

Department of Youth and Community Development
Summer Youth Employment Program (SYEP)
Concept Paper

June 2012

Purpose of the RFP

The Department of Youth and Community Development (DYCD) intends to seek qualified organizations to provide Summer Youth Employment Services for New York City (City) youth aged 14-24. The service options will be as follows:

Service Option 1	Youth aged 14-15
Service Option 2	Youth aged 16-24
Service Option 3	Vulnerable youth aged 14-24
Service Option 4	Unsubsidized jobs for youth aged 16-24

Changes from Current Services

Service Option 1 will respond to the developmental needs of younger teens through a greater focus on education and work readiness training. Education activities will take place throughout the summer. Work experiences would also be tailored to this age group and would include service projects and placements in local organizations such as community centers or nursing homes. Work experiences are explained in more detail below, under “Program Elements.” For all service options, the duration of work assignments will be six weeks.

Service Options 2 and 3 will be similar to current SYEP services; however youth participants will no longer be paid for the educational portion of the programming which will now take place before the beginning of employment. To expand services for vulnerable youth, the number of slots for Service Option 3 will be increased from 600 to 1,000.

Service Option 1 and 2 participants will be selected via a lottery, which will be held earlier in the year. Service Option 3 participants¹ would be recruited directly by the contractor.

¹For the purposes of this concept paper, vulnerable youth are defined as court-involved youth, foster care youth, and runaway and homeless youth. Court-involved youth are youth who (i) have been arrested and have been given alternatives to detention or incarceration, including probation, or (ii) are returning or have returned to their communities from New York State placements or detention in the Administration for Children’s Services’ Department of Youth and Family Justice facilities. Foster care youth are youth who (i) are in foster care or (ii) have aged out of foster care.

Unsubsidized Jobs for Youth Aged 16-24

Service Option 4 will maximize the number of available job placements for City youth and will respond to the needs of youth who have work experience and developed work skills and are thus able to interview and compete for unsubsidized jobs. Selection of participants would be a competitive process according to specific criteria set by DYCD. Option 4 participants would receive intensive work readiness training before being sent on interviews with employers. Providers would create partnerships with employers for job development and supervision. Youth would not be enrolled through the lottery but would be recruited directly by the contractors.

Detailed program descriptions for each service option are outlined below.

Background

Benefits of Youth Employment

The Summer Youth Employment Program is a critical resource for youth seeking work and provides an avenue for gaining the competencies that will help them transition to responsible adulthood. The journey from adolescence to adulthood has become far more challenging than in the past. Far fewer opportunities for high school graduates, coupled with a growing demand for post-secondary credentials, and a relative decline in the earnings of many young people have made it far more difficult for emerging adults to gain self-sufficiency.² Young adults working full time have experienced a greater drop in weekly earnings (6 percent) than any other age group over the past four years.³ A job can help teenagers better develop their identities, obtain increased autonomy, achieve new accomplishments, and become more independent from their parents.⁴ Summer employment can help youth gain the skills, attitudes, and habits that will help them be successful in jobs as adults. It provides opportunities to explore career interests and helps youth become familiar with the education and training requirements for different types of jobs. They begin to learn work-related values and begin to create personal networks that can help them build careers.⁵

Summer employment also keeps youth in constructive activities during the summer months. They are exposed to positive adult role models and have less time to engage in risky behaviors. Jobless teens in low-income families and those who live in local labor markets with fewer legitimate job opportunities for teens are most likely to engage in delinquent behavior and become involved with the criminal justice system.⁶

²Harvard Graduate School of Education, Pathways to Prosperity Project, "Pathways to Prosperity: Meeting the Challenge of Preparing Young Americans for the 21st Century," February 2011.

³Pew Research Center—Social and Demographic Trends, "Young, Underemployed and Optimistic: Coming of Age, Slowly, in a Tough Economy," Washington, D.C., February 9, 2012.

⁴"Teenagers and Part-Time Jobs: Benefits, Drawbacks, and Tips," April 2, 2010, <http://middleearthnj.wordpress.com/2010/04/02/teenagers-and-part-time-jobs-benefits-drawbacks-and-tips>.

⁵Labor Market Information Center, South Dakota Department of Labor, "Advantages to Youth of Having Summer Employment," <http://www.state.sd.us/dol/lmic/lbartapr07advantagesofsummerjobs.htm>.

⁶Andrew Sum and Ishwar Khatiwada with Sheila Palma, "Vanishing Work Among U.S. Teens 2000-10: What a Difference a Decade Makes! Four Million Missing Workers in June 2010," Center for Labor Studies, Northeastern University, Boston, Massachusetts, July 2010.

Research has demonstrated that students who work ten hours or less per week during the school year actually do better in school, while those who work 20 hours or more suffer negative consequences such as high stress levels and poor school performance.⁷ During the summer, youth who attend summer school and work also need to balance the demands of school and work; but for youth not in school, summer employment allows them to garner all of the benefits of working while not interfering with their school schedules. Teens who have good high school work experiences are more likely to be inspired to stay in school, graduate, and adopt ambitious goals.⁸ For example, New York University recently completed the first phase of a study showing that 2007 SYEP participants increased school attendance in the following year, and those at greater educational risk demonstrated larger academic gains.⁹

Younger Teens

The Summer Youth Employment Program may be especially critical for meeting the needs of younger teens. In all likelihood, SYEP will be their first encounter with the world of work. The ability of younger teens to obtain summer employment has deteriorated considerably, especially since the summer of 2006.¹⁰ Employers complain that younger teens, in particular, do not have the skills such as oral and written communication, critical thinking, and professionalism that are needed to succeed in the workplace. Employers are reluctant to work with this age group and may accept only a very small proportion of placements for young teens.¹¹

At the same time, teen employment is path dependent; the more a teen works this year, the more he or she will work the next year. Research also shows that cumulative work experience in the teen years has positive impacts on employment, hourly wages, and earnings of young adults in the early to mid-20s.¹²

Separate programming will enable SYEP contractors to respond to the developmental needs of younger teens by securing appropriate placements for them and providing them with opportunities to learn and practice the skills that will set them on the path to success as working adults.

Impact of the Economy

From 2000 to 2010 the national employment rate for every age group under 54 has declined. The employment rates for those 30 and under have experienced the most declines with teens aged 16-19 especially hard hit. Their employment rate went from 46 percent in 2000 to 27 percent in 2010. There has also been a

⁷Op. cit., “Teenagers and Part-Time Jobs: Benefits, Drawbacks, and Tips.”

⁸Op. cit., Harvard Graduate School of Education.

⁹Jacob Leos-Urbel, Amy Ellen Schwartz, Meryle Weinstein, and Beth C. Weitzman, “More than a Paycheck: The Effect of Summer Youth Employment on Students’ Educational Engagement and Success,” IESP Policy Brief (forthcoming), New York University Institute for Education and Social Policy.

¹⁰Ibid.

¹¹DYCD focus group on SYEP, January 31, 2012.

¹²Andrew Sum and Ishwar Khatriwada with Sheila Palma, “Vanishing Work Among U.S. Teens 2000-10: What a Difference a Decade Makes! Four Million Missing Workers in June 2010,” Center for Labor Studies, Northeastern University, Boston, Massachusetts, July 2010.

serious decline in the summer employment rate for teens aged 16-19 which was 45 percent in 2000 and 25.6 percent in 2010. In June-July 2011, the summer teen employment rate averaged 25.4 percent, the lowest since records began in 1948.¹³ It was especially low for Black (14 percent) and Hispanic (18 percent) youth. Slightly older youth (20-24) also experienced a sharp decline of 14 percent in the employment rate from June/July 2000 to June/July 2011.

Unemployment in the City is still much higher than before the 2008-2009 recession. Unemployment rose from 4.6 percent in early 2008 to 10.10 percent at the end of 2009¹⁴ and was 9.3 percent in January 2012.¹⁵ Youth aged 16-21 have experienced the greatest gains during recovery, and their unemployment rate is back to where it began before the recession began. However, at 18.8 percent in March 2011, they still had the highest unemployment rate among all age groups.¹⁶ At the end of March 2012, the unemployment rate for 16-19 year-olds was even higher at an average of 34.86 percent for the previous twelve months.¹⁷

All levels of government are now taking steps to address this crisis in youth employment, ranging from work readiness and occupational training to tax credits for employers.¹⁸ In New York City, through the Young Men's Initiative (YMI) the Bloomberg administration is investing \$43 million annually in combined public and private funds to support programs and policies to combat the broad disparities slowing the advancement of black and Latino young men. YMI programs are now in place across more than a dozen city agencies; many of them aim to provide young men with improved educational, employment, and mentoring opportunities.¹⁹

A robust public-private partnership to support more SYEP jobs for youth was launched in 2011 by DYCD in collaboration with the Mayor's Fund To Advance New York. Last year, the partnership raised \$6.1 million in private funding to expand the number of slots available in SYEP and compensate for some of the state funding cuts and exhaustion of federal stimulus funds. Private sector partners included the J. P. Morgan Chase, Bloomindales, Tishman Speyer, Empire State Building, West Harlem LDC, and Wal-Mart, which donated funds to provide an additional 3,400 summer jobs.²⁰ For SYEP 2012, DYCD and the Mayor's Fund have renewed efforts to secure private sector funds with marketing assistance from NYC and Company.

¹³ Andrews Sum and Joseph McLaughlin, "The Steep Decline in Teen Summer Employment in the U.S., 2000-2010 and the Summer 2011 Teen Job Market Disaster: Another Bummer Summer," Center for Labor Market Studies, Northeastern University, Boston, Massachusetts, August 2011.

¹⁴Ibid.

¹⁵Patrick McGeehan, "2 Spins Offered by Latest City Jobs Data," New York Times/Region, March 8, 2012, <http://cityroom.blogs.nytimes.com/2012/03/08/2-spins-offered-by-latest-city-jobs-data>.

¹⁶"The State of Working New York City 2011: Scant Recovery for Workers—Some See Gains but Recession Conditions Persist for Most," A Fiscal Policy Institute Report, July 20, 2011, www.fiscalspolicy.org.

¹⁷U.S. Bureau of Labor Statistics, www.bls.gov.

¹⁸See U.S. Department of Labor, "Summer Jobs+," <http://www.dol.gov/summerjobs> and "Governor Cuomo Launches NY Youth Works Program To Address Inner City Jobs Crisis," <http://www.governor.ny.gov/press/1232012JobsCrisis>.

¹⁹See News from the Blue Room, "Mayor Bloomberg Launches Nation's Most Comprehensive Effort To Tackle Disparities Between Young Black and Latino Males and Their Peers," August 4, 2011 and http://www.nyc.gov/html/ceo/downloads/pdf/yymi_advisory_board_presentation_012012.pdf.

²⁰News from the Blue Room, "Mayor Bloomberg and Wal-Mart announce Agreement To Contribute and Raise up to \$5 Million To Support the City's Summer Youth Employment Program," July 5, 2011.

Sector Employment

Particularly in this economy, youth need guidance to help them develop career plans and entry to growth sectors. DYCD also expects contractors to develop relationships with employers in these fields. While job growth in New York City remains relatively weak, several sectors of the city's economy experienced job growth during the recession and continued to add jobs during recovery. The highest growth sectors in FY 2011 were educational services (18,900 additional jobs), professional, scientific, and technical services (12,200), and accommodation and food services (10,000). Retail trade lost 8,700 jobs in the latter twelve months of the recession but has recovered double those losses, adding 17,500 jobs as of July 2011.²¹ These growth sectors, though generally associated with low-wage jobs, offer excellent opportunities for getting a first job and for career advancement.

Other sectors, most notably construction and manufacturing, have continued to lose jobs in the post-recession recovery period. Transportation, arts and entertainment, and government services also continue to lose jobs. The areas of finance and insurance and professional services experienced significant job losses during the recession and have experienced only partial recovery. Experience and exploration in sectors currently in decline may be worthwhile, however, as youth need to be prepared for their eventual recovery and future job opportunities.

Center for an Urban Future recently reviewed New York State Department of Labor employment projections through 2018 to identify industry sectors with promising occupations for youth. Four occupational criteria were used: have at least 100 job openings in New York City each year through 2018, pay a median annual wage of least \$25,000 or can lead directly to a job paying that rate, require little formal training, and a substantial share of the workers have only a high school diploma, high school equivalency diploma, or less. Seven industry sectors had occupations that met these criteria: healthcare, property maintenance, transportation, telecommunications/ utilities, office/ administrative, retail, and hospitality.²²

Special Populations

DYCD encourages the inclusion of youth with disabilities (cognitive, emotional, and physical) in all service options. Service Option 3 specifically addresses the needs of vulnerable youth. For the purposes of this concept paper, vulnerable youth are defined as homeless and runaway youth, court-involved youth, and youth in or aging out of foster care. While these special populations may face unique challenges they also possess unique strengths that can be further developed in the work development setting as these young people strive to become successful and independent adults.

²¹"One System for One City: The State of the New York City Workforce System: Fiscal Year 2011," The City of New York, Office of the Mayor, http://www.nyc.gov/html/sbs/wib/downloads/pdf/swfs_report_fy2011.pdf.

²²Center for an Urban Future, "Now Hiring," May 2012, www.nycfuture.org.

Research indicates that to succeed in life and work, all youth, including youth with disabilities, need to develop competence and confidence and obtain real-world experiences.²³ Youth with disabilities benefit from workforce development programs through hands-on exposure to the world of work through paid and unpaid internships and work experience, access to jobs skills training, opportunities to develop social, civic, and leadership skills, improved prospects for career advancement, and development of a support network that can assist in finding and keeping jobs.²⁴ Further, programs that help young people make a successful transition from school to work are more effective when targeting teenagers and young adults than those initiated at later stages, when an individual's expectations about disability and dependence are more entrenched.²⁵

Vulnerable youth who participate in youth development and youth leadership experiences are more likely to do well in school, be involved in their communities, and transition positively through adolescence to adulthood. Employment and work-related activities can help youth to validate their self-worth, as well as to explore their abilities and interests.

Vulnerable youth may face extraordinary challenges in the areas of mental health, education, employment, and finances. For example, youth who have left foster care are more likely to not have finished high school, be unemployed, and be dependent on public assistance.²⁶ The employment rate for youth transitioning from foster care is lower than for the general population. The Midwest Evaluation of the Adult Functioning of Foyer Foster Youth (Midwest Study) has been tracking a sample of young people from Iowa, Wisconsin, and Illinois as they transition out of foster care. Researchers found that at age 24 only 48 percent of all foster youth are working compared to 75 percent in the general population. Only one in three are working full time. For unemployed foster youth, three in ten are looking for work, while the rest are incarcerated, disabled, or not looking for work.²⁷ While there is no official data for New York City, foster care workers estimate that approximately half of foster youth find jobs when leaving care and those who do find jobs struggle to keep them.²⁸

Many youth become homeless after leaving foster care. The high cost of housing in the City coupled with the low wages that they can earn as unskilled workers make self-sufficiency a daunting challenge for homeless youth. Many turn to illegal street activities for survival. Those who struggle to find and maintain jobs lack basic resources such as access to hygiene, interview clothing, and clothing storage.²⁹ Youth who have been involved with the justice system suffer from mental health problems such as drug dependency, post-traumatic stress disorder, and depression; the stigma of being a delinquent; and peer pressure from gang

²³Cornell University ILR School, Office of Disability Employment Policy, "Workforce Intermediaries: Strategic Connections for Youth with Disabilities," GLADNET Collection Paper 399, 2005, <http://digitalcommons.ilr.cornell.edu/gladnetcollect/399>.

²⁴Op cit., Cornell University ILR School.

²⁵Mathematica Policy Research, "Youth Transition Demonstration: Helping Youth with Disabilities Enter the Workforce," 2012, <http://www.mathematica-mpr.com/disability/ytd.asp>.

²⁶National Collaborative on Workforce and Disability for Youth (NCWD/Youth). "Supporting Foster Youth to Active Employment and Economic Self-Sufficiency," n.d.

²⁷Tom Hilliard, "Fostering Careers," Center for an Urban Future, New York, September 2011.

²⁸Ibid.

²⁹The New York City Association of Homeless and Street-Involved Youth Organizations and Empire State Coalition of Youth and Family Services, "State of the City's Homeless Youth Report 2009, copyright 2010.

members and former associates who attempt to lure them back into the gang culture. Youth may want to “go straight,” but because they live in families and neighborhoods that influence behavior toward violence or gang culture, they remain conflicted between trying to do well in conventional society and street life.³⁰

Vulnerable youth may require assistance with independent living skills yet have strong survival and self-advocacy skills as a result of the many challenges they have faced. These characteristics can become unique strengths when youth become engaged with workforce development and supportive services.³¹

Areas of High Unemployment

DYCD will encourage contractors to locate programs and conduct outreach to youth in community districts (CDs) of high unemployment within each borough. To identify the high need CDs, the Public Use Microdata Areas (PUMAs)³² in each borough were ranked in descending order according to their respective unemployment rates. The CDs in the top half of the PUMA ranking were designated “areas of high unemployment.” They are listed below.

Borough	Areas of High Unemployment (CDs)
Bronx	1, 2, 3, 5, 6, 7, 12
Brooklyn	3, 5, 7, 8, 9, 13, 14, 16, 17
Manhattan	3, 4, 5, 10, 11, 12
Queens	1, 7, 8, 9, 10, 12, 14
Staten Island	1, 2

Participants

SYEP will serve City residents aged 14 through 24 who are permitted to work and have valid working documents. Service Option 1 will serve teens aged 14-15; Service Option 2 will serve youth aged 16-24; Service Option 3 will serve vulnerable youth aged 14-24, i.e., court-involved youth, foster care youth, and runaway and homeless youth; Service Option 4 will serve youth aged 16-24 who have some work experience and work skills. The four service options are described in detail below.

Program Elements

All programs would build on youths’ strengths, foster their resiliency while providing them support, and promote healthy youth development. DYCD will

³⁰Chad Posick, Russell Wolff, and Jack McDevitt, Northeastern University, and Marc Germain and James Stark, Executive Office of Public Safety and Security, Office of Grants and Research, “Preparing At-risk and Gang-involved Youth for the Workforce: An Analysis of Promising Programmatic Strategies from Local and National Youth Employment Programs,” Northeastern University Institute on Race and Justice, November 2010.

³¹Op. cit., The New York City Association of Homeless and Street-Involved Youth Organizations.

³² PUMAs are essentially coterminous with CDs. In 4 cases, a PUMA comprises two CDs: Bronx 1&2, Bronx 3&6, Manhattan 1&2, and Manhattan 4&5. Data Source: U.S. Census Bureau, American Community Survey 3-year 2008-2010 estimates.

encourage contractors in all service options to serve youth with disabilities. DYCD will also encourage contractors to locate employment placements and opportunities in growth sectors of the NYC economy.

Service Option 1: Youth Aged 14-15 will include the following elements:

- Eligible participants will be aged 14-15 and selected by lottery.
- Contractors will develop appropriate work experiences for 14-15 year olds, including but not limited to community service projects and placements in community centers or nursing homes. Work assignments will be structured to cultivate an ethic of service and develop core competencies such as interpersonal, communication, and decision-making skills.

Community service projects could be initiated by the contractor or be existing projects or campaigns such as Million TreesNYC. Work assignments would highlight beautification projects that benefit the community such as murals, park upkeep, gardening, and residential maintenance.

Service learning is a particular strategy that integrates community service with instruction and reflection in which young people use what they learn in the classroom to solve real-life problems.³³ Components of service learning include identifying the problem; education about the issue; examination and analysis of the problem; planning and implementation of the solution, establishing linkages with community partners; monitoring, evaluation, and reflection; and celebrating success. An example of a service learning project is collecting trash from an urban streambed, identifying its source, and then sharing findings with community residents. Another example is studying the consequences of poor nutrition and lack of exercise and then, for example, conducting a health fair or creating a healthy cookbook.³⁴

- Program hours will include 15 hours of paid work experience and 5 hours of education weekly, Monday through Thursday, for six continuous weeks in July and August.
- The education component will be the following: (1) A full-day orientation that will include an overview of the program and work assignments, financial literacy, and information about labor laws for youth and their rights as SYEP participants. This time will be unpaid and must take place prior to the start of work activities. (2) Four hours of workshops weekly, based on a curriculum supplied by DYCD. Topics will include values and life goals, teamwork and conflict resolution work readiness and workplace etiquette, time management, education and career exploration, and applying and interviewing for a job. (3) A one-hour weekly reflection to

³³National Service-Learning Clearinghouse, "What Is Service-Learning?," <http://servicelearning.org/what-service-learning>.

³⁴Ibid.

allow for discussion of work experiences and processing or mediating concerns and conflicts. All education activities will be mandatory.

- Participants will be organized into cohorts of no more than 40 and will participate in all work and education activities in the same groups throughout the summer. A contractor would organize multiple cohorts to accommodate all program participants.
- Participants will be paid the minimum wage for up to 20 hours weekly, including the hours of education activities. Participants will not be paid for the orientation.

Service Option 2: Youth Aged 16-24 will include the following elements:

- Eligible participants will be aged 16-24 and selected by lottery.
- The education component will be a minimum of 18 hours, comprised of the following: (1) An orientation. (2) Pre-employment workshops held before the start of employment based on a curriculum supplied by DYCD. Topics would include work readiness, financial literacy, career exploration, health education, and preparing for higher education. (3) A workshop during the final week of the program to focus on program reflection and evaluation. Attendance at all educational activities will be mandatory. Youth will not be paid for the hours of educational activities.
- Program hours will include 25 hours of paid work experience weekly, for six continuous weeks in July and August.
- Programming (both education and work) may take place on any day of the week, including weekends.
- Contractors will develop a variety of placements appropriate for 16-24 year olds in the nonprofit, public, and private sectors. DYCD will review and approve each potential worksite.
- Participants will be paid the minimum wage for 25 hours weekly.

Service Option 3: Vulnerable youth aged 14-24 will include the following elements:

- Eligible participants will be aged 14-24 and identified in one of the following special populations: court-involved youth; youth in foster care, and runaway and homeless youth. Participants will be recruited directly by the contractor.
- Contractors will develop a variety of placements appropriate for youth aged 14-24 who have little or no work experience and face barriers to employment because of their status. DYCD will review and approve each potential work site.

- The education component will be a minimum of 18 hours, comprised of the following: (1) an orientation; (2) pre-employment workshops held before the start of employment on topics including work readiness, financial literacy, career exploration, health education, and preparing for higher education; and (3) a workshop during the final week of the program to focus on program reflection and evaluation. A DYCD curriculum will be followed. Attendance at all educational activities will be mandatory. Youth will not be paid for the hours of educational activities.
- Program hours will include 25 hours of paid work experience weekly, for six continuous weeks in July and August.
- Contractors would be encouraged to meet with youth at least weekly to provide mentoring, counseling, and educational support. They would provide or refer participants to other organizations for support services such as mental health, substance abuse treatment, housing, and other social services, as needed.
- Programming (both education and work) may take place on any day of the week, including weekends.
- Participants will be paid the minimum wage for 25 hours weekly.

Service Option 4: Unsubsidized jobs for youth aged 16-24 will include the following elements:

- Eligible participants will be aged 16-24, be enrolled in high school or college, and have prior work experience. Participants will be recruited directly by the contractor and will be selected in a competitive process approved by DYCD.
- Contractors must develop a range of unsubsidized employment opportunities tailored to the various interests, skills, and needs of enrolled youth. A number of interview options must be offered to each participant. For students currently attending post-secondary education, the focus would be on professional internships and career exploration. Older youth will benefit from opportunities that may lead to permanent placements.
- Contractors will develop unsubsidized placements or raise funds from non-City entities to pay for subsidized wages. Contractors will propose the number of slots they will develop. DYCD will approve work sites and reserve the right to monitor placements.
- Participants may begin services April 1 and must attend 30-40 hours of pre-employment workshops at the contractor's discretion any time during the months of April, May, and June. However, all pre-employment workshops would take place before participants begin job interviews, for which sufficient time must be allowed. At the end of the pre-employment training, each participant must have a professional resume which will be

referred to hiring employers and be prepared to interview for available positions.

Workshops will be based on a DYCD curriculum and will include the following topics: getting the job (resume writing, interviewing skills, mock interviews), workplace culture (communication, conflict resolution and team building, etiquette and attire), entry-level hard skills such as Microsoft Office, financial literacy (budgeting, handling credit and debt, investment and savings), career and higher education exploration (interest assessment, career pathways, college choice, college applications and financial aid). Topics focusing on health and wellness can be covered during the pre-employment period or throughout the summer during reflection meetings. Participants will not be paid for the pre-employment training.

- Youth who have completed training will be referred for interviews with employers from May until July. Throughout training, contractors will evaluate and document participant interests, needs, and qualifications to ensure appropriate interview referrals. During the interview phase and throughout the job placement, contractors would support participants with employment counseling.
- Program hours will include a minimum of 25 hours of paid work experience weekly, for six continuous weeks in July and August.
- Employers will interview and hire youth and will set the hours and wages. In the event that a participant is not successful in the interview process, he/she will be separated from the program. The contractor would conduct an exit interview with each such separated participant and report on all separations to DYCD.

Participant Assessment

DYCD will provide a standardized assessment tool to assist the contractor in addressing the specific interests, strengths, and needs of each participant and making appropriate placements. The contractor will complete the assessment with each participant and record information about educational attainment, prior work experience, interests, skills, and career goals.

Support Services

The contractor would provide or refer participants to other organizations for support services such as mental health or substance abuse treatment, as needed, to ensure their continued participation in the program.

Cultural Competency and Sensitivity

The contractor's staff, including volunteers, would be culturally competent and would provide services in a manner that is sensitive to participants' cultural heritage and traditions, life experiences, sexual orientation, and gender identity.

Experience

DYCD anticipates that selected contractors and key staff would have at least two years of experience in the last five years operating a summer youth employment program or providing other occupational and educational services for youth. This would include demonstrated experience developing work sites for youth, working effectively with youth and employers, recruiting youth participants, and placing them in jobs. Contractors and their key staff serving vulnerable youth would, in addition, have experience providing services that prepare vulnerable youth for mainstream employment.

Out-of-City Work Sites

The following requirements pertain to Options 1, 2, and 3. DYCD will be developing guidelines for potential unsubsidized out-of-city jobs in Option 4.

Contractors will be allowed to provide the City's youth with summer employment opportunities located outside the City, within 100 miles. However, they must be located in New York State. Contractors must provide free, convenient, and safe transportation to and from the work site at the beginning and end of the job placement. In addition, such work sites must meet the same SYEP requirements as programs located within the City. Organizations interested in proposing programs with out-of-city work sites will be required to indicate in their proposals how many work slots are out of city and to specify:

Certifications, Insurance, and Documentation

- For summer camps, copies of any necessary state, regional, or local certifications (E.g., camps in New York State should be certified by the New York State Department of Health's Bureau of Community Sanitation and Food Protection.)
- The liability insurance that will be maintained by the contractor
- Additional documentation that will be provided to participants, including, but not limited to, parental permission slips and volunteer work assignments

Medical Personnel and Safety

- For summer camps and other employment sites, as applicable, medical personnel and their qualifications

- The safety measures that will be utilized for transportation, emergency evacuation, and program participation

Participant Transportation, Accommodation, and Communication

- The transportation services that will be provided and whether/how transportation services will be provided to participants who may travel between home and the work site during the period of the program.
- The type of vehicle that will be used for such transportation. The vehicle must be properly insured and driven by someone aged 21 or over with the appropriate driver's license.
- If participants will not commute daily between their homes and the work site, the accommodations, including meals and living arrangements, for all such participants
- The means by which participants will be able to communicate with their families (e.g., telephone or e-mail access)

Participant Activities, Wages, and Expenses

- The activities participants will be involved in other than the 25 hours per week of DYCD-paid work and educational sessions
- The rate at which participants will be paid for any additional hours worked
- Any day-to-day living expenses participants might incur during the hours they are not at work.

Record-Keeping and Reporting

DYCD will provide the contractor with a set of forms for record-keeping and reporting. The contractor would collect the following information:

Participant Enrollment Survey. The contractor would complete a Participant Enrollment Survey for each participant. DYCD will provide the survey forms through the SYEP system. The surveys would be available for review by DYCD contract managers during visits to each contractor site.

Work Site Agreements. The contractor would maintain information on each subsidized and unsubsidized job placement. DYCD will provide Work Site Agreement forms to each contractor.

Youth Hours Worked/Attendance. Using the SYEP database, the contractor would input data weekly on youth participant attendance at the work sites and all education sessions.

Work Site Supervisory Evaluations of Youth Participants. DYCD will provide contractors with evaluation forms for distribution to employers. Contractors would instruct employers to complete evaluations of youth participants in the second and final weeks of the program. Contractors would collect evaluation forms from employers, and make them available to DYCD contract managers.

Incident Reports. DYCD will provide contractors with Incident Report Forms to document all injuries and existing or suspected incidents of child abuse or property loss. Contractors would notify DYCD within 24 hours and complete and send all supporting forms to DYCD within three working days of any incident.

Close-out Report. Contractors would provide DYCD with a summative report on the SYEP program, including information on participant plans (e.g., school, employment, or training) after SYEP.

The SYEP contractors receiving awards will be required to attend one of three orientation and training sessions that will be offered by DYCD.

Evaluation

Contractors would be required to cooperate with DYCD evaluators whose task will be to conduct surveys and analyze data as part of an assessment of the quality of the SYEP program.

Funding Levels and Competition Pools

Annual funding for SYEP is currently anticipated to be \$7,800,000 for 23,307 slots.³⁵ The annual funding for Service Options 1 and 2 will total \$7,120,000, of which 30 percent or \$2,136,000 will be allocated to Service Option 1 and 70 percent or \$4,984,000 will be allocated to Service Option 2. This funding allocation reflects the historic service levels for younger and older youth in SYEP. The annual funding will be \$400,000 for Service Option 3 and \$280,000 for Service Option 4. There will be twelve competitions. Service Options 1 and 2 will have five competitions each, one in each borough. Service Options 3 and 4 will be citywide, with one competition each. The details are outlined below.

Borough Competitions

For Service Options 1 and 2, the total funding for each service option will be further divided and allocated to each borough. The funding allocation for each borough competition will be based on the relative numbers of youth and low-income youth in each borough.³⁶ The percentage of funding allocated to each borough will be equally weighted by the number of youth and the number of low

³⁵Additional slots are separately funded through DYCD's Out-of-School and In-School Youth programs, which are supported by the federal Workforce Investment Act, and through private fundraising efforts, which are underway. In 2011, WIA funds supported an additional 2,000 slots, and private fundraising supported approximately 4,000 additional slots.

³⁶Source: 2008-10 American Community Survey PUMS.

income youth³⁷ in each borough, relative to the City as a whole. This method will apply to youth ages 14-15 for Service Option 1 and to youth ages 16-24 for Service Option 2.

Service Option 1: Youth Aged 14-15

Price per Participant: \$325

Borough	Percent of Service Option 1 Funding	Borough Allocation	No. of Slots
Bronx	25.67%	\$ 548,256	1,687
Brooklyn	33.51%	\$ 715,702	2,202
Manhattan	13.46%	\$ 287,477	884
Queens	22.85%	\$ 488,027	1,502
Staten Island	4.52%	\$ 96,538	297
All Boroughs	100.01%*	\$2,136,000	6,572

*New York City totals exceed 100% due to rounding.

Service Option 2: Youth Aged 16-24

Price per Participant: \$325

Borough	Percent of Service Option 2 Funding	Borough Allocation	No. of Slots
Bronx	21.55%	\$1,074,052	3,305
Brooklyn	33.05%	\$1,647,212	5,068
Manhattan	18.80%	\$ 936,992	2,883
Queens	22.21%	\$1,106,946	3,406
Staten Island	4.39%	\$ 218,798	673
All Boroughs	100.00%	\$4,984,000	15,335

Service Option 3: Vulnerable Youth

Price per Participant: \$400

Service Option 3 Funding	No. of Slots
\$400,000	1,000

Service Option 4: Unsubsidized Jobs for Youth Aged 16-24

Price per Participant: \$700

Service Option 4 Funding	No. of Slots
\$280,000	400

³⁷In this document, the term “low-income youth” refers to youth residing in households with incomes below the federal poverty guidelines, which can be found at <http://aspe.hhs.gov/poverty/figures-fed-reg.shtml>.

All Service Options

DYCD will consider a higher price per participant for programs serving youth with disabilities (physical, emotional, behavioral, and/or cognitive impairments) in all competitions, if the proposer demonstrates that the program design justifies such a higher price per participant.

Funding amounts do not include participant wages which are paid separately through a payroll vendor of DYCD for Service Options 1, 2, and 3 and by employers for Service Option 4.

Planned Method of Evaluating Proposals

Proposals will be evaluated pursuant to the evaluation criteria set forth in the RFP which will include: quality and quantity of successful relevant experience, demonstrated level of organizational capability, and quality of proposed program approach, including work sites and employment sectors.

Anticipated Payment Structure

For Service Options 1, 2, and 3, it is anticipated that the payment structure of the contracts awarded will be based on 100 percent line-item budget reimbursement.

For Service Option 4, it is anticipated that the payment structure of the contracts awarded will be a combination of line item and performance-based reimbursement.

Basis for Contract Award

DYCD will award contracts to the responsible proposers whose proposals are determined to be the most advantageous to the City, taking into consideration the price and such other factors or criteria set forth in the RFP, including geographic distribution of the programs throughout the City, the areas of high unemployment, and the population(s) to be served. DYCD reserves the right to determine, based on the proposer's demonstrated organizational capability and the best interests of the City, respectively, how many participant slots the proposer will be awarded. Likewise, in the case that a proposer is eligible for award in more than one service option or borough, DYCD reserves the right to determine, based on the proposer's demonstrated organizational capability and the best interests of the City, how many, what size, and in which service option and borough(s) contracts will be awarded to the proposer. Contract award will be subject to timely completion of contract negotiations between DYCD and the selected proposer.

Procurement Timeline

It is anticipated that DYCD will release an RFP for this procurement in September 2012. The proposal submission deadline will be approximately one month from the release of the RFP. DYCD anticipates entering into three-year contracts for programs to begin April 1, 2013.

Comments

Please email written comments to conceptpaper@dycd.nyc.gov no later than close of business on Friday, July 20, 2012.

Comments may also be mailed to:

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