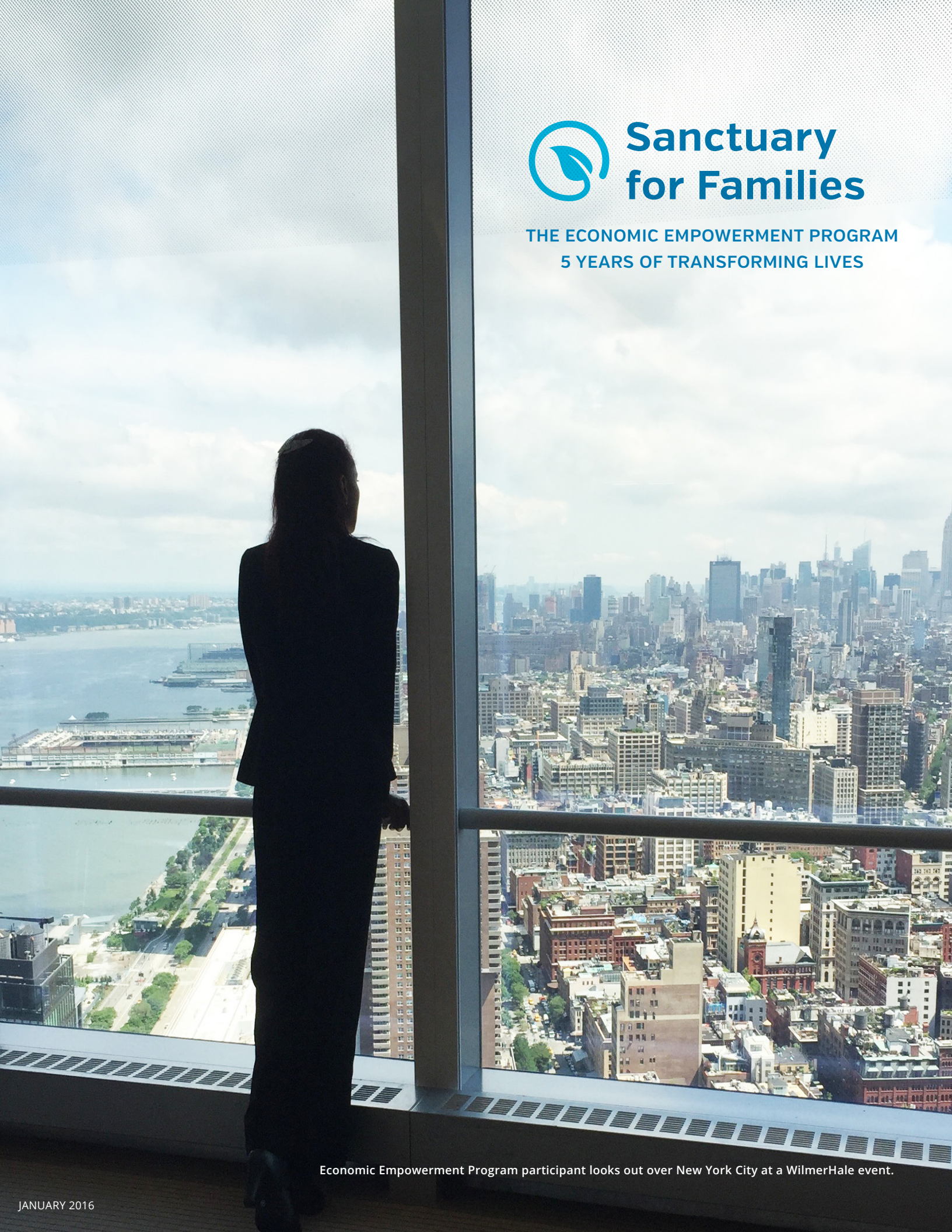




Sanctuary for Families

THE ECONOMIC EMPOWERMENT PROGRAM
5 YEARS OF TRANSFORMING LIVES



Economic Empowerment Program participant looks out over New York City at a WilmerHale event.

Hon. Judy Harris Kluger
Executive Director

Angelo J. Rivera
Director, Economic Empowerment Program

Sarah Hayes
Deputy Director

Saloni Sethi
Deputy Director

Eveliz Almanzar
Administrative Specialist

Anushri Alva
Literacy Coordinator

Deborah Blumenthal
Employer Relations Specialist

Margaret Koneazny
Program Coordinator

Jessica Orella
Economic Empowerment Specialist

Zelda Wanstok
Case Manager

CAREER ADVANCEMENT NETWORK (CAN)
Stephanie Ferdman and Lisa Wolman
Co-Chairs

A special thank you to our pro bono graphic designer, Pina Iannuzzi.



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SANCTUARY FOR FAMILIES

Founded in 1984 as a small network of safe homes for families affected by domestic violence, Sanctuary for Families is today New York State's largest nonprofit agency dedicated exclusively to serving victims of domestic violence, sex trafficking, and related forms of gender violence. Over the past three decades, Sanctuary has empowered tens of thousands of survivors to leave abusers and create independent lives for themselves and their families.

Sanctuary provided shelter, clinical, legal, and economic empowerment services to nearly 15,000 survivors last year. Sanctuary's 200 employees work out of 19

office and shelter locations in Manhattan, Brooklyn, Queens, and the Bronx, including nine large public housing complexes, and can communicate with clients in 30 languages. This includes more than 50 Spanish-speaking employees to address the needs of the city's large monolingual Spanish communities.

Since its inception, Sanctuary has recognized that safe shelter and crisis services are just the first steps in a survivor's journey. To truly escape a life of abuse, survivors require a safety net of support services to ensure that they remain safe and achieve long-term financial and housing stability. This has informed Sanctuary's growth into one of the nation's leading holistic service providers for survivors of gender violence.

MISSION

Sanctuary for Families is dedicated to the safety, healing and self-determination of victims of domestic violence and related forms of gender violence. Through comprehensive services for our clients and their children, and through outreach, education and advocacy, we strive to create a world in which freedom from gender violence is a basic human right.



Sanctuary support staff play a critical role in supporting our mission.



Spanish Career Readiness Training Program participants in EEP's computer lab.

THE ECONOMIC EMPOWERMENT PROGRAM

In early 2011, Sanctuary's Economic Empowerment Program (EEP) pioneered an in-house workforce development initiative addressing the nexus of domestic violence, poverty, and homelessness. Over the past five years, EEP has grown into a highly successful career readiness and hard skills training program that has served more than 500 domestic violence survivors to date, with an impressive 88% program completion rate. The program has consistently achieved placement rates of 66% and one-year retention rates of 65% for program graduates¹. EEP graduates have attained jobs with wages averaging \$13.71 per hour, 57% higher than New York State's \$8.75 minimum wage – including numerous graduates who obtained significant raises and promotions.

Predominantly women of color with dependent children living in extreme poverty, EEP program participants represent varying ages, education, literacy, and technology skill levels. They have experienced chronic unemployment exacerbated by abuse, the burden of care taking responsibilities, structural discrimination, the stigma of poverty, limited educational opportunities, a skills gap, dependence on the shelter system, and the need for public benefits for survival. EEP's goal from inception was to help the city's poorest families overcome these barriers and secure their

“What does a ‘living-wage’ skill set in New York City’s labor market look like and how is it different from a ‘low-wage’ skill set? Bridging that gap theoretically and in practice was the key to EEP’s groundbreaking success.”

Angelo J. Rivera

rightful place in New York City's 21st Century economy. Above all, Sanctuary believed in the ability of clients to overcome shattered lives and literally start over. Sanctuary's new approach turned traditional workforce programming on its head, switching the focus from job readiness to career readiness. Instead of lining up rapid placements in low-wage, low-skill jobs that tend to have low retention rates and minimal opportunity for career advancement, EEP focused on the supply side of the workforce development divide – providing participants with the portable skills they need to not merely obtain jobs, but to be competitive in the service-sector economy. The key was to develop a comprehensive technology training and professional development program and to bring it in-house at Sanctuary, along with the full range of other legal, clinical, and children's services.

As this report illustrates, EEP has delivered remarkable, and remarkably consistent, workforce outcomes. This has elevated Sanctuary's position as a major workforce development provider in New York City, particularly for homeless mothers living in the shelter system. The program also rebuilds self-confidence eroded by months or years of abuse, and addresses chronic poverty, educational gaps, and a lack of meaningful training opportunities. Empowerment for program participants comes

FACTS ABOUT DOMESTIC VIOLENCE IN THE U.S.



1 in 4 women will experience domestic violence during her lifetime.



15.5 million children live in families where domestic violence occurred in the past year.



Domestic violence results in nearly 2 million injuries and 1,300 deaths every year.



In 2014, NYPD responded to over 282,000 domestic violence incidents, averaging more than 770 calls every day.

¹These figures are for clients who graduated programming between 2011 and 2014 and have had the requisite time to reach placement and retention outcomes.

from reactivating or newly activating their belief in self, belief in the possibility of a career, and belief in the community as a supportive system centered on Sanctuary's holistic continuum of legal, clinical, and shelter services. Managed and operated by experienced clinical social work staff, EEP has had a

truly profound impact on the survivors of domestic violence that we proudly serve from the five boroughs of New York City. The outcomes produced to date are evidence that Sanctuary can meaningfully elevate abuse survivors into the living-wage workforce.

OUTCOMES 2011 - 2015



One of EEP's two state of the art computer labs.

EEP combines the best practices of Sanctuary's 30 years' experience in holistic, integrated domestic violence services with in-house career readiness and hard skills training focused on living-wage outcomes. EEP's program model includes career readiness, office technology skills, literacy, GED/TASC, beginner and intermediate ESOL, and one-on-one job placement and career development assistance – all provided at Sanctuary's state-of-the-art Career Services Training Center in lower Manhattan. The program includes a 2-week Career Readiness Workshop (CRW) and a 13-week Office Operations Workshop (OOW), providing 200 hours of advanced office technology training and 100 hours of literacy instruction. CUNY-based occupational courses and substantive 3-6 month internship placements with more than 30 employer partners supplement these workshops.

The program has far exceeded all expectations, attracting the attention of city and state officials, policymakers, the private sector, nonprofit leaders, and homelessness advocates. Growing recognition of EEP's success coincides with changes occurring across the city's workforce development landscape. The NYC Human Resources Administration (HRA) now coordinates referrals to EEP from the many citywide, HRA-funded domestic violence shelters. As the city's first line of defense against both poverty and domestic violence, HRA is providing time and space to program participants who need skills and literacy upgrading as a pathway to the city's middle-skills labor market. By specifically citing Sanctuary's EEP program as an effective self-sufficiency and skills building workforce development model in their Biennial Employment Plan, HRA has taken the lead in endorsing our groundbreaking work.



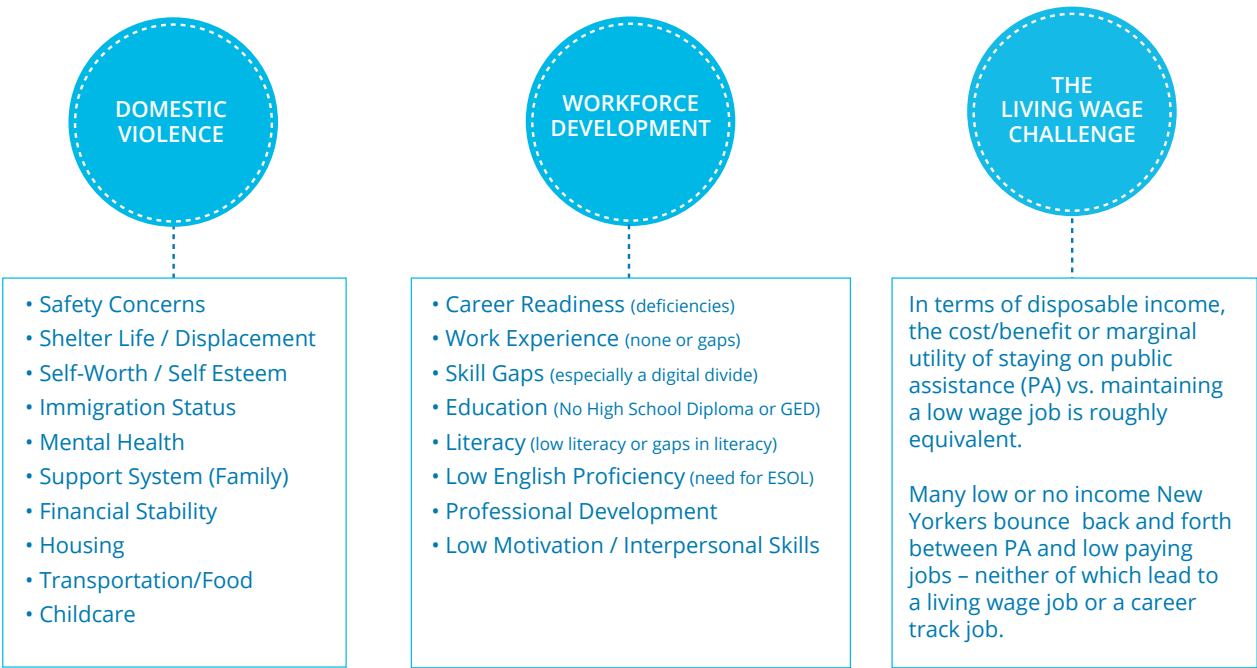
As HRA re-orient's its workforce services citywide toward a career pathways model, Sanctuary's work has been highlighted in its Biennial Employment Plan as an effective program that helps to "develop the skills to work and become self-sufficient."

EEP's Program Coordinator and Administrative Specialist chat with a program graduate.

The city has also created a Jobs for New Yorkers Task Force and an Office of Workforce Development, and has written a groundbreaking report, “Career Pathways: One City Working Together.” Mayor Bill de Blasio has articulated a new mandate for the workforce development system: the city needs “new models for skill development and high-value work experiences.” Katy Gaul-Stigge, the head of the Mayor’s Office of Workforce Development, stated that the future of workforce development programming must be centered on “skill building and ongoing advancement into full-time, higher-wage jobs in those sectors that are actually growing.”

The past five years of EEP’s work are perfectly aligned with the city’s new approach to meeting the living-wage challenge. While the programmatic task is still considerable and rests in materially elevating skill sets for thousands of New Yorkers, we agree with the Mayor that the “payoff will be enormous: a much more competitive position for city businesses and a better quality of life for hardworking New Yorkers.” Sanctuary has already embraced this mandate: EEP’s program model has proven successful in meeting the self-sufficiency needs of some of the city’s most at-risk populations.

THE LANDSCAPE - BARRIERS TO A LIVING WAGE



EEP creates a viable third option by providing a modest stipend and a monthly MetroCard while program participants are engaged in occupational training and/or literacy-based activities (poverty alleviation).

Because it takes time and effort to produce a “material change” – relevant to the living wage economy – this third option helps to ensure program completion within 3 to 9 months.

“Sanctuary’s internship placement program helps interns gain valuable administrative experience and contributes to the success of WilmerHale. We are pleased to provide interns with the fundamental tools necessary to launch their professional careers.”

Charlie Platt, Partner
WilmerHale

MEETING THE LIVING-WAGE CHALLENGE

The Economic Empowerment Program was first launched in 2005 as part of a Strategic Plan identifying economic security for clients as Sanctuary’s top strategic priority. In establishing this priority, Sanctuary acknowledged that high-quality clinical, legal, and shelter services were not enough for gender violence victims to truly achieve and sustain economic and housing independence, and prevent a return to batterers or homelessness.

Like so many poor New Yorkers, scores of abuse victims have experienced the trap of cycling between public assistance and low-wage work. Job retention, career traction, and wage progression were almost impossible to achieve. Chronic unemployment, skills and literacy deficiencies, and inconsistent work histories made finding living-wage jobs almost impossible for most of these women. Further, homelessness and the affordable housing crisis have created impossible situations for many of the city’s most vulnerable families. Among Sanctuary’s clients, we saw a precipitous drop in permanent housing placements: for example, there was a 36% decline in housing placements for families leaving our 58-family Bronx shelter over the past four years (from 63% in 2010 to 26% in 2014). Sanctuary, along with an increasing number of city officials, recognized that a new approach was needed to prepare the city’s poorest residents for good jobs in a complex, post-industrial economy.

EEP initially offered financial education, resume and job search assistance, and referrals to external job training and placement programs. From 2008 - 2010,

in partnership with the United Way and the NYC Human Resources Administration, EEP ran My Door, which sought to help women exiting domestic violence shelters enter the job market. EEP partnered with numerous job training and placement programs and provided screening, counseling, referrals and financial support to My Door participants. And, while some participants fared well, outside workforce programs were often short-term, “readiness focused” models that led to unskilled, low-wage jobs. Many referral clients did not complete their training programs or were not able to hold down the low-wage jobs they obtained.

Realizing the deficiency of this referral based model, Sanctuary sought a new approach. In 2010, under the leadership of the new EEP Director Angelo J. Rivera, we set out to develop a workforce program from the ground up. Guided by an analysis of the challenges of the My Door program, EEP identified the full spectrum of barriers to economic self-sufficiency related to the confluence of domestic violence, poverty, and homelessness – and set out to tackle each barrier systematically. Major barriers included **Professional Skills/Experience Barriers** (lack of work history or experience, lack of sector-specific skills, lack of basic computer skills); **Educational Barriers** (low literacy levels, limited or no English language proficiency, lack of high school equivalency or college); **Abuse-Related Clinical Barriers** (trauma and low self-esteem); and **Poverty-Related Barriers** (lack of childcare and food, homelessness or substandard housing, and reliance on public benefits for survival). With its integrated network of in-house clinical, legal, and shelter services already in place, Sanctuary was an ideal setting for this new program.

| EEP PROGRAM GROWTH | 2011 | 2012 | 2013 | 2014 | 2015 |
|---------------------------|---------|---------|---------|---------|---------|
| PARTICIPANTS* | 68 | 85 | 136 | 142 | 146 |
| AVERAGE WAGE AT PLACEMENT | \$11.55 | \$11.34 | \$12.49 | \$12.95 | \$12.90 |
| CURRENT AVERAGE WAGE** | \$13.37 | \$13.32 | \$13.74 | \$13.60 | \$14.10 |

*13 Participants enrolled in more than one year
**Includes subsequent raises and promotions

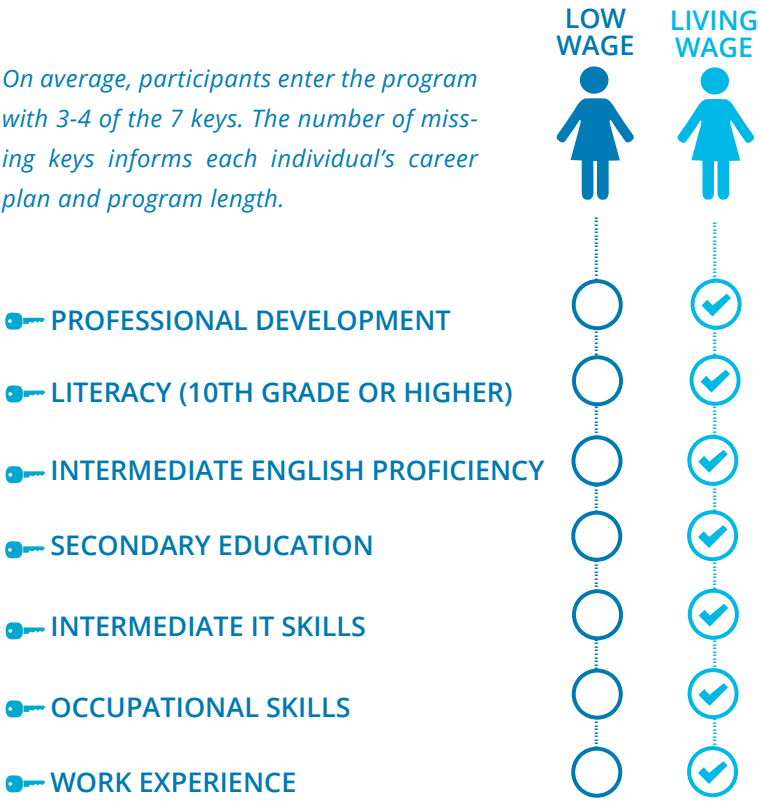
After identifying the barriers, EEP began to evaluate which program components would be needed by each participant. In order to systematically address skills, educational or literacy barriers, EEP developed the “Seven Career Keys” approach (see chart below). During each client intake, staff identify the missing Keys that the clients need in order to unlock their potential to become competitive in the living-wage labor market. Some clients are missing a majority of the Seven Keys, others lack a few of the Keys, and still others only need one or two to complete the career set. A clear majority need the professional development and office technology Keys.

EEP staff meet with each client individually to assess the barriers they face, discuss their backgrounds and job skills, and develop a set of realistic career goals. Importantly, staff help clients visualize a path to their own entry into the living-wage economy. After deter-

mining the Career Keys each client needs, EEP offers a full set of supportive services that address psycho-social, childcare, transportation, clinical, dispositional, and poverty-related needs. Stipends, meals, childcare, and support groups ensure that clients have the resources they need to stay focused and committed to a highly demanding training program.

Above all, this new model is grounded in a strong belief that our clients have the power to transform their lives and begin anew through the discovery and development of their own unique set of skills, talents, and potential. For victims of gender violence in particular, this was critically needed to help with trauma-related self-esteem issues, physical displacement, financial instability, and a seemingly limited employment landscape. As this report shows, the results have confirmed the effectiveness of the model.

THE SEVEN CAREER KEYS
APPROACH TO WORKFORCE DEVELOPMENT



MEENA’S STORY

“I was emotionally broken and isolated when I came to Sanctuary for Families. Today I feel successful and whole.”

Meena was married for just one month when she began to notice something was wrong. Her husband, a prominent businessman, was acting increasingly controlling and difficult. Seemingly small bouts of anger escalated, and in time Meena was regularly subjected to extreme physical and mental abuse.

“He made me feel worthless, like I had no future, like the abuse was my fault.”

Four years after her marriage began, Meena fled with her two-year-old daughter Shari to a domestic violence shelter in Queens. She carried nothing more than a few

small possessions. She had no money, no support, and without legal immigration status, she knew finding living-wage work would be next to impossible.

The shelter referred Meena to Melissa, an immigration lawyer with Sanctuary’s Legal Center. With Melissa’s support and guidance, and the assistance of pro bono attorneys from a major New York City law firm, Meena obtained immigration status and a work permit.

Armed with her work papers, Meena enrolled in EEP. EEP staff immediately recognized Meena’s potential, and got her started on resume writing, career mentorship, and intensive computer training.

“My counselor, Saloni, gave me the skills I needed to feel confident and move forward, while the other women enrolled in EEP were a constant source of positive energy when I was feeling uncertain about the future.”

With EEP’s help, in early 2012, Meena obtained a full-time job earning \$25,000 a year as a campus recruiter. Less than 18 months later, she advanced to a higher-level job and today earns \$75,000.

Today, Meena is happily remarried, and her daughter Shari is thriving. Meena’s financial independence ensures that she and Shari have what it takes to remain free from abuse.

Meena’s courageous journey from homelessness and fear to self-sufficiency means that she and Shari can finally have a bright future.

MISSING KEYS: Professional Development
PROGRAM LENGTH: 2 months
JOB PLACEMENT: Initially Tier III; currently Tier V
(See page 10, Tier Structure)

CORE PRINCIPLES

EEP is driven by seven core principles related to resolving structural and individual barriers to living-wage job entry, all with the goal of activating belief in the possibility of career-track job entry. One effect of presenting participants with a living-wage model and a concrete, manageable set of steps and supports to get there, is a clear motivational spike in a vast majority of enrollees. This mental shift helps to remove stubborn clinical barriers such as low self-esteem and feelings of hopelessness that can greatly hinder performance in interviews and on the job, and therefore represent major obstacles to job placements, retention, and advancement. With all that in mind, EEP’s core principles are as follows:

1. Getting “just any job” is not a pathway to self-sufficiency.

Low-wage, low-skill jobs do not have growth potential or lead to financial independence, and in most cases pit the marginal utility of effort – all that is required to hang on to and retain a low-wage job – against the distress and uncertainty of utilizing public assistance for survival. Women in poverty too often find themselves in an endless cycle of either holding on to (and in many cases, losing) dead-end jobs and being dependent on public assistance. Neither provides any real disposable income or the chance for long-term economic independence. EEP shows clients why this treadmill has not worked for them and presents an alternative.

2. Activating a “Belief System” on three levels engenders motivation and program engagement.

By activating or reactivating belief in self, career navigability, and the value of civic engagement, EEP’s highly skilled staff rebuild self-esteem and counteract hopelessness, dislocation, and isolation caused by years of abuse and poverty. Participants must

believe in themselves and in their ability to master foundational and sector-specific skills in order to succeed in an intensive career training program. They must believe in career navigability: the notion that there is a logic to the living-wage marketplace and that access to missing Career Keys will lead to career entry and advancement. Finally, they must believe in New York City as a community worthy of embracing; that through civic engagement and the world of work, a shared purpose

can emerge – one that offers a rightful place for them and their families within the city’s living-wage economy.

3. Focus training on upgrading office technology skills.

Regardless of the industry, entry into today’s living-wage economy requires an intermediate to advanced foundation in office technology. EEP’s curriculum provides instruction in Microsoft Word, Excel, PowerPoint, Outlook, and Access to all clients as a precursor to further

occupational specialization. Specialized training consultants provide program participants with 200 hours of structured Microsoft Office Specialist (MOS) certification coursework. Over 85% get certified in at least one MOS program, with the majority of clients getting certified in Word, Excel, and PowerPoint, and an advanced group receiving additional training to become certified as MOS Excel Experts. Intense MOS certification training not only ensures that EEP graduates have the office technology skills necessary to be relevant in the workplace, but also prepares them for classroom success when they pursue additional specialized or sector-based occupational courses.

4. Meet the living-wage labor market on its terms.

Workforce development programming targeting unemployed, underemployed, and hard-to-employ New Yorkers must consider critical factors relative to the city’s labor market. We assume, first and foremost, that low-income and at-risk New Yorkers face two distinct

labor markets – a low-wage labor market and a living-wage labor market. The difference between low-wage, unskilled, or menial jobs and what is required for entry into career-track jobs must be clearly defined so that programming can be directed at closing the gap between the two. EEP has identified a set of Seven Career Keys that need to be conferred within a 3 to 9 month core training program comprised of literacy upgrading, office technology skills building, professional development, occupational training, and internships. This intensive training makes living-wage job placement possible within a 12 to 15 month time period.

| | |
|----------|-----------------------------------|
| TIER I | Minimum wage to \$15.00 per hour |
| TIER II | \$10.00 - \$15.00 per hour |
| TIER III | \$25,000 - \$40,000 annual salary |
| TIER IV | \$40,000 - \$50,000 annual salary |
| TIER V | Above \$50,000 annual salary |

Sanctuary identifies low-wage jobs as “Tier I”, living wage or career-track jobs as “Tier II” and “Tier III”. While EEP’s focus has been on Tier II and Tier III placements, clients often end up in higher tiers.

5. Unleash the power of the social work profession.

A trauma-informed, clinical lens is fundamental to workforce development programming for abuse survivors: from a staffing perspective, enlisting highly skilled, Master’s level social workers to apply a clinical grounding to job training has been a key to EEP’s success. EEP’s MSW staff straddle a delicate line between ensuring that program participants meet tough demands, while being sensitive to clinical needs. Importantly, because workforce development programming is in large part

an operational endeavor, there is a value-added element to engaging Master’s level social work staff who come with strong communication, administrative, program management, and operations skills.

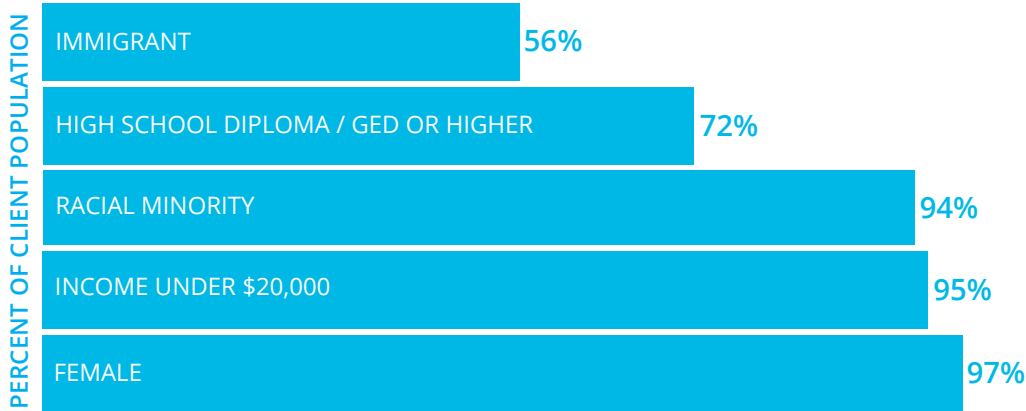
6. Poverty alleviation gives the poorest New Yorkers the space they need to complete intensive training.

Financial support including a daily \$15 stipend, monthly MetroCards, meals, and emergency childcare subsidies ensure high completion rates, high levels of performance, and real accountability in terms of attendance and punctuality. They also make a tangible difference in the lives of participants living in poverty, giving them the financial space necessary to complete a demanding training program. In addition, this support reinforces the belief that making sacrifices in order to meet the labor market on its terms is worth the time and effort. At the most fundamental level, it helps to feed and clothe extremely poor families.

7. Supportive services are critical.

A holistic approach to addressing all barriers gender violence victims face maximizes the likelihood of successful entry into the living-wage job market. All EEP participants are eligible for Sanctuary’s wrap-around, integrated services including crisis intervention, counseling, legal representation and advice, and shelter for eligible clients. These in-house services help ensure that client issues – from mental health crises to childcare to unforeseen legal issues – can be addressed quickly and in-house, allowing clients to stay focused on the job training program and their career goals.

DEMOGRAPHIC OVERVIEW 2011 – 2015





ABIGAIL'S STORY

“In life, all of us will need a helping hand. When I was at my lowest point, feeling pretty much defeated, I found Sanctuary for Families.”

In July 2012, Abigail took her two-year-old son, her dog, and her few possessions and left her abusive husband.

She was not sure she was ready, and she did not know how she would support herself. But she knew that her son, Landon, deserved a chance to become a well-adjusted and productive young man.

“I was completely unprepared and overwhelmed with all the realities that I had to face. I had to find a lawyer, a job, and an apartment for my family. I was scared and alone in New York City.”

“All my family lived in Virginia and I hadn’t worked in several years. My husband had taken legal action to evict me and Landon from our apartment. I was terrified.”

Finally, Abigail found Sanctuary. **“After months of waiting in lines and being politely shuffled out of doors, Sanctuary’s counselors sat across from me at a table and asked: How can we help you? Then we formulated a plan and we got started.”**

Through EEP, Abigail learned critical office operations skills, including Microsoft Word, Excel and PowerPoint.

With her newfound skills and confidence, Abigail updated her resume and found an administrative support job at Columbia University. In August 2013, she and Landon moved into their own apartment in New York.

“After that first meeting, I left feeling a little lighter and optimistic. And since that day, every day has been better and a little brighter. I am now looking forward to a future that I couldn’t have imagined before.”



MISSING KEYS: *Intermediate IT Skills, Professional Development*

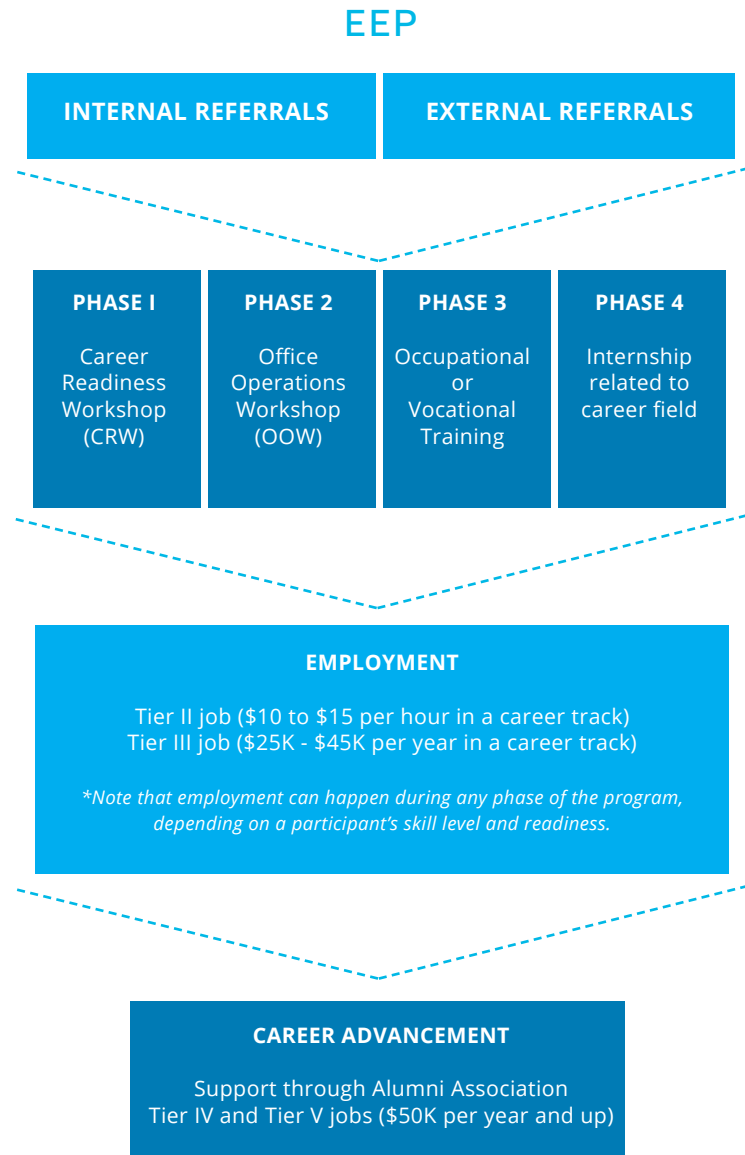
PROGRAM LENGTH: *6 months*

JOB PLACEMENT: *Initially at Tier III; currently at Tier V (See page 10, Tier Structure)*

PROGRAM MODEL

EEP is a highly structured program including career readiness, advanced office technology, and literacy upgrade workshops, as well as optional workshops and one-on-one assistance in many areas. At its core it is an intensive 15-week cycle including the 2-week Career Readiness Workshop (CRW), followed by the Office

Operations Workshop (OOW), with 200 hours of advanced office technology training, 100 hours of literacy, followed by a 200 - 400 hour internship for some clients with little or no work history – all of which are described in more detail below.



REFERRALS: Program participants come from all over New York City, and are referred to EEP from both internal and external sources. Internally, cross-programmatic referrals are made by other Sanctuary programs (by lawyers, counselors, or shelter staff). Externally, EEP staff conduct comprehensive outreach at citywide shelters and through HRA to build awareness of the program and to recruit participants. Clients are then

referred by their caseworker, lawyer, or social worker and contacted by EEP staff to schedule an intake session. Finally, a number of referrals come through the NYC Family Justice Centers run by the Mayor’s Office to Combat Domestic Violence.

INTAKE: Intake begins the process of developing a belief system that allows clients to see that they are

capable of overcoming their circumstances, visualize a place for themselves in the city’s living-wage economy, and ultimately become active participants in the economy. During intake, EEP staff assess each client, develop individualized career plans, outline program objectives, and set standards for attendance and punctuality. A needs assessment is also conducted to determine what other services and resources the client requires to ensure successful program completion. Finally, each client is administered a standardized Test for Adult Basic Education (TABE) to determine literacy levels and needs.

PHASE I: The Career Readiness Workshop (CRW) is a 2-week, 10-session series incorporating college-level professional development and job readiness concepts, coupled with a substantive introduction to office technology (Microsoft Word and Excel). During CRW, participants come to understand that the logic and complexity of attaining entry into the living-wage economy, especially in NYC, is a challenge that can only be overcome by acquiring a set of “qualifiers” in the form of work experience, skills, and education.

PHASE II: The Office Operations Workshop (OOW) is a rigorous 13 - week training which meets four days per week (9:30am - 2:30pm) with additional one-on-one and group sessions, designed to provide maximum training while participants’ children are in school. OOW is comprised of three critical training objectives:

- (1) to confer Microsoft Office Specialist (MOS) Certification in Word, Excel, and PowerPoint and provide training in Outlook, Access and typing;
- (2) to provide intensive literacy upgrading in reading, math, and language arts with pre and post standardized TABE scores; and
- (3) to instill professional development and business communications skills via interactive instruction in office-appropriate interpersonal behavior, verbal communication, written correspondence, and public speaking.

PHASE III: Supplementary Occupational Trainings provide additional skills that may be necessary for some clients to make them competitive and versatile in today’s service-sector economy. Short-term (3 - 6 month), inexpensive certification programs in high-demand specialties including medical billing and coding, pharmacy technician, bookkeeping and accounting, green construction/GPRO, graphic design, A+/CompTIA, and HTML coding can significantly increase access to jobs and earning potential. EEP has developed close relationships with Medgar Evers College and Bronx Community College, both part of the CUNY system. CUNY schools provide affordable adult education and certificate courses, open admission policies, flexible course schedules, and convenient locations throughout the city.

PHASE IV: Internships can range from 3 - 6 months, and are critical for graduates with significant work history gaps, frequently a major barrier to employment for hard-to-employ populations. Through our growing relationships with over 30 non-profit, private sector, and governmental employers, 109 EEP graduates have completed internships, with an 83% conversion rate to jobs with average salaries of \$13.75 per hour. Sanctuary ensures that these interns bring real skills, a high degree of motivation, and attitudinal value to internship sites.

EMPLOYMENT PLACEMENT: Clients receive intensive one-on-one support in job placement from EEP staff, who assist them with resumes, cover letters, interview preparation and case management needs. The job search process can take several months. While the vast majority of clients find jobs in the open market, many find jobs through our Career Advancement Network, our Alumni Network, or through conversion of an internship. Importantly, clients can move to the job placement phase as soon as EEP staff determine that they are ready to do so. This ensures qualified clients are not held in programming unnecessarily and allows for greater flexibility in serving a diverse population.

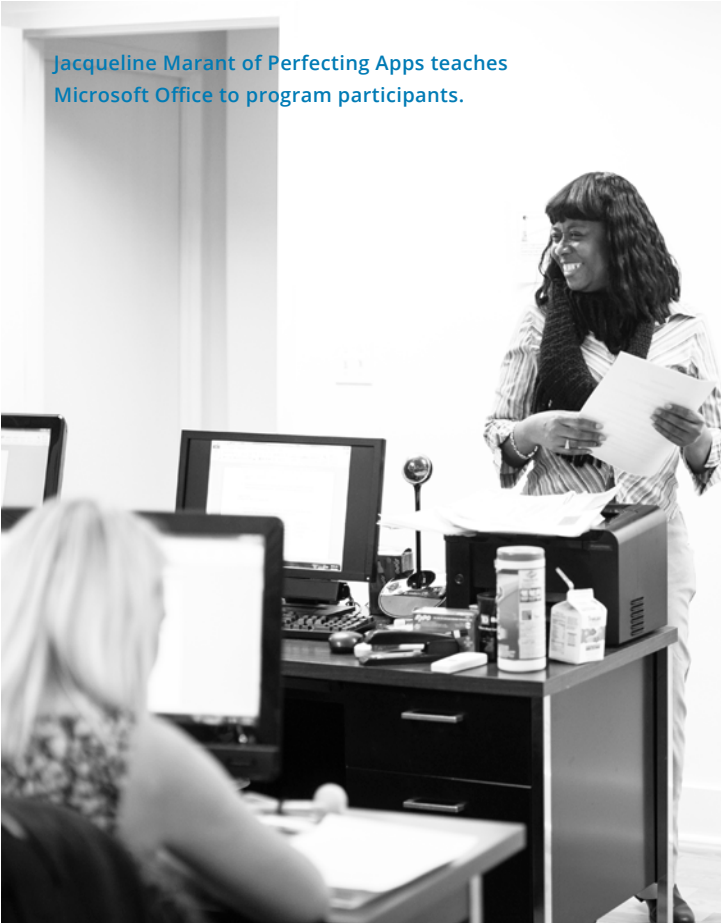
ADDITIONAL SUPPORT PROGRAMS: For clients with language barriers, EEP has several programming options that prepare clients for entry into its core 4-phase training cycle. In October 2012, leveraging a longstanding relationship with The New School, EEP began providing free English for Speakers of Other Languages (ESOL) on-site, both beginner and intermediate sections. The classes are held twice a week and run for 12 - 16 sessions, taught by New School instructors on a volunteer basis. Additionally, EEP has developed a Spanish-language version of its CRW and OOW workshops to address a growing need to serve Latina survivors of gender violence and human trafficking. The Spanish workshops were first piloted in 2014, and in combination with intensive ESOL, help prepare this population for entry into the living-wage labor market.

POST-PLACEMENT ALUMNI NETWORK: For many families living in poverty, no real networks exist in their families or communities that may be accessed for assistance in job search and career growth. With growing evidence that employed EEP graduates are eager to stay engaged with the “embryonic community” they cultivated during their four months of training, we launched an Alumni/Mentoring Network to facilitate their ongoing connections to one another. The goal is to build the informal but highly valuable networks of similarly situated colleagues that most professionals take for granted. Already, a number of EEP program alumni have helped other graduates attain living-wage employment.

“Sanctuary clients have brought new energy and fresh skills to our organization.
The training and professionalism they display are top-notch.”
Renee Anderson
Senior Vice President, Corporate Technology Services, AB Bernstein



One of EEP’s two state-of-the-art computer labs.



Jacqueline Marant of Perfecting Apps teaches Microsoft Office to program participants.



ISABEL'S STORY

Isabel was referred to EEP by Sanctuary's Legal Center after successfully achieving legal immigration status in July 2014. Though Isabel was an experienced accountant in her native Venezuela, as a single mother with two young boys – and after enduring 23 years of abuse by her husband – she did what all too many new immigrants from Latin America with professional degrees and business experience do in order to survive: she cleaned houses to pay the rent and feed her kids. Life was a day-to-day struggle, largely centered on sustaining her family.

Transferring specialized business skills from another country is difficult at best, especially when English is not at the level needed by the city's complex economy. Spanish language skills, in a city with 1.8 million native Spanish speakers, are valuable – but not without intermediate English, not without updated office technology skills, not without NYC-based work experience, and not

without professional development from an American perspective.

To close these critical gaps to living-wage relevance, Isabel enrolled in EEP's training program, a program designed to help native Spanish-speaking clients access U.S.-based career development practices coupled with an introduction to MS Word and Excel, as well as ESOL instruction.

Isabel's English was subsequently good enough for entry into EEP's full-fledged (English) training program. She worked incredibly hard to prepare for work in an office environment. She got MOS certified in Word, Excel, and PowerPoint, upgraded her reading, grammar, and math skills – and started a 3-month internship with International Planned Parenthood (IPP).

Within three months, she was hired by IPP on a part-time basis, and in August 2015, IPP hired her full-time with benefits, at a living wage. She now says that **"EEP gave her new hope, support, stability, and a commitment to keep her moving forward."**

Today, she no longer cleans houses for a living.



MISSING KEYS: *Intermediate English Proficiency, Literacy, Intermediate Office Technology Skills, Professional Development, Work Experience*

PROGRAM LENGTH: *12 months*

JOB PLACEMENT: *Initially at Tier II; currently at Tier III.*

(See page 10, Tier Structure)

EMPLOYER ENGAGEMENT

Consistent with the goals of the city's *Career Pathways Report*, EEP engages employers and shares information that will improve stability, working conditions, and opportunities for sustainable careers for our clients. EEP's highly experienced Employer Relations Specialist actively seeks opportunities to leverage Sanctuary's extensive support base – such as our Board and President's Council, which include many senior leaders at major corporations, law firms, investment banks, and hospitals.

THE CAREER ADVANCEMENT NETWORK (CAN)

CAN is a network of professionals that supports EEP by advising on program development and growth and providing career readiness resources to enhance prospects for program graduates. This includes facilitating job and internship opportunities; enlisting volunteer career advisors/mentors for clients; providing volunteer support for EEP programming, and providing and/or soliciting donations of business attire, laptops, and other resources.

Since its inception in 2011, CAN's membership has continued to grow steadily, as has its importance in internship and job placement for EEP graduates. In particular, while job placements through CAN represented only 10% of all placements in 2012, they represented 21% of all placements in 2015. Importantly, the 36 job placements through CAN have average hourly wages of \$19.24.

INTERNSHIPS: EEP currently has more than 30 internship and employer partners, reflecting a balance of private sector, nonprofit, and public employers.

PARTNERS INCLUDE:

| | |
|----------------------------------|--------------------------------------|
| African Services Committee | Maimonides Hospital |
| AB Bernstein | Manhattan Borough President's Office |
| Baker Tilly | McKissack & McKissack |
| Citibank | Met Council |
| Cleary Gottlieb | Metropolitan Hospital |
| Columbia University | Modo Eyewear |
| FLIK | NYC MTA |
| For Eyes Optical | Senator Kirsten Gillibrand's Office |
| The Fortune Society | Solera Capital |
| Human Rights Watch | Theory |
| International Planned Parenthood | Turner Construction |
| JP Morgan Chase | WilmerHale |
| Lutheran Hospital | YMCA |



"Sanctuary has provided highly skilled office operations experts to McKissack time and again. Sanctuary's clients rely upon their incredible training, and we in turn can rely upon them to turn in quality work, no matter the task."

Cheryl McKissack
McKissack & McKissack | President & CEO

PROGRAM RESOURCES AND COSTS

OVERALL COST PER CLIENT: The costs of running the Economic Empowerment Program include salaries for its professional staff, a computer certification trainer, and participant supports. Overall, EEP invests approximately \$3,300 per client to facilitate their completion of the Career Readiness and Office Operations Workshop cycle, and an additional \$1,200 for clients who go on to participate in 3 - 6 month internships.

PARTICIPANT SUPPORTS: Key participant supports include weekly stipends, monthly MetroCards, and professional attire – a critical element to ensure that clients are ready for interviews, and look and feel professional when they attend training sessions. These robust supports give very poor clients the time and space they need to complete the intensive training program: indeed, for many, poverty alleviating supports like stipends and MetroCards are the only possible way to participate. They are essential to ensure the high level of performance, motivation, and accountability integral to EEP’s living-wage training model – and are major contributors to the program’s high completion, placement, wage, and retention rates.

EEP also covers the cost of Microsoft Office Specialist licenses, which are nationally recognized credentials that make clients truly competitive in the living-wage job market.

PROGRAM STAFF: Staff is led by Angelo J. Rivera, who has over 17 years of experience in the workforce development field, including a background designing innovative, successful job readiness, training, and career development programs for hard-to-employ populations. Two Deputy Directors, both licensed social workers co-lead the program, with one overseeing training and coordinating daily programming for groups of 55-60 participants and the other overseeing program operations, including involvement in data management and budgeting. EEP has six additional staff including a highly experienced, masters-level Literacy Coordinator and an Employer Relations Specialist with years of background as a recruiter. EEP’s training consultant, Perfecting Apps, is a minority-owned business which delivers 200 hours of high-quality office technology training, leading to MOS and Intuit certification for participants.



Khalil Muhammad, Director of the Schomburg Center, facilitates a workshop on the Civil Rights movement for EEP clients.

VOLUNTEER AND IN-KIND RESOURCES: EEP substantially leverages its service provision through volunteer and in-kind resources including:

OUTLOOK TRAINING: Three hours per training cycle provided by professionals from the law firm WilmerHale.

BUSINESS COMMUNICATIONS TRAINING: Six hours per training cycle provided by professional volunteers from the law firm Linklaters.

LITERACY TUTORING AND MORE: Literacy tutoring, mock interview sessions, and evening childcare provided by extensive volunteer resources including Cahill Gordon and JP Morgan Chase’s Women’s Initiative Network (WIN).

CAREER DAYS hosted by WilmerHale, Deloitte, AB Bernstein and others to help clients learn about career options and “a day in the life” at major employers.

BEGINNER AND INTERMEDIATE ESOL CLASSES: Provided by volunteer MATESOL graduate students from The New School, four hours per week in 12-16 week cycles, twice annually.

BANK ACCOUNTS: Free bank accounts and financial Q&A sessions provided by TD Bank.

THE CAREER ADVANCEMENT NETWORK (CAN) CAN members also serve as volunteer career advisors and mentors for clients.



THE FUTURE OF THE ECONOMIC EMPOWERMENT PROGRAM

New York City has entered an exciting new era, with a Mayoral Administration and City Council acutely attuned to the economic and housing issues that confront the poorest New Yorkers. At the same time, the city’s thriving technology and service sector economy affords space for bold new career-focused workforce initiatives. Both the city and state have recognized the need to shift from rapid placements to training for living-wage jobs that help poor New Yorkers meet the economy on its own terms, afford market rents, and get off public assistance for good. In line with this new workforce model, the Economic Empowerment Program is a transformative solution to the intersecting crises of abuse, poverty, and homelessness – and a blueprint that can be applied to many other programs for women and families in poverty statewide.

The need for a program such as EEP is enormous. Yet in order to make the program accessible to a diverse range of victim populations, EEP urgently needs to scale up. With 44 workstations in two training labs, the current Career Services Training Center is limited to approximately 125-150 participants annually for EEP’s in-house training series.

Over the next five years, EEP seeks to expand to new training sites and diversify its programming – from enhanced literacy, GED/TASC, and ESOL courses to a wider range of CUNY-based occupational trainings in high-demand fields. With the established blueprint we have employed to set up our two existing technology training rooms, we can have new training centers operational quickly and at modest cost, once adequate space and funding are identified. With Bronx and Brooklyn residents comprising nearly 60% of Sanctuary’s 15,000 clients last year, and strong strategic partnerships in place with Bronx Community College and Medgar Evers College in Brooklyn, we will consider expansion of the program in those boroughs.

EEP has offered an increasing range of multi-tiered services to meet the needs of clients with a wide

array of education, literacy, and skills backgrounds: the program has already successfully demonstrated its relevance for over 150 homeless women through the HRA/shelter partnership. Building on this effort to reach the city's most at-risk women and families, EEP will enrich its offerings to meet the needs of other vulnerable populations – including human trafficking survivors, Spanish speakers, and disconnected youth. New program elements including a Spanish-language Career Readiness Workshop, and a career exploration module for teens enrolled in Sanctuary's After-School Enrichment Program, have been piloted and are ripe for expansion.

Several major new Sanctuary programs in particular present unique opportunities to reach scores of isolated, vulnerable New Yorkers where they are. Sanctuary case management staff are now working on-site at nine large public housing complexes city-wide, reaching approximately 1,300 abuse victims and families who file Domestic Incident Reports each month. At the city's new Human Trafficking Intervention Courts, Sanctuary is reaching hundreds of trafficking victims via legal services and safety planning – and a high-quality job training program could be a major incentive to engaging them in desperately

needed social services. And we reach thousands of abuse victims each year via our robust clinical and legal service programs at the walk-in New York City Family Justice Centers in the Bronx, Brooklyn, Manhattan, and Queens – many of whom have experienced recent and severe abuse and are receiving police and criminal justice assistance.

CONCLUSION

For over 30 years, Sanctuary for Families has taken a unique, holistic approach to addressing the multiple needs of economically disadvantaged survivors of gender violence and their children. Economic empowerment is at the very core of this holistic mission: while our life-saving counseling, legal representation, and shelter services are critically important, only economic stability can ensure that vulnerable victims break free, and stay free, from the vicious cycle of poverty, homelessness, and abuse over the long term. We hope to grow and strengthen our partnerships for this pioneering program in the years ahead, helping scores of gender violence survivors find good jobs and empowered lives in the wake of violence – as well as informing the development of innovative approaches to alleviating the broader problem of women's poverty in New York City, New York State, and nationwide.



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Special thanks to the NYC Human Resources Administration, with which we have an extraordinary and supportive partnership serving women living in more than 20 different domestic violence shelters citywide.



**Sanctuary
for Families**

PO BOX 1406
NEW YORK, NY 10268