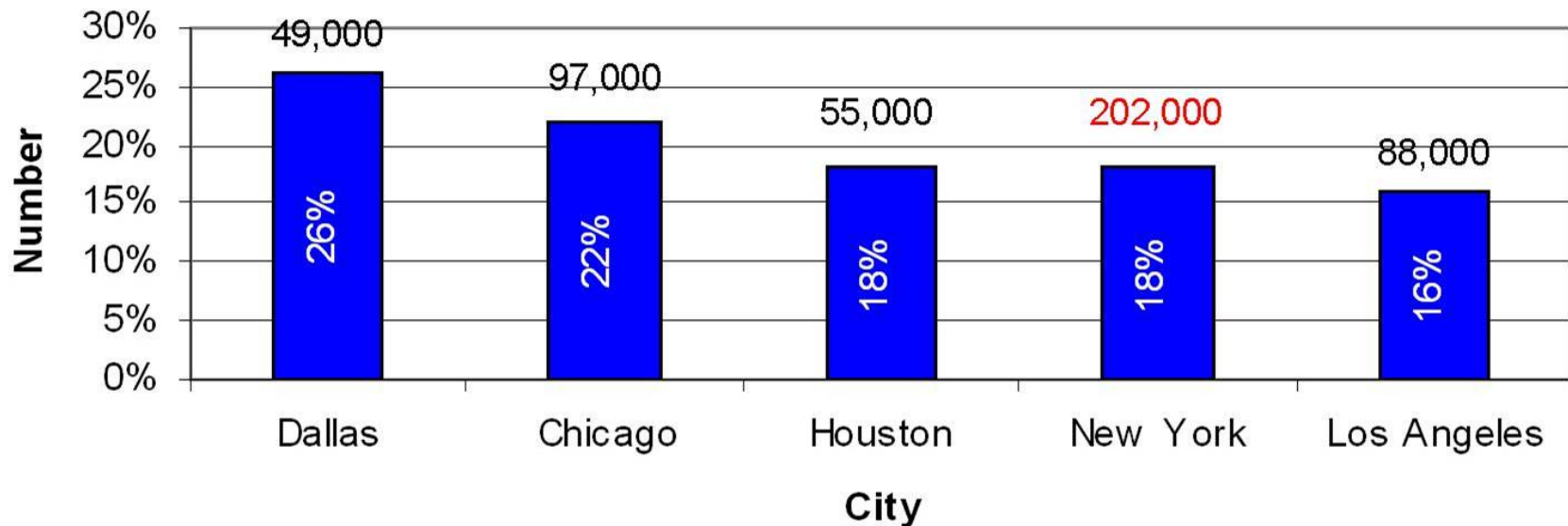


- Promoting career paths
- Improving access to work supports
- Asset building and financial literacy
- Creating affordable housing for low-wage working families

Source: American Community Survey, U.S. Census Bureau, 2005.

Young Adults

Percentage of 16-24 Year-Old Out-of-School, Out-of-Work Young Adults Five Largest Cities, United States, 2001 Averages



Source: 2001 Population Survey (CPS), US Census Bureau. Tabulated by Northeastern University Center for Labor Market Analysis 2001; and 2000 United States Census Data. Note: baseline census data utilized for percentage calculation includes 15 year olds in each city population.

Young Adults

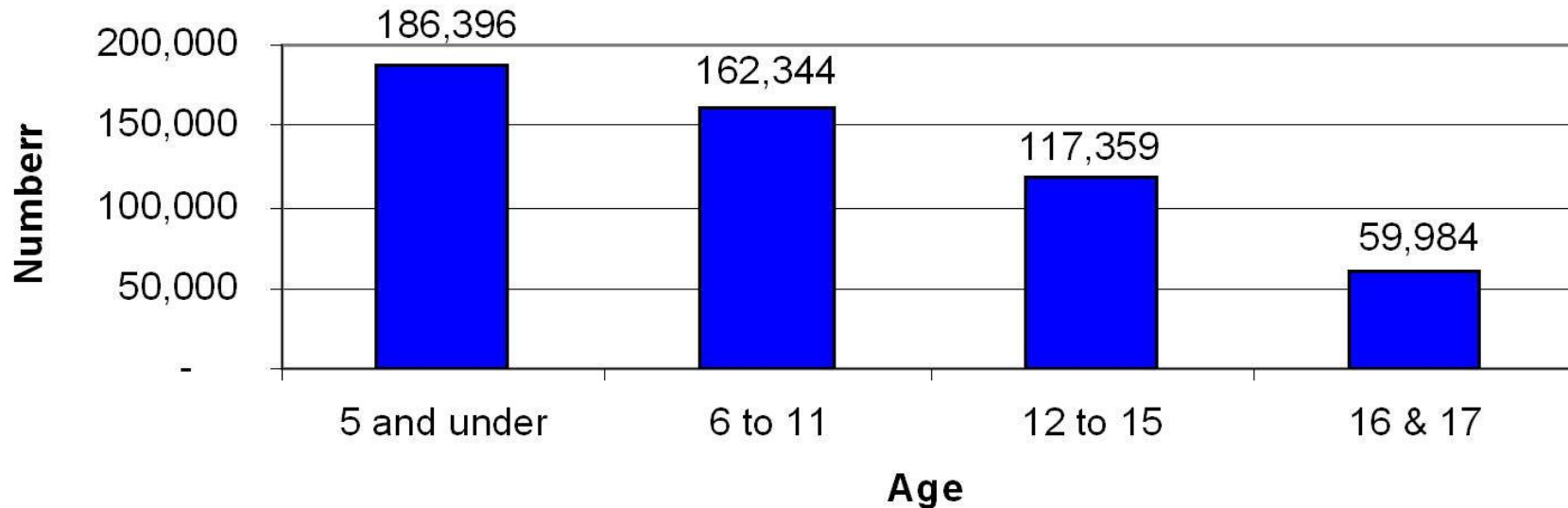


- Preventive strategies for youth at risk
- Reengagement strategies that reconnect disconnected youth
- A targeted approach for high-risk youth

Young Children



Number of Children in Poverty by Age New York City, 2005



Source: American Community Survey, U.S. Census Bureau, 2005.

Young Children



- Ensuring a Good Start
- Promote Early Learning

CEO Innovations



Center for Economic Opportunity

- Implement programs
- Manage budget and evaluation

\$150 Million Annual Innovation Fund

- \$25 million for CCTs (private funds)

Rigorous Evaluation of all Programs

- Client outcomes
- Cost-benefit analysis

Working Poor



Child Care Tax Credit

- Proposed first local child care tax credit
- Up to \$1,000 per year income tax refund to families

Earned Income Tax Credit

- Facilitate the filing of un-claimed 2003 and 2004 EITC
- Average credit: \$2,400 per family

Office of Financial Empowerment

Areas of focus: financial capacity, financial education, watchdog protection, strategic partnerships and best practices.

Young Adults & Children



CUNY ASAP Program

- Cohort model for students attending six community colleges, pursuing degrees in a variety of fields.
- Pre-college classes and tutoring; paid work experience

Individual Development Accounts

- Matched savings accounts for foster youth, up to \$3,000
- Includes financial education and mentoring components

Nurse Family Partnership

- Provide regular home visits to first-time mothers
- Demonstrated to improve maternal and child health, as well as social and educational outcomes.

Opportunity NYC (CCT)



Conditional Cash Transfers are incentive-based strategies that provide rewards when individuals meet targets.

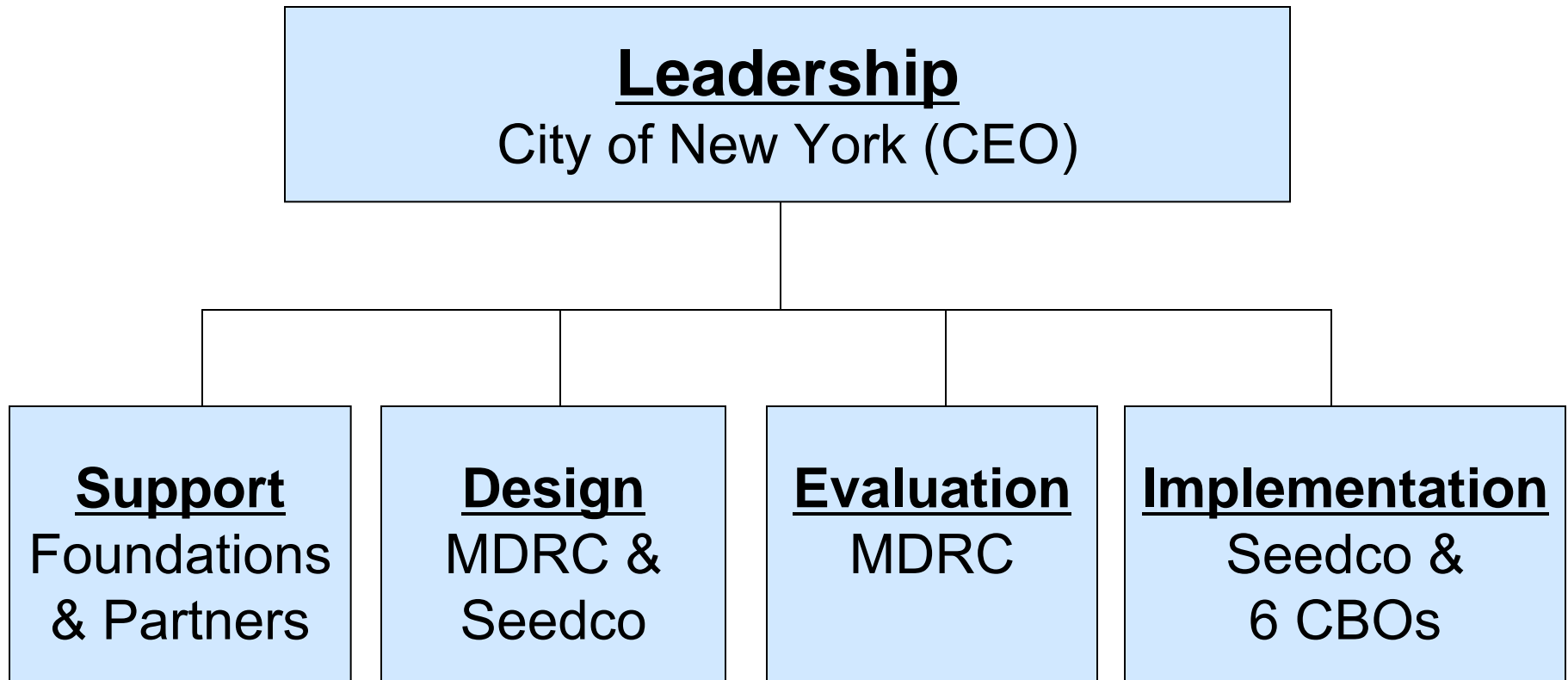
Goals

- Poverty reduction (immediate)
- Encourage and reinforce positive actions (short-term)
- Break intergenerational cycle of poverty (long-term)

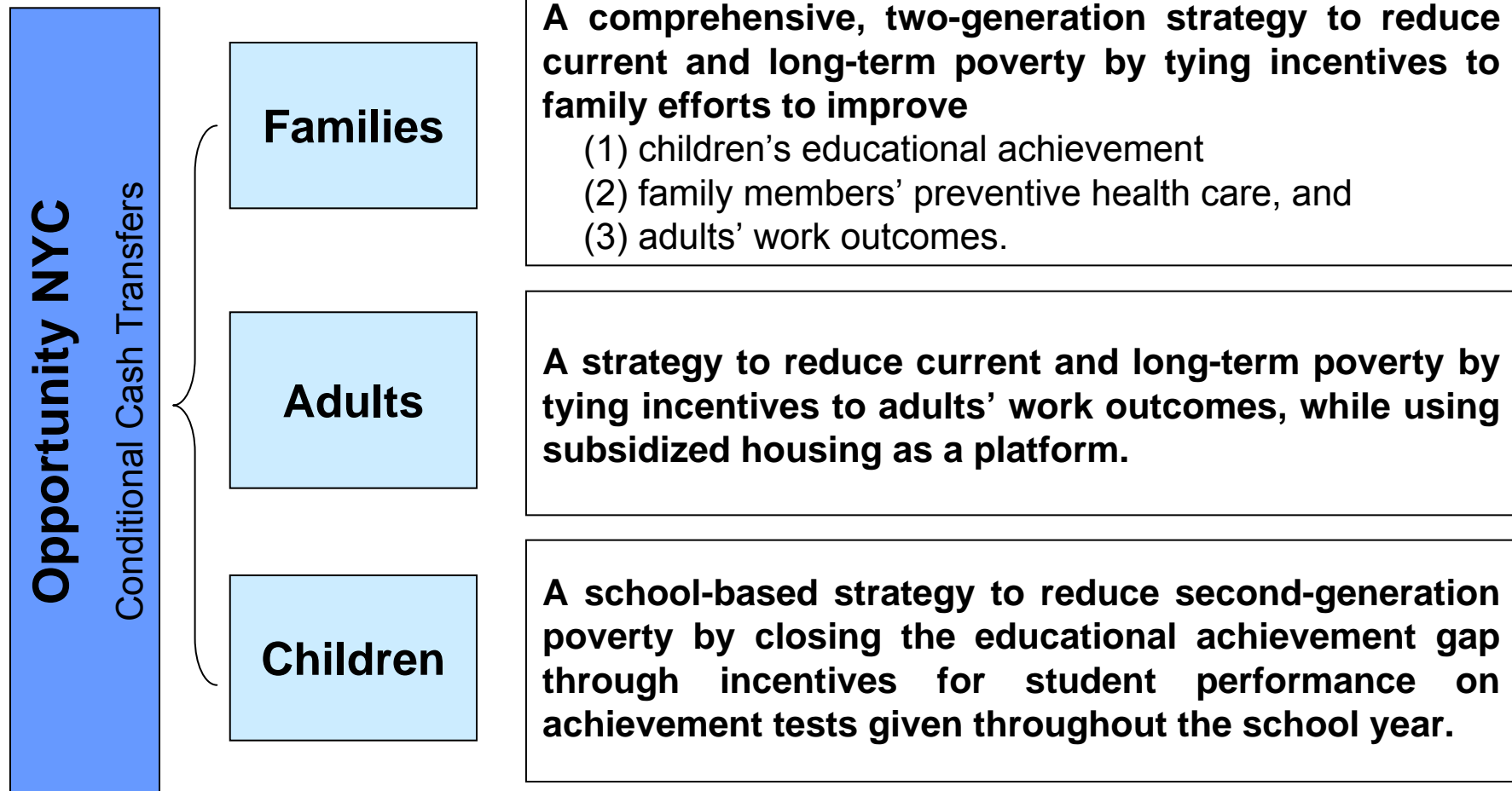
Demonstrated Success

- Used in more than 20 countries
- Proven to increase school enrollment, decrease school drop-out rates, and improve children's health

Opportunity NYC: Leaders



Opportunity NYC: Pilots



Family Rewards: Program



Conditioned on activities in 3 areas

- Children's education efforts and performance
- Family's preventive healthcare practices
- Parents workforce efforts

Payment/per year: Approx. \$4,000-\$6,000

- Varies with family size
- Varies based on number of conditions met

Available for 2-3 years

Family Rewards: Program



Family and Income Criteria

- Income \leq 130% of federal poverty line
- Child in **Grade 4** or **Grade 7** or **Grade 9**
- All children and custodial parents in the family

6 high-poverty community districts

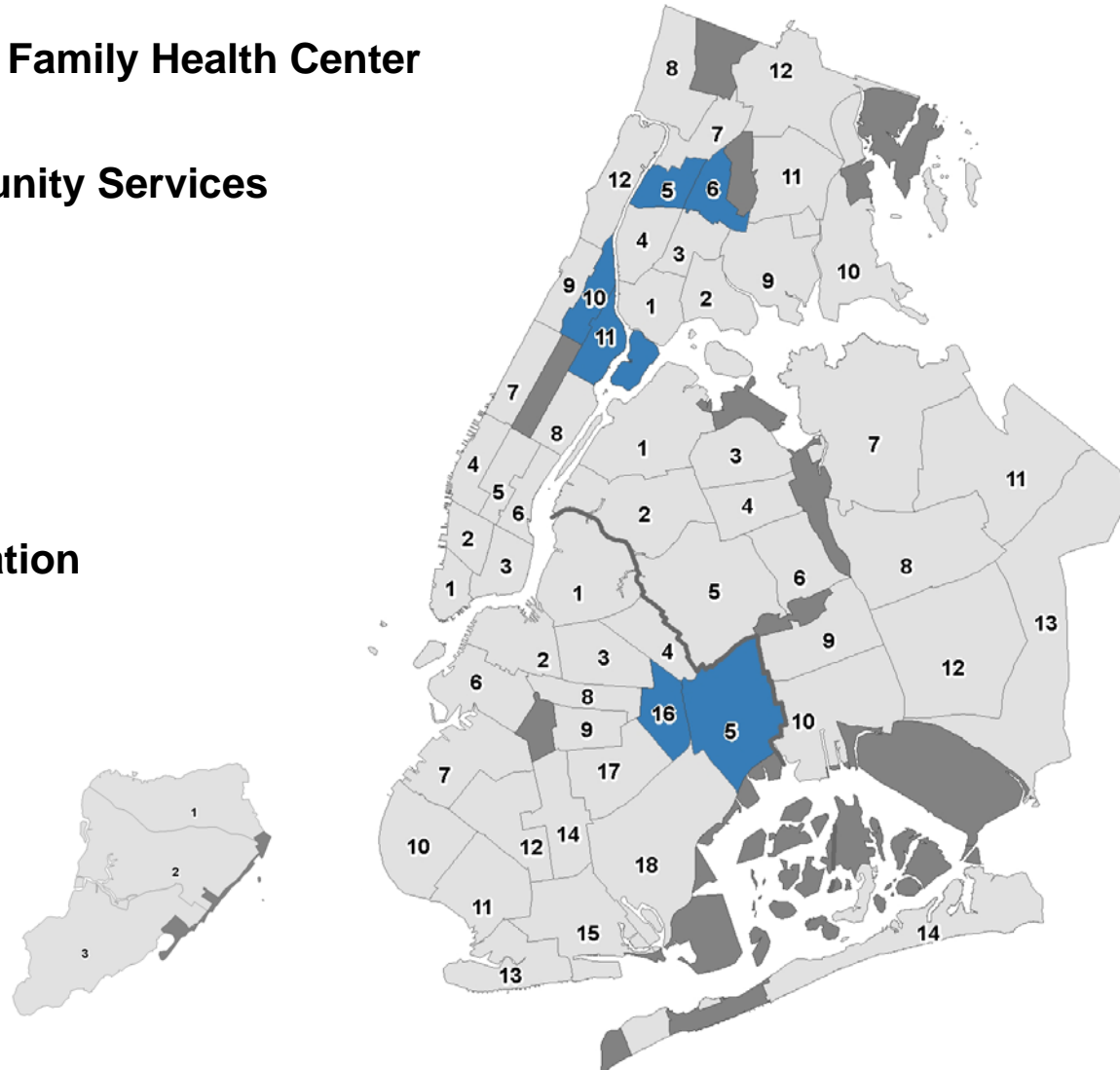
- 2 in **Brooklyn**: East New York and Brownsville
- 2 in **Bronx**: Mount Hope, Univ. Heights, Fordham, East Tremont, West Tremont, West Farms
- 2 in **Manhattan**: Central and East Harlem

Slots for 2,550 families in program

Family Rewards: Targets



- **Brownsville Multi-Service Family Health Center**
(Brooklyn CD 16)
- **Catholic Charities Community Services**
(Manhattan CD 10)
- **Citizens Advice Bureau**
(Bronx CD 5)
- **Groundwork, Inc.**
(Brooklyn CD 5)
- **Union Settlement Association**
(Manhattan CD 11)
- **Urban Health Plan**
(Bronx CD 6)





Workforce Programs

NYC Department of Small Business Services is launching new initiatives and expanding pilot programs to better focus on the hiring and training needs of businesses in growth sectors and to better promote employment retention, job advancement and earnings gain.

- Sector focused workforce development
- Engaging key business customers
- Implementing employment preparation programs
- Neighborhood based approaches

These new Initiatives leverage the existing workforce development infrastructure.

- Building on One-Stop Career Center infrastructure
- Improving the training system for individuals and businesses
- Utilizing our management approach when working with contracted service providers
- Creating programs that utilize technology to support service delivery

Core Objectives



- **Using a business driven approach, develop the skills and preparation opportunities for working poor adults**
 1. Expand the customized training grant program by working with employers to train entry level workers in basic skills, literacy and work behaviors.
 2. Create two sector focused Career Centers.
 3. Develop employment and retention programming for court involved individuals.
- **Develop retention, job advancement and work support strategies to increase the job stability and economic self sufficiency of working poor customers**
 1. Create retention and advancement programming and work support service strategies using a neighborhood based approach with an initial Career Center rollout.
- **Coordinate more closely with business, community organizations and government agencies to create a more cohesive workforce development system**
 1. Create a citywide occupational training provider system that reflects employer needs, is high quality and offers customers informed decision-making
 2. Draw Down Food Stamp Employment and Training funding for programs that serve food stamp recipients.
 3. Expand Community Outreach Teams in Workforce1 Career Centers.

Skills Development



Flexible Customized Training Grant

Goal:

- Expand the successful NYC Business Solutions Training Grants to increase flexibility of funding to serve entry-level clients through access to contextualized literacy classes, work readiness, and skills training
- Target training to stabilize entry level workers, upgrade part-time workers, or train new workers

Guiding Principle:

- Stabilizing workers on the first rung of a career ladder will improve retention and build a strong foundation for advancement

Implementation Strategy:

- Expand training model to include literacy and soft skills in order to occupational skills
- Allow training providers to apply as business consortia administrators
- Create pre-application and technical assistance mechanisms to increase likelihood of strong applications
- Allow for more flexible matched expenses from businesses

Sectoral Initiatives



Industry Focused Career Center

Goal:

- Create an industry-focused Workforce1 Career Center that meets the skill and employment needs of a growth industry by working closely with employers to develop pre-vocational, vocational, and preparatory training AND commit to hire and advance qualified candidates

Guiding Principle:

- Employer engagement is a key determinant in pursuing an industry strategy that focuses on career pathways for jobseekers and incumbent workers

Implementation Strategy:

- Perform labor market scan on key sectors that meet criteria of industry growth, ability for working poor to advance, and systems change opportunities
- Work with Aspen Institute to learn from implementation lessons of large scale sector programs to craft RFP
- Institute planning process for sectoral planning for 2nd Sector Center

Retention & Advancement



Advancement & Work Support Center

Goal:

- Focus on job advancement and increased earnings through programming that uses an intensive career coaching model that promotes retention, advancement and work support uptake
- This model is based on promising practices that are supported nationally by private foundations, national research policy organizations, and One-Stop systems

Guiding Principle:

- Approaching retention in the context of work advancement and transitional supports helps to bridge the path to self sufficiency

Implementation Strategy:

- Pilot One Stop Career Center based strategy that is individual based approach
- Pilot stand-alone Advancement Center that focuses on an employer based approach to recruit participants

Ex-Offender Programming



Criminal Justice Initiative for Probationers

Goal:

- Develop a portfolio of programs focused on court involved individuals (probationers) for employment, training, and upgrade support.
- Manage the portfolio organizations using technical assistance, learning community, and strategic planning processes.

Guiding Principle:

- Successful ex-offender employment programming must address the historically low job retention rates experienced by this population. These low rates are presumably due to low wages, and lack of educational/occupational skills that are critical for job advancement

Implementation Strategy:

- Determine population target (age, offense, type of supervision)
- Develop systems change plan for Department of Probation to focus on employment
- Create service delivery plan that focuses on retention through case management, work support, and educational skills attainment

Leveraging Funds



Food Stamp Employment and Training Coordination

Goal:

- Increase workforce development training funding by applying for federal Food participants
- Leverage employment initiatives that are funded with private and/or local dollars where participants are likely to be enrolled or eligible for food stamps

Guiding Principle:

- Local and private employment and training funding should leverage existing matching programs to maximize new funding streams for workforce innovation

Implementation Strategy:

- Review state FSET plan to determine any needed changes
- Select pilot programs to claim participants for reimbursement
- Create plan for administration and mechanics for the drawdown of funds
- Expand pilot to other organizations who engage in FSET eligible activities

Transparency in Training



Training Provider Coordination

Goal:

- Set citywide standards for training provider quality and training curriculum
- Focus city investments in training on areas that are informed by employers and that are most effective in preparing candidates to succeed in employment

Guiding Principle:

- Tools should provide ease of use for customers, training providers and agency staff to improve transparency and accountability

Implementation Strategy:

- Develop training provider application to collect information on courses and programs
- Develop directory of training providers that staff and jobseekers can use to make informed decisions based on performance, curricula, location, etc.
- Share training information citywide with agencies, staff, and jobseekers

Community Outreach



Partnering with Community Based Organizations

Goal:

- Better connect community organizations to One Stop Career Center job orders and service referrals
- Equip Career Centers with robust Community Outreach Teams who will work closely with Career Center account executives and local and city partner organizations to increase job fulfillment and provide more seamless pipelines into the Career Center system

Guiding Principle:

- Many local organizations have strong expertise in preparing jobseekers for demand occupations and can leverage the Career Center network of employers for job placement

Implementation Strategy:

- Outreach Teams are intended to develop formal and customized relationships with high performing local organizations
- Teams will manage outcome data and communicate regularly on partnership effectiveness with referral organizations