

NYC CENTER FOR ECONOMIC OPPORTUNITY (CEO)

USING DATA & EVALUATION FOR PROGRAM MANAGEMENT

IMCP Summit Presentation

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About CEO

Center for Economic Opportunity

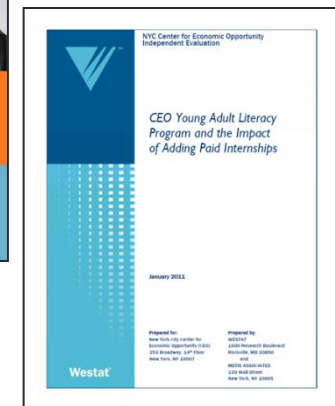
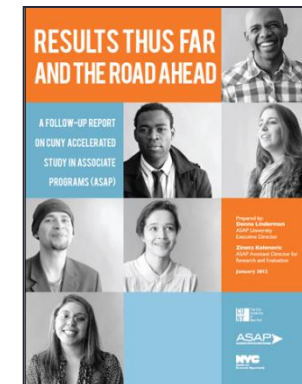
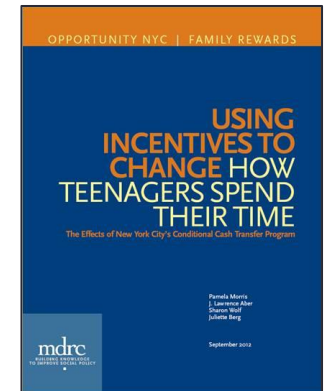
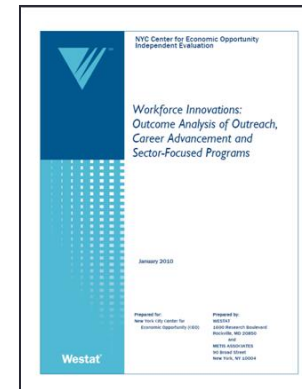
- Established December 2006 to implement, monitor, and evaluate New York City's ambitious anti-poverty agenda.
- Goal of pilots informing systems change.

Innovation Fund

- \$100 million public-private partnership.
- Supports the implementation of CEO's anti-poverty initiatives and pilot programs.
- Funds the monitoring and evaluation of programs.

Commitment to Data & Evaluation

- All program outcomes tracked.
- With agency partners, CEO sets program-specific targets to evaluate performance across key outcomes.
- Evaluation partners include City agencies and nine independent evaluation firms.
- 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



How We Work

Center for Economic Opportunity

- Implement new programs in collaboration with multiple City agencies.
- Utilize strong internal and external evaluation teams to measure results.
- Base future funding decisions on program results.
- Share best practices and lessons learned.

Agencies

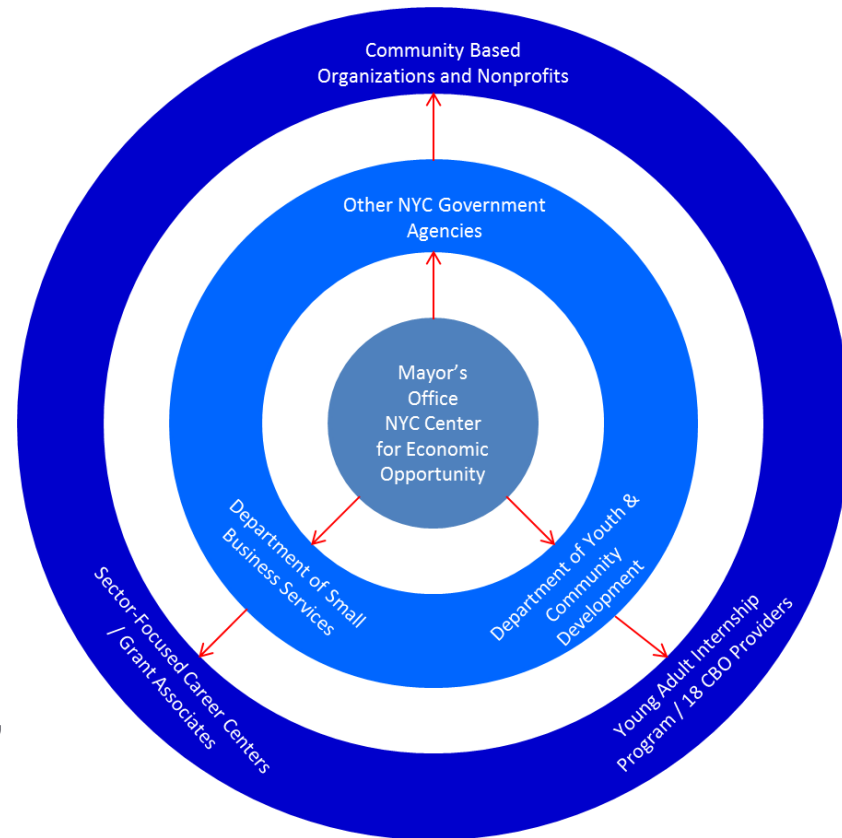
- Program design, management of contracts and providers, and program implementation.

Providers

- Provide direct services, recruit participants, and refer to other services.

Independent Evaluators

- Pool of nine independent evaluation firms contracted to measure the impact of CEO programs.



Performance Monitoring Overview

CEO is a data-driven institution that uses data to inform:

- Program design, outcome targets, implementation, and evaluation
- Community and population needs – service gaps;
- Budgetary and program decisions

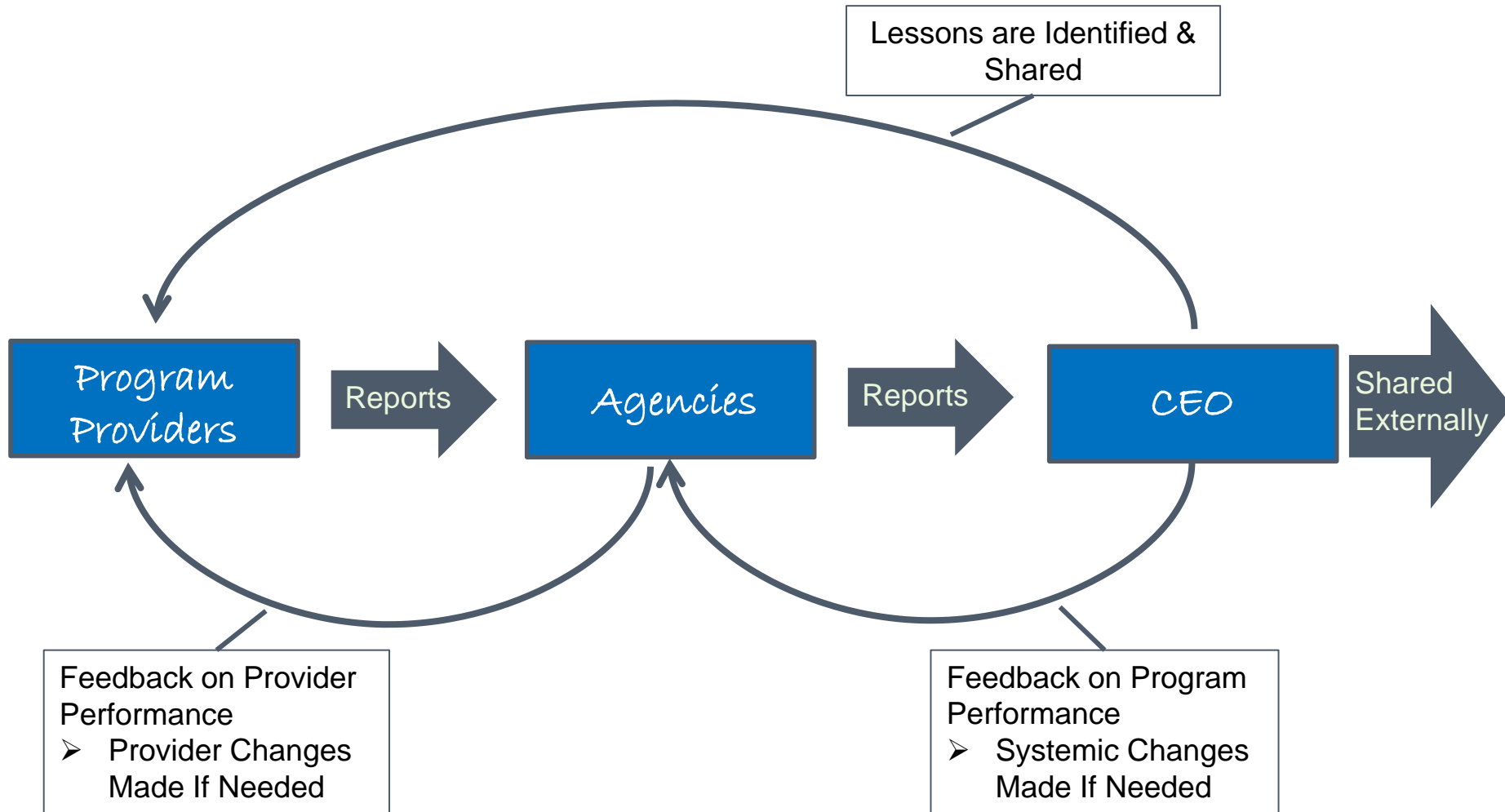
Performance Monitoring Process:

- **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

Delivery Team:

- **The Center:** 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

Our Process



Evaluation Strategy

All are programs assessed-
evaluation
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 expanded, used to develop a “2.0”, or best practices can be applied to larger City programs and service delivery systems

Example of CEO Data Dashboard

CUNY Accelerated Study in Associate Program (ASAP) (CUNY)

START DATE: 09/2007 | **FY 2012 BUDGET:** \$6,800,000 | **STATUS:** Baselined¹ | **SITES:** 6

Assists students in earning associate's degrees within three years by providing a range of academic and support services. Program features include advisement and tutoring, tuition waivers, free textbooks, and transportation assistance. The program offers consolidated course schedules to accommodate students' work schedules, career and employment specialists to help students with job placement, and career development. ASAP targets students who need 1 or 2 developmental courses at the beginning of the program.






Cohort 2 (Entered Fall 2009) Three-Year Graduation Rate ²	55.0%	>24.7%	54.9%	
Cohort 3 (Entered Fall 2010) Two-Year Graduation Rate ²	55.0%	>22.3%	27.5%	
Cohort 4 (Entered Fall 2011) One-Year Retention Rate	78.8%	>7.2%	78.7%	

² Three-year graduation rates are only available for Cohorts 1 and 2; two-year graduation rates are available for Cohorts 1, 2 and 3.

Jobs-Plus at Jefferson Houses (NYCHA/HRA/CUNY)

START DATE: 10/2009 | **FY 2012 BUDGET:** \$881,000 (YMI & CEO Private) | **STATUS:** Implementation | **SITES:** 1

Offers NYCHA residents employment and training services, community-based support for work, and rent-based work incentives. In FY13, the program will expand to new sites through the Young Men's Initiative.

Outreach for New Members	899	450	908	
Number of New Enrollees	423	315	347	
Number Who Completed the Job Readiness Training	186	252	154	
Number Placed in Jobs ³	156	207	162	
Number Retained Jobs at 90-days	90	109	113	

³ Job placement definition changed to 30-day placements in FY12

Workforce Development

STRATEGY	CEO PROGRAMS	EVALUATION RESULTS	SIF 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>Sector-Focused Career Centers. 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 is a blended model designed to assist adults obtain employment in targeted sectors that have room for advancement. The program is offered in New York City, Cleveland and Youngstown, Ohio, and Tulsa.</p> <p>Jobs-Plus seeks to raise and sustain the level of employment and earnings among residents of public housing developments. Services are tailored to residents’ individual needs and draw from a menu of on-site and referral services. The program will be offered in New York City and San Antonio.</p>
	<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>Advance at Work. Participants have higher placement rates, higher hourly wages, and more weekly hours, as compared to the traditional Workforce1 Centers 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>Jobs-Plus. MDRC’s 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>	

Looking Ahead

CEO working to support citywide efforts through:

- Developing City-wide common metrics for workforce development programs
- Deepening benchmarking and cost-per-person analysis
- Expanding data share-backs to providers
- Ongoing commitment to Open Data
- Continued efforts to use WRS UI data
- Advising the redesign of NYC's workforce system around sector-focused career pathways

For More Information

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

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The screenshot shows the homepage of the NYC Center for Economic Opportunity. At the top, there is a navigation bar with links for "Residents", "Business", "Visitors", "Government", and "Office of the Mayor". The main header features the NYC logo and the text "Center for Economic Opportunity". Below the header, there is a search bar and a "Sign up for e-mail updates" link. A vertical menu on the left lists various sections: Home, About the Center, News & Events, Social Innovation, Reports, Programs & Policy, Evaluation, Poverty Research, YMI, Get Involved, and Contact the Center. The main content area features a large photo of Mayor Bloomberg and other officials. Below the photo is a news item titled "South Bronx Neighborhood Opportunity Network Office Opens" with a brief description and links to "Download the Press Release" and "Watch the Video". To the right of the main content, there are two smaller featured items: "Local and National Impact" and "CEO Fifth Annual Report". At the bottom right, there is a "USEFUL LINKS" section with links to "The CEO Poverty Measure, 2005-2010", "Get the EITC", "NYC Service", "Training Guide", and "Workforce1".