



**Service Provider Application**  
**WORK PROGRESS PROGRAM**  
*Fiscal Year 2016*

**I. OVERVIEW**

Part of the Office of the Mayor, the NYC Center for Economic Opportunity (CEO) is the City of New York's anti-poverty innovation unit. Working in conjunction with City Agencies and other partners, CEO develops, manages and evaluates evidence-based program and policy initiatives to help the City improve its systems and identify effective responses to poverty and its related challenges.

As outlined in the Jobs for New Yorkers Taskforce *Career Pathways* report, the Work Progress Program (WPP) supports the goal of creating a career pathways framework to assist low income residents to advance to higher levels of education and employment.<sup>1</sup> At a time of high youth unemployment, subsidized job programs offer young adults critical opportunities for early work experience and career exploration that are scarce in the current economic climate. At-risk youth, especially those who are unemployed and out-of-school, are vulnerable to long-term economic hardship as they miss opportunities to become members of a workforce that is increasingly educated and skilled. Moreover, young adults are at a point in life where they often establish important precedents for educational attainment, family life, and labor force participation, therefore ensuring early work-based learning opportunities are provided is key to long-term economic opportunity.

CEO, in partnership with the NYC Human Resources Administration (HRA), is seeking qualified youth service providers to deliver WPP in fiscal year 2016 (July 1, 2015 – June 30, 2016). WPP is a subsidized wage program designed to complement existing youth services programs by providing participating low-income young adults with work experience. The original WPP pilot in spring 2012 selected 17 youth service providers across the five boroughs to serve over 300 participants. Since then, the program has expanded to serve over 1,000 participants through more than 30 service providers.

Evaluation of CEO's Young Adult Literacy program has shown that layering internship and other work opportunities on top of existing youth programming can be an effective strategy for boosting attendance and retention.<sup>2</sup> Following this model, WPP is an opportunity to layer a subsidized job opportunity to enhance existing programming.

WPP is *not* a stand-alone job or work experience program. Instead, a WPP award should advance the goals of applicants' existing programs by giving youth additional opportunities to engage in career exploration and work-based learning opportunities. WPP supports the goals of career advancement and income mobility by helping jobseekers address educational needs and develop high-demand skills. As part of this mission, WPP will support the cost of job readiness or skills training for up to 20 percent of the total length of the subsidized job opportunity.

A 2014 implementation evaluation of WPP documented some of the positive benefits for young adults of participating in the program including: basic work exposure, job readiness training and job development, job-related soft skills, job-related technical skills, career exploration, civic engagement, a modest paycheck, confidence and pride, a positive place to be, and caring staff to help participants grow. The study also documented benefits to service providers, including opportunities to grow staff from within their communities, the ability to provide youth with a "ladder of services," and increased organizational capacity.<sup>3</sup>

<sup>1</sup> Jobs for New Yorkers Taskforce Report: [Career Pathways: One City Rising Together](#). 2015.

<sup>2</sup> Young Adult Literacy Evaluation: [CEO Young Adult Literacy Program and the Impact of Adding Paid Internships](#). 2011.

<sup>3</sup> Branch Associates, Inc.: [Implementation Study of the Center for Economic Opportunity's Work Progress and NYC Recovers](#) 2014

## Program Description

The Work Progress Program (WPP) reimburses nonprofits for wages paid to young adults for work-based learning opportunities in short-term subsidized jobs, allowing young people to explore potential careers in preparation for further employment or educational opportunities. Service providers currently serving low-income young adults are eligible to apply for subsidized job funding for their participants as a way of increasing the workforce services of their current programming.

- Service providers will recruit a minimum of five program participants.
- Participants will work on a part-time basis and should generally not exceed 20 hours per week, including up to 5 hours per week in training. Providers may propose longer hours with adequate rationale.
- Subsidized jobs will range from one to three months, most typically for a 12-week duration. Providers may propose a lengthier job period with adequate rationale.

CEO expects that applicants will provide wrap-around services to support participants through other funding sources, as described below. These services should be in place when the subsidized wage program begins and not require funding support through this program. This program provides reimbursement for participant wages (at minimum wage) for time spent in a subsidized job or training, **but should not supplant other wages/stipends already in place as part of the provider's program**. Legally mandated fringe benefits should be included at a rate of up to 25%. CEO expects providers to braid WPP reimbursements with existing funding streams supporting youth services, and does *not* provide funding for wrap-around services or operational support for this program.

Please also note that in WPP, the service provider (applicant) is the employer of record with all associated legal obligations and as such is responsible for unemployment insurance and workers' compensation, as determined by law.

## FY16 Priority Areas

In 2014, Mayor de Blasio launched two new priority initiatives for the City: the Mayor's Action Plan (MAP) for Neighborhood Safety and Career Pathways. While applicants are not limited to serving these priority areas, WPP gives priority to applicants advancing these initiatives:

- **NYCHA Preference:** Youth who reside in New York City Housing Authority (NYCHA) developments and are low-income, out of school, and unemployed are a high-priority population in this solicitation. As part of the [Mayor's Action Plan \(MAP\) for Neighborhood Safety](#)—a multi-agency effort to reduce violent crime in 15 NYCHA developments that account for 20 percent of violent crime across NYCHA—CEO strongly encourages proposals from service providers that specifically target and recruit program participants from within the population of youth living in New York City Housing Authority residences, particularly the following 15 developments targeted through MAP: Red Hook, Tompkins, Bushwick, Van Dyke, Ingersoll, Brownsville, and Boulevard Houses (in Brooklyn); Queensbridge Houses (Queens); Castle Hill, Patterson, and Butler Houses (The Bronx); Wagner, Polo Grounds, and St. Nicholas Houses (Manhattan); and Stapleton Houses (Staten Island). However, WPP is not intended to be limited to this population.
- **Career Pathways Sector-focused Preference:** CEO strongly encourages proposals from service providers that offer subsidized job opportunities to participants in the following six sectors (outlined in [Career Pathways: One City Working Together](#)): healthcare, technology, industrial/manufacturing, construction, retail, and food service. These sectors are expected to grow in the coming years, and offer new opportunities to New Yorkers at all income and education levels. Focusing work-based learning opportunities in these six sectors can help build bridges to careers for youth in WPP. However, WPP is not intended to be limited to these sectors.

## II. KEY PROGRAM ELEMENTS

- **WPP funding should not supplement or supplant any existing CEO or YMI City-funded subsidized job or internship initiatives. If you have any questions about whether this applies to your organization or program please contact us.**
- Applications are accepted and reviewed on a rolling basis. Commitments to selected providers will be made pending the availability of funds.
- **Eligible Applicants:** Applicants will be service providers delivering wrap-around services to young adults such as work readiness or skills training leading to a certification, education or bridge programming, financial empowerment services, case management, etc. These services should be in place when the subsidized jobs program begins and continue throughout.
- **Program Participant Eligibility:** Service providers will be responsible for selecting low-income youth ages 16-24 and preference is given to organizations serving unemployed, out-of-school youth and/or youth living in NYCHA developments. Please note:
  - Providers may not hire current full-time college students or college graduates.
  - If a service provider wishes to support minors between the ages of 16-17 in this program, minors will need working papers (and the required physical exam). In most cases, the service provider will need to assist participants in securing the appropriate documentation.
  - If your agency has previously participated in WPP, each new round of WPP funding should be used to serve *new* participants who have not participated in WPP previously.
 Service providers are expected to screen participants for skills, interests, and qualifications. Providers shall do their best in matching these interests with subsidized job opportunities.
- **Work Types:** Applicants are encouraged to develop employer relationships for external placements or develop internal placements including sheltered internships, community-benefit projects, or social enterprises. The applicant's job placements should contribute to career exploration, meet a community need, help young people develop their technical (computer/office, construction, landscaping and horticulture, etc.) skills and soft (teamwork, problem solving, leadership, etc.) skills, and put participants on a pathway to career advancement. Employment through this program must not displace people already employed.
- **Job Length:** Length of subsidized employment ranges from two to three months, most typically for a 12-week duration. A lengthier job period is possible in limited cases when sufficient justification is provided. Work assignments will be on a part-time basis and should generally not exceed 20 hours per week, pending the availability of funds. Any hours worked in excess of this limit may require the service provider to fulfill additional legal obligations.
- **Participant Wages:** Participants will earn a minimum wage (*\$8.75 per hour until December 30, 2015; \$9.00 per hour from December 31, 2015*) plus up to 25% fringe. Higher participant wages are possible in limited cases when sufficient justification is provided. Service providers will pay wages to participants and the NYC Human Resources Administration (HRA) will reimburse service providers for wages paid and fringe. Wages paid for employment are contingent upon participant hours worked.
- **Training Support:** Providers are expected to provide work readiness training for participants. Providers can propose that up to 20 percent of the subsidized work hours be spent on skills training or work readiness activities. Applicants can propose a greater subsidized training period with sufficient justification.
- **Wrap-around Services:** CEO expects that applicants' programs provide wrap-around services to support participants throughout their subsidized job period with a goal of connecting them to a post-program employment, training, or educational opportunities. These services can include, but are not limited to: work readiness or skills training leading to a certification, education or bridge programming, financial empowerment services, or case management. Please note that CEO does *not* provide funding for wrap-around services.

- **Reporting:** Service providers will be required to track and report on the following information:
  - IRS W-4 Form and two forms of ID required for W-4 (where applicable)
  - Description of the services provided and participants' attendance at the service providers' young adult programs
  - Hire sheets and timesheets or payroll documents (in collaboration with worksites).
  - Participant background characteristics.
  - Providers are also required to submit brief monthly progress and quarterly data reports. The monthly progress reports are narratives detailing the activities and accomplishments made during the reporting period, program challenges and proposed solutions, and next steps. The quarterly reports provide detail on program metrics, whose definitions will align with the City's common metrics.<sup>4</sup> Providers are required to report on the following metrics:
    - Number of program participants, and their demographics
    - Number completed subsidized job placements
    - Total number of hours completed
    - Median length of placement
    - Total amount paid to participants
    - Number placed in education or training post-program
    - Number placed in full-time/part-time unsubsidized employment post-program
  - Once participants complete the Work Progress Program, service providers will report to HRA on the number of participants subsequently placed in educational programs, training, or unsubsidized employment in a final quarterly report submitted 3 months after program completion.
  - Providers also agree to participate as required in site visits by HRA/CEO and in any evaluation of the Work Progress Program led by CEO.
- Service providers will submit applications to CEO. CEO will review applications on a rolling basis (see attached Provider Proposal Form for selection criteria). Commitments to selected providers will be made pending the availability of funds.

### III. MAJOR PROGRAM IMPLEMENTATION STEPS AND DOCUMENTATION

This table outlines the major phases of implementation for the CEO Work Progress Program.

Task	Documents Needed
1. Service provider submits proposal to CEO	<ul style="list-style-type: none"> <li>• Service Provider Proposal (template attached)</li> </ul>
2. CEO reviews proposals, conducts any necessary follow up, and makes awards to selected providers, attaching reporting documents. Applications are reviewed at the end of each month. Depending on the extent of follow up, allow for one to three months between submission and a final decision.	<ul style="list-style-type: none"> <li>• Award Letter</li> <li>• Monthly Report Template</li> <li>• Quarterly Report Template</li> </ul>
3. HRA sends out program agreements for completion by providers	<ul style="list-style-type: none"> <li>• CEO/HRA Program Agreement</li> </ul>
4. Recruit/identify income-eligible participants and place participants in jobs and/or community benefit projects	<ul style="list-style-type: none"> <li>• Hire Sheet</li> <li>• IRS W-4 Form for each Participant</li> <li>• Copies of Participant IDs</li> </ul>
5. Service provider pays participants for hours worked and training	<ul style="list-style-type: none"> <li>• Timesheets or payroll documents</li> </ul>
6. The service provider will submit invoices regularly for wages paid, as required by HRA for reimbursement	<ul style="list-style-type: none"> <li>• Invoices</li> </ul>

<sup>4</sup> Common Metrics definitions, as outlined in the [Career Pathways report](#), will be finalized in FY16.

<b>7.</b> The service provider will submit reports to HRA on monthly and quarterly bases.	<ul style="list-style-type: none"><li>• Monthly reports</li><li>• Quarterly reports</li></ul>
<b>8.</b> Program spending ends and service provider completes post-program participant outcome reporting	<ul style="list-style-type: none"><li>• Final invoices</li><li>• Final quarterly report</li></ul>

#### IV. PROVIDER PROPOSAL

Please use the following pages to describe the program and its key components.

**Program Name:** \_\_\_\_\_

**Address:** \_\_\_\_\_

**Proposed Program Start Date:** \_\_\_\_\_

**Proposed Program End Date:** \_\_\_\_\_

**Proposed Number of Participants in the Work Progress Program (min. 5):** \_\_\_\_\_

**Total Project Budget (Participant wages + up to 25% fringe cost):** \_\_\_\_\_

**Primary Contact Information:**

**Name:** \_\_\_\_\_

**Telephone Number:** \_\_\_\_\_

**Email:** \_\_\_\_\_

**Program Lead (note if same as above):**

**Name:** \_\_\_\_\_

**Telephone Number:** \_\_\_\_\_

**Email:** \_\_\_\_\_

**Invoice Coordinator (note if same as above):**

**Name:** \_\_\_\_\_

**Telephone Number:** \_\_\_\_\_

**Email:** \_\_\_\_\_

## Program Description:

Please describe the young adult program and participants. Include **all** the information under each section from the following checklist. As applicable, please provide additional information pertinent to your application status:

(A) For new applicants to WPP

(B) For applicants who have previously received a WPP award

### 1. Organization Description

- The organization and young adult services, including major participant outcomes

(A)

- Description of experience delivering youth development and work readiness services
- Experience developing and operating subsidized jobs
- Key staff managing young adult programs
- Description of program applicant is proposing to enhance through the addition of a WPP subsidized work-based learning opportunity

(B)

- Past experience operating WPP
- Any changes to the core program WPP has complemented in previous cycles (if applicable)
- Changes in key staff managing young adult programs (if applicable)

### 2. Description of Program Participants

- Number to be recruited (min. 5)
- Target demographics (age, income level, general education level and skills, barriers, etc.)
- List target recruitment neighborhoods, or indicate if program recruits citywide
- How you will assist youth ages 16-17 in obtaining working papers (if applicable)
- How you propose to target youth living in NYCHA residences and number of participants to be recruited from each targeted NYCHA development (if applicable)

### 3. Description of Work Progress Program Subsidized Jobs

- A description of proposed work types and employers
- Attach brief job descriptions for all internal placements and for external placements, if known
- How participants will be matched with positions
- Participant training and supervision, identifying the project supervisor
- Timeline for participants including
  - General schedule for training and internship
  - Number of weeks and hours per week
  - When wrap-around services are provided
- Job-related training and work skills developed
- How the jobs benefit the community, if applicable
- A description of the work environment and how you will ensure participant safety and security

### 4. Participant Support

- A summary of current funding for young adult services, providing a breakdown of public vs. private
  - **Note:** Applicants must list any current contracts with the City of New York
- A description of the complementary wrap-around, training, case management, and/or enrichment services your program provides participants beyond subsidized employment
- How the subsidized job will complement wrap-around services
- How you will ensure that participants complete their work assignments
- How you will help participants transition to an educational or work opportunity after their subsidized jobs
- Targets for key program outcomes:

WPP Proposed Targets	
Expected Number Enrolled	
Expected Number Attaining Post-Program Connection to Educational/Employment/Training Opportunities	

- (A)  Provide a rationale for proposed targets. This may be based on past experience or knowledge of similar programs.
- (B)  Please provide a rationale for proposed targets based on past experience with WPP.  
 Summary of FY15 performance to date:

WPP FY15 Performance To Date	
Participants Enrolled (from July 1, 2014 to date)	
Projected Spending through June 30, 2015	

- The WPP Review Committee reviews past performance when making awards, including participants served and spending as reported above, as well as outcomes reported in quarterly reports. What changes has your organization made to improve upon past performance? (If applicable)

**5. Budget**

WPP Proposed Budget			
	Before 12/31/2015	After 12/31/2015	Total FY16
Number of Participants Served			
Hourly Wage Rate	\$8.75	\$9.00	
Estimated Hours per Week			
Estimated Weeks			
Wage Subtotal			
Fringe of __% (up to 25%)			
Budget Subtotal			
Budget Adjusted for Estimated Attrition			

← per participant

← in total column list per participant

← =(participants)x(hourly wage)x(hours per week)x(weeks)

← as calculated in the table below

← =(wage subtotals)x(1 + fringe rate)

- Please provide justification for the estimated attrition for participants in the program. This may be based on past experience with WPP or knowledge of similar programs.
- (B)  Did you underspend your on previous award? If so, what were the reasons? What changes are you proposing to ensure you spend your full award? Please note: CEO takes past spending into consideration when considering budget proposals.
- Please itemize the rates you pay for each of the following legally required fringe benefits, and please attach documentation verifying these as rates across your organization.

WPP Proposed Fringe Rate Per Participant	
Social Security	6.2%
Medicare	1.45%
Metropolitan Commuter Transportation Mobility Tax	
State Unemployment Tax	
Workers' Compensation	
Disability	
<b>FRINGE RATE TOTAL</b>	

## Selection Criteria

- CEO will select service providers based on the criteria listed below, including the quality of services offered to low-income young adults, knowledge and expertise of the target population, and quality of the proposed work type.
- CEO may negotiate the details of the proposed award, including the number of participants, duration, and costs with the service provider.
- Preference will be given to providers serving unemployed and out-of-school youth, and youth facing greater barriers and challenges in the labor market.
- Preference will be given to work assignments that build skills, benefit the community, employ higher numbers of participants, and have longer work periods.
- Preference will be given to organizations with effective payment disbursement systems in place.
- Preference will be given to providers whose proposals are determined to be the most advantageous to the City, taking into consideration number served, demographic population targeted, service quality, history of providing said service, and geography as well as such other factors or criteria that are set forth in this application.
- Preference will be given to applicants whose programs align with the FY16 priorities (laid out on page 2 of this document) to a) target programming or recruitment to NYCHA residents and particularly to residents of the fifteen NYCHA developments identified in the [Mayor's Action Plan \(MAP\) for Neighborhood Safety](#) and/or b) offer subsidized job positions in one or more of the six sectors outlined in the [Career Pathways: One City Working Together](#) report.
- In reviewing applications from previous WPP providers, CEO takes past performance and spending into consideration. These two factors may affect both selection and award amount.
- Returning FY15 WPP providers **must** submit the following information before FY16 applications will be considered:
  - Number of FY15 participants enrolled to date
  - Projection for FY15 spending through June 30<sup>th</sup>, 2015
  - All past invoices
  - All past monthly and quarterly reports

## Application Scoring

The table below shows the maximum amount of points each section can receive.

Scoring Criteria	Score
<b>Organization Description</b> (Experience providing services to young adults)	<b>25</b>
<b>Description of Subsidized Jobs Participants</b>	<b>20</b>
<b>Proposed Work Experience</b>	<b>25</b>
<b>Participant Support</b>	<b>25</b>
<b>Budget</b>	<b>5</b>
<b>TOTAL</b>	<b>100</b>

## Application Submission

WPP applications will be received in a rolling basis, pending the availability of funds. All applications must be submitted electronically to [WPP@cityhall.nyc.gov](mailto:WPP@cityhall.nyc.gov) with the subject line "WPP Application."

Upon submission, we will confirm receipt of your application. Applications will be reviewed at the end of each month.

After the WPP Review Committee has met, a member of Committee will follow up with any questions regarding your proposal. Depending on the extent of follow up, please allow for one to three months between submission and a final decision.

### **Questions**

For questions or concerns regarding the Work Progress Program design and application process, feel free to email [WPP@cityhall.nyc.gov](mailto:WPP@cityhall.nyc.gov).