



Service Provider Application

WORK PROGRESS PROGRAM

Fiscal Year 2017

I. OVERVIEW

NYC Center for Economic Opportunity (CEO), part of the Mayor's Office of Operations, 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 improve City systems and identify effective evidence-based responses to poverty and its related challenges.

CEO, in partnership with the NYC Human Resources Administration (HRA), is seeking qualified youth service providers to deliver the Work Progress Program (WPP) in fiscal year 2017 (July 1, 2016 – June 30, 2017). WPP is a subsidized wage program designed to complement existing youth services by providing participating low-income young adults with work experience. Through WPP, HRA reimburses providers for wages paid to low-income young adults (aged 16-24) who have been placed in short-term jobs that typically last 12 weeks, with a special emphasis on serving disconnected or at-risk youth. 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 more than 1,000 participants through over 30 service providers.

WPP supports the City's goal of utilizing a career pathways framework to assist low income residents to access and benefit from higher levels of education and employment, as outlined in the Jobs for New Yorkers Taskforce *Career Pathways* report.¹ Subsidized job programs offer young adults critical opportunities for early work experience and career exploration that are key to future economic success. Unemployed and out-of-school youth are at higher risk of long-term economic hardship as they have historically had fewer opportunities to engage in a workforce that is increasingly educated and skilled.

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.² Following this model, WPP is an opportunity to layer a subsidized job opportunity to enhance existing programming. Supporting the Career Pathways goal of building the skills employers seek, WPP will support the cost of job readiness or occupational skills training for up to 20 percent of the total length of the subsidized job opportunity.

WPP is **not** a stand-alone job or work experience program. Instead, WPP should advance the goals of applicants' existing programs by giving youth additional opportunities to engage in career exploration and work-based learning opportunities.

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" leading to

In Participants' Own Words

"Never before have I been in an environment that pushes for you to be better."

"[Staff] are always willing to help. They are always reaching out to see how they can help more. They are always trying to keep me motivated."

When asked what they have gained from their WPP placement, participants answered:

- "Patience"
- "Respecting others"
- "Control over myself, my emotions, at work"
- "Working as a team"
- "Confidence"
- "Time management"
- "Learn to have fun and enjoy yourself when you work"

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

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

advancement opportunities for young adults, and increased organizational capacity.³ A new outcome evaluation of the program is currently underway.

Program Description

The Work Progress Program (WPP) reimburses nonprofits for wages paid to young adults for short-term subsidized jobs that provide young people with career exploration experience that can inform their long-term education and employment paths. Service providers currently serving low-income young adults are eligible to apply for subsidized job funding for their participants as a way of adding a workforce component to current programming. WPP minimum program requirements include:

- Service providers must recruit a **minimum of five program participants**.
- Participants work on a **part-time** basis—generally not exceeding 20 hours per week, including up to 5 hours per week in training. Providers may propose longer hours with adequate rationale.
- Subsidized jobs range from two to three months—average duration is 12 weeks, though providers may propose a lengthier job period with adequate rationale.

CEO expects WPP funding to be an add-on to existing youth services, including wrap-around services to support participants through other funding sources. These services should be in place when the subsidized wage program begins and not require funding support through this program.

WPP 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 in the WPP budget at a rate of up to 25%. Please note that WPP providers (applicant) are legally considered the employer and are subsequently responsible for unemployment insurance, workers' compensation, and any other obligations as determined by law.

FY17 Priority Areas

WPP supports a number of key mayoral initiatives, including the [Mayor's Action Plan \(MAP\) for Neighborhood Safety, Career Pathways](#), and Hurricane Sandy recovery efforts. In support of these efforts, applicants serving youth residing in NYCHA developments or neighborhoods affected by Hurricane Sandy, or providers offering subsidized job placements in one of six growth job sectors outlined in Career Pathways (listed below) are prioritized in this solicitation.

CEO gives priority to applicants advancing these initiatives, with greater priority given to applicants proposing serving a higher percentage of youth within each of these categories. Applicants should include detailed recruitment or job placement plans within their applications discussing how their proposed program will serve the priority area(s). Applicants are not limited to serving these priority areas.

- **NYCHA Preference:** Youth who reside in New York City Housing Authority (NYCHA) developments and are low-income, out of school, and/or 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 NYCHA residences, particularly the following 15 developments targeted through MAP: Red Hook, Tompkins, Bushwick, Van Dyke, Ingersoll, Brownsville, and Boulevard Houses (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).
- **Career Pathways Sector-focused Preference:** CEO strongly encourages proposals from service providers that offer substantive 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.
- **NYC Recovers:** CEO encourages applications from providers offering general employment opportunities to Hurricane Sandy-affected residents and/or placing unemployed New Yorkers in recovery and resiliency-related work within Sandy-affected communities through NYC Recovers. NYC Recovers supports the rebuilding efforts in

³ Branch Associates, Inc.: [Implementation Study of the Center for Economic Opportunity's Work Progress and NYC Recovers](#) 2014; See also New York City Employment & Training Coalition: [Work Progress Program \(WPP\): A Flexible Subsidized Employment Program for New York City's Out of School, Out of Work Youth](#), 2016.

Sandy-affected neighborhoods of Brooklyn, the Bronx, Manhattan, Queens, and Staten Island.⁴ Applicants recruiting either hurricane-affected residents placed in general employment opportunities or unemployed New Yorkers working directly in support of recovery efforts are prioritized in this solicitation.

II. KEY PROGRAM ELEMENTS

- Applications are accepted and reviewed on a rolling basis. Commitments to selected providers will be made pending the availability of funds.
- **Eligible Applicants:** Applicants must be nonprofit 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 begin and continue throughout. Prior experience offering subsidized jobs to young adults is not required.
- **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, youth living in NYCHA developments, or youth living in Sandy-affected communities. Please note:
 - Current full-time college students or college graduates are not eligible for this program.
 - 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 a service provider has previously participated in WPP, each new round of WPP funding should be used to serve *new* participants who have not previously participated in WPP.

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 at their organization. The applicant's job placements should contribute to career exploration, meet a community need, help young people develop their technical skills (computer/office, construction, landscaping and horticulture, etc.) and soft skills (teamwork, problem solving, leadership, etc.), and put participants on a pathway to career and/or educational advancement. Employment through this program must not displace people already employed.

Providers who anticipate placing 10 percent or more of their participants within large private employers, defined as any company having 30 or more locations nationwide as determined by the New York State Wage Board, must describe the nature of their business partnership and how the company will adhere to at least one of the following:

- **“First Look”:** Applicants may provide a letter of support from the manager of the proposed corporate placement stating the company's commitment to guaranteeing WPP participants an interview at the end of their subsidized work period.
- **Hiring Documentation:** Applicants may provide documentation (e.g. employment verification letter, pay stubs) demonstrating that a corporate employer has hired a substantial number of participants in past WPP cycles.
- **Structured Career Exploration:** Corporate WPP placements may offer structured career exploration programs for WPP participants. Components of the program could include, but are not limited to: rotations in various positions in the company; seminars or discussions with management regarding career pathways and advancement opportunities within the company; or other exploration opportunities proposed by the WPP provider or the company itself.
- **Occupational Skills Training:** Corporate employers willing to offer occupational skills training leading to certification or other transferrable job skills to WPP participants will be considered favorably when determining whether to place WPP participants in corporate internships.

⁴ These include the neighborhoods on the Rockaway Peninsula, Breezy Point, Gerritsen Beach, Brighton Beach, Broad Channel, Coney Island, Gravesend, Red Hook, St. George, Dongan Hills, New Dorp Beach, Tottenville, Throggs Neck, and Lower East Side.

- **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. 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 (\$9.00 per hour through 12/31/16, \$10.50 or \$11.00 after, depending on organization size) plus up to 25% fringe. Applicants can propose higher participant wages with adequate rationale. 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 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 WPP funding only covers participant wages and fringe. It is expected that providers have existing funding in place to support wrap-around services and other related costs.**
- **Reporting:** For the purposes of reimbursement and ongoing performance monitoring service providers will be responsible for the submitting the following,:
 - Obtaining IRS I-9 Form and two forms of ID required for I-9 (where applicable)
 - Actively updating and managing hire sheets and providing proof of payroll documents (in collaboration with worksites)
 - Submitting 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 align with citywide common metrics.⁵ Providers are required to report on the following metrics:
 - Number of program participants and their demographics
 - Number of disconnected youth served and number of NYCHA residents served
 - Number of work readiness and occupational skills training hours completed
 - Number completed subsidized job placements
 - Number placed in education or training post-program
 - Number placed in full-time/part-time unsubsidized employment post-program
 - Once participants complete WPP, 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 WPP led by CEO and its partners.
- **WPP Funding:** WPP is designed to add subsidized jobs for youth into existing programs. WPP funding is solely to cover wages (and fringe) for participants generally up to \$150,000 for returning WPP providers, and up to \$75,000 for new applicants. WPP funding should not supplant any funding streams an organization may have for paid internship or subsidized job opportunities for young adults or supplement 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 CEO.

⁵ Common Metrics definitions available in [Career Pathways: Progress Update](#), p. 48.

III. MAJOR PROGRAM IMPLEMENTATION STEPS AND DOCUMENTATION

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

Task	Documents
1. Service provider submits proposal to CEO (proposal template is provided below).	<ul style="list-style-type: none"> • Service Provider Proposal
2. CEO reviews proposals, conducts follow-up, and makes awards to selected providers.	<ul style="list-style-type: none"> • Award Letter • Agreement • Instructions for New Providers • Monthly Report Template • Quarterly Report Template • WPP Manual
3. Recruit/identify income-eligible participants and place participants in jobs internal or external to the service provider.	<ul style="list-style-type: none"> • Hire Sheet • IRS I-9 Form for each Participant • Copies of Participant IDs
4. Service provider pays participants for hours worked	<ul style="list-style-type: none"> • Timesheets or payroll documents
5. Service provider submits invoices regularly for wages paid, as required by HRA for reimbursement	<ul style="list-style-type: none"> • Invoices
6. Service provider submits reports to HRA on monthly and quarterly bases. Service providers may also be asked to participate in learning networks, hosted by HRA.	<ul style="list-style-type: none"> • Monthly reports • Quarterly reports
7. Program spending ends and service provider completes post-program participant outcome reporting	<ul style="list-style-type: none"> • Final invoices • Final quarterly report

IV. PROVIDER PROPOSAL

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

Provider Name: _____

Address: _____

Program Site Address (note if same as above): _____

Proposed Program Start Date: _____

Proposed Program End Date: _____

Proposed Number of Participants in the Work Progress Program (min. 5): _____

Total Project Budget (see budget template on p. 8): _____

Primary Contact Information for Application:

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. Responses must include **all** the information under each section from the following checklist. As applicable, please provide additional information pertinent to your application.

1. Organization Description

New applicants to WPP must:	Applicants who have previously received a WPP award must:												
<ul style="list-style-type: none"> <input type="checkbox"/> Describe the organization and young adult services provided, including major participant outcomes achieved in the last three years. <input type="checkbox"/> Describe experience delivering youth development and work readiness services. <input type="checkbox"/> Explain experience developing and operating subsidized jobs, if any. <input type="checkbox"/> Describe qualifications and experience of key staff managing young adult programs. <input type="checkbox"/> Provide a description of program that applicant is proposing to enhance through the addition of a WPP subsidized work-based learning opportunity. 	<ul style="list-style-type: none"> <input type="checkbox"/> Describe any changes to young adult services provided, including recent participant outcomes. <input type="checkbox"/> Describe past experience operating WPP and outcomes achieved. <input type="checkbox"/> Outline any changes to the core program WPP has complemented in previous cycles (if applicable). <input type="checkbox"/> Note any changes in key staff managing young adult programs (if applicable). <input type="checkbox"/> Summary of FY16 performance to date (complete chart below) <table border="1" style="margin: 10px auto; width: 80%; text-align: center;"> <thead> <tr style="background-color: #cccccc;"> <th colspan="2">FY16 Performance to Date</th> </tr> </thead> <tbody> <tr> <td>Projected Participants (from FY16 award letter)</td> <td></td> </tr> <tr> <td>Participants Enrolled</td> <td></td> </tr> <tr> <td>Completed Subsidized Job Placement</td> <td></td> </tr> <tr> <td>Award Amount (from FY16 award letter)</td> <td></td> </tr> <tr> <td>Projected Spending by June 30, 2016</td> <td></td> </tr> </tbody> </table> <input type="checkbox"/> The WPP Review Committee considers past performance when making awards, including participants served, spending, and outcomes reported in quarterly reports. What changes has your organization made to improve upon past performance? (If applicable) <input type="checkbox"/> For applicants that underspent in FY16, please provide justification and proposed changes to ensure you spend your full award. 	FY16 Performance to Date		Projected Participants (from FY16 award letter)		Participants Enrolled		Completed Subsidized Job Placement		Award Amount (from FY16 award letter)		Projected Spending by June 30, 2016	
FY16 Performance to Date													
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Participants Enrolled													
Completed Subsidized Job Placement													
Award Amount (from FY16 award letter)													
Projected Spending by June 30, 2016													

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.
- Explain how you will assist youth ages 16-17 in obtaining working papers (if applicable).
- Describe **how** you propose to target youth living in NYCHA residences and/or Sandy-affected communities, and the number of participants to be recruited from each targeted NYCHA development or neighborhood (if applicable).

3. Description of Work Progress Program Subsidized Jobs

- Provide a description of proposed work types and employers.
- Provide brief job descriptions for all internal placements and for external placements, if known (complete chart below, adding rows as needed).

Organization/Company	Job Title	Job Type	Job Description (Internal Placements Only)

- Explain how job placements relate to *Career Pathways* sectors (if applicable).
- Explain **how** participants will be matched with positions.
- Describe participant supervision, identifying the project supervisor.
- Identify job-related training and work skills developed.
- Explain how the jobs benefit the community.
- Provide a description of the work environment and how you will ensure participant safety and security.
- Explain how you will ensure that participants complete their work assignments.

4. Participant Support

- Provide a summary of current funding for young adult services, including a breakdown of public vs. private funds.
 - o **Note:** Applicants must list any current contracts with the City of New York

- Provide a timeline for participants, including:
 - o General schedule for training and internship
 - o Number of weeks and hours per week
 - o When wrap-around services are provided
- Provide a description of the wrap-around training, case management, financial counseling/empowerment and/or other enrichment services your program provides participants beyond subsidized employment. State how the subsidized job will complement wrap-around services.
- Describe **how** participants will be appropriately matched to wrap-around services.
- Explain how you will help participants transition to an education, training, or work opportunity after the subsidized job period.
- Identify targets for key program outcomes and provide rationale based on past experience or knowledge of similar programs:

WPP Proposed Targets	
Expected Number Placed in Subsidized Jobs	
Expected Number Attaining Post-Program Connection to Educational/Employment/Training Opportunities	

5. Budget

- Applicants should use the template below for their budget, adjusting as needed. Budgets should generally be up to \$150,000 for returning WPP providers, and up to \$75,000 for new applicants.

WPP Proposed Budget			
	Before 12/31/2016	After 12/31/2016	Total FY17
Number of Participants Served			
Hourly Wage Rate	\$9.00	\$10.50 or \$11.00*	
Estimated Hours per Week			
Estimated Weeks			
Wage Subtotal			
Fringe of __% (up to 25%)			
Budget Subtotal			
Total WPP Budget Adjusted for Estimated Attrition**			

← *per participant*

← *in total column list per participant*

← $=(\text{participants}) \times (\text{hourly wage}) \times (\text{hours per week}) \times (\text{weeks})$

← *as calculated in the table below*

← $=(\text{wage subtotals}) \times (1 + \text{fringe rate})$

* NYC minimum wage is scheduled to increase 12/31/16 based on organization size. Organizations with 10 or fewer employees will be subject to a \$10.50 minimum hourly wage after 12/31/16; organizations with 11 or more employees are subject to an \$11.00 minimum hourly wage. Wage is dependent on the size of the applying nonprofit provider, *not* the size of any external subsidized job placement.

**Past experience from programs serving disconnected youth have demonstrated the likelihood of program participants not completing all budgeted work hours. As such, applicants should provide an adjusted budget projecting for hours that may not be worked.

- 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.
- 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	
FRINGE RATE TOTAL	

Selection Criteria

- CEO will select service providers based on the criteria listed in section IV, including the quality of services offered to low-income young adults, knowledge and expertise of the target population, and quality of the proposed work types.
- 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 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.
- Returning FY16 WPP providers **must** submit all past invoices and monthly and quarterly reports to HRA before FY17 applications will be considered.

Application Scoring

The table below shows the maximum amount of points applicants may receive in each section.

Scoring Criteria	Score
Organization Description	25
Description of Subsidized Jobs Participants	20
Proposed Work Experience	25
Participant Support	25
Budget	5
TOTAL	100

Application Submission

WPP applications will be received in a rolling basis, pending the availability of funds. Applications must be submitted electronically to WPP@cityhall.nyc.gov with the subject line "WPP Application."

Upon submission, CEO will confirm receipt of your application. Applications will be reviewed at least monthly. After the WPP Review Committee has met, a member of the Committee will follow up with questions regarding your proposal.

On average, returning WPP applicants are informed of a final decision approximately one to two months after the date of submission and first-time WPP applicants are informed after approximately two to three months. Please note that the time between submission and a final decision depends largely on the extent of follow-up required for the application.

Questions

For questions or concerns regarding the Work Progress Program design and application process, please email WPP@cityhall.nyc.gov.