



**NEW YORK CITY**  
**DEPARTMENT OF YOUTH AND COMMUNITY DEVELOPMENT**  
**SERVING NEW YORK CITY YOUTH, FAMILIES, AND COMMUNITIES**

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**JEANNE B. MULLGRAV**  
Commissioner



March 26, 2007

Dear Community Members:

Last September, Mayor Michael R. Bloomberg's Commission for Economic Opportunity ("Commission") published its landmark report "Increasing Opportunity and Reducing Poverty in New York City." The Mayor subsequently established the Center for Economic Opportunity (CEO), under the aegis of Deputy Mayor Linda Gibbs, to help City agencies translate key recommendations from the report into concrete programs and policies. In keeping with the Commission's conclusion that the well-being of young adults is of utmost importance, the Department of Youth and Community Development (DYCD) was invited to develop a proposal for a Young Adult Internship Program (YAIP) to help disconnected youth ages 16-24 find employment, educational or training opportunities in some of New York City's highest-need neighborhoods through short-term, paid internships and follow-up services.

DYCD will shortly issue a YAIP Request for Proposals (RFP) for provision of these services for young adults ages 16-24 who are not in school and not working, and who live in areas with high rates of poverty and disconnected youth. In advance of the release of the RFP, DYCD has developed a Concept Paper, a copy of which is enclosed. This outlines DYCD's vision and rationale relating to the program. We welcome input from all stakeholders and invite your review and comment.

I thank you for your careful consideration of the Concept Paper and look forward to your feedback. Please send your comments, in writing, to:

Cathleen Collins  
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Department of Youth and Community Development  
156 William Street, 2<sup>nd</sup> Floor  
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You also may email your comments to [ccollins@dycd.nyc.gov](mailto:ccollins@dycd.nyc.gov).

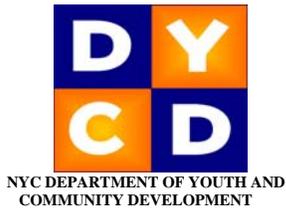
Please note that we are only able to consider written comments received no later than 5 PM on April 20, 2007.

I urge you to distribute this Concept Paper to anyone who might be interested in this initiative and to share your thoughts concerning this solicitation. The Concept Paper will be posted on our website at [www.nyc.gov/dycd](http://www.nyc.gov/dycd).

Sincerely,

Jeanne B. Mullgrav

Enclosure



## **Young Adult Internship Program (YAIP) Concept Paper**

**Release Date March 26, 2007**

- I. Background/Purpose of the RFP
- II. Program Description
- III. Required YAIP Program Elements
- IV. YAIP Program Parameters
- V. Planned Method for Proposal Evaluation
- VI. Procurement Timeline and Contract Term
- VII. Funding Levels and Competition Pools
- VIII. Performance Reporting Requirements

## I. Background/Purpose of the RFP

In 2006, Mayor Michael R. Bloomberg created the Commission for Economic Opportunity (CEO) to examine nontraditional approaches to addressing poverty in New York City (City). The CEO recommendations, released in September 2006, identified young adults as an important target population for anti-poverty efforts. Citing a range of labor market challenges, CEO recommended that strategies be adopted to re-engage youth who are disconnected from school and work.<sup>1</sup> Acting on these recommendations, the City has provided funding to DYCD to support an innovative employment program for this vulnerable group.

There are nearly 200,000 young people ages 16-24 in the City who are “disconnected,” that is, not in school and not working<sup>2</sup>. As the need for an educated and skilled workforce becomes ever more evident in today’s global economy, youth are increasingly at risk of long-term economic hardship. However, many of these young people are already equipped with skills needed to enter the labor market, and may need only a short-term intervention to connect to sustainable employment or further educational or training opportunities to advance their career potential. Recent research reports that about half of disconnected 16-24 year-olds in the City have either a high school diploma or a GED diploma<sup>3</sup>.

National research also has shown that early work experience during the teenage years leads to positive labor market outcomes for youth, especially for those not enrolling in four-year colleges and universities immediately after leaving high school. Young adults who obtain more work experience during these years have smoother transitions to the labor market and have higher beginning wages, as well as higher earnings 10 to 15 years after leaving high school.<sup>4</sup>

While many disconnected youth need significant, long-term support to acquire the skills and experience needed to find sustainable employment, there are others with basic skills and credentials who could benefit from a shorter and more cost effective intervention.

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<sup>1</sup> The NYC Commission for Economic Opportunity (2006). “Increasing Opportunity and Reducing Poverty in New York City.” [http://www.nyc.gov/html/om/pdf/ceo\\_report2006.pdf](http://www.nyc.gov/html/om/pdf/ceo_report2006.pdf)

<sup>2</sup> NYC Department of City Planning, 2007. Data from the US Decennial Census, 2000

<sup>3</sup> Levitan, Mark (2005). “Out of School, Out of Work...Out of Luck?” Community Service Society of New York. [http://www.cssny.org/pubs/special/2005\\_01\\_disconnectedyouth/2005\\_01\\_disconnectedyouth.pdf](http://www.cssny.org/pubs/special/2005_01_disconnectedyouth/2005_01_disconnectedyouth.pdf)

<sup>4</sup> Sum, Andrew et al (2000). “Confronting the Youth Demographic Challenge: The Labor Market Prospects of Out of School Young Adults.” Johns Hopkins University, Sar Levitan Center for Social Policy Studies. [http://eric.ed.gov/ERICDocs/data/ericdocs2/content\\_storage\\_01/0000000b/80/0d/9b/96.pdf](http://eric.ed.gov/ERICDocs/data/ericdocs2/content_storage_01/0000000b/80/0d/9b/96.pdf)

## II. Program Description

### Introduction

In conjunction with the Mayor's Center for Economic Opportunity, which is charged with carrying out the CEO recommendations, DYCD is developing a young adult internship program to serve the most job-ready among disconnected youth through short-term paid internships, job placements and follow-up services. The Young Adult Internship Program (YAIP) will serve 1,440 young adults annually, ages 16-24, who are out of school and not working. The program will operate in three, 12-week cohorts per year, excluding the summer. DYCD will select experienced, high performing community-based organizations (CBOs) to operate the program.

### Program Phases

The program will begin with an orientation period (Phase I), which will include assessment of employability skills and social support needs, development of an Individual Service Strategy, pre-internship work-readiness training, and supportive counseling. Providers may propose to conduct the orientation phase for a minimum of two weeks and a maximum of four weeks.

Phase II will consist of a paid internship (25 hours per week) plus educational workshops (5 hours per week) for the remainder of the 12 week cycle. Phase II will have a minimum duration of 8 weeks and a maximum duration of 10 weeks. This flexibility accommodates different program designs. The educational workshops will allow opportunities for support, feedback and group reflection, and address topics such as financial literacy, the world of work, career exploration, educational opportunities, and healthy living.

In Phase III, providers will work to place those who complete the internship in education, advanced training, or a job. Follow-up support will continue for a minimum of 9 months, to sustain youth engagement in educational/training programs or employment.

### Participant Payments

For 10 weeks of the 12-week program, participants will be paid a minimum wage of \$7.15 per hour<sup>5</sup> based on a 30-hour work week that comprises the time spent at the internship site and in educational workshops. If providers opt to conduct the orientation period for longer than two weeks, participants will still be paid for 10 of the 12 weeks. A payroll vendor will issue payments to participants via a debit card system.

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<sup>5</sup> Currently, the minimum wage in New York is \$7.15 per hour. However, this wage may be superseded by an increase in the federal minimum wage in FY2007. Budget assumptions underlying this proposal have taken this into account.

### Program Models

The models for YAIP are DYCD's Summer Youth Employment Program (SYEP) and Out-of-School Youth (OSY) Workforce Investment Act (WIA) programs. Both types of program offer employment preparation, educational services, and support services while teaching life skills and work readiness skills. YAIP will reflect the SYEP program's time-limited, publicly-paid subsidized internships plus educational services to support participants to succeed in the workplace. It will parallel the OSY programs' target population, the individual service strategy that takes into account the interests and skills of the participants, and the intensive follow-up services.

### Program Implementation/Cohorts

During the first six weeks following the August 15, 2007 contract start, contractors would receive technical assistance from DYCD, staff-up, receive training on the payroll/tracking system, identify internship placements, collaborate with their employer networks to facilitate job development for post-internship placements, and begin recruitment.

Contractors would be expected to initiate Phase I services for the first cohort of program participants on October 1, 2007. It is anticipated that programs will offer 3 cohorts per year, with approximately one week between cohorts.

## **III. Required YAIP Program Elements**

### Recruitment and Enrollment

Providers will be expected to recruit participants through street outreach, paid peer-recruiters, and innovative strategies involving City agencies such as the New York City Housing Authority and the Department of Parks and Recreation, as well as CBOs (including faith-based organizations).

Eligible participants will be low-income youth ages 16-24 who are not in school and not working and whose assessed reading level is at least sixth grade. Prior to the beginning of the 12-week program, providers are expected to recruit and identify appropriate candidates.

Providers will also be expected to have an information and referral system in place for those youth who are *not* accepted into YAIP so that they are directed to other educational, health or social services, as appropriate.

### Employer and Education Linkages

Providers will be expected to demonstrate strong employer linkages through either letters of support or written agreements specifying the contributions that

employers are willing to make to the program. DYCD will encourage contractors to develop a variety of internship assignments outside their own organizations, which are matched to the strengths and interests of individual participants. **A minimum of 50% of internship placements must be in the private sector.**

Providers are also expected to establish linkages with secondary and post-secondary educational institutions such as community colleges, GED preparation programs, and alternative high schools, to provide educational placements as an option for youth completing the program.

### Internship Responsibilities

During the internship portion of the program, contractors will have the primary responsibility for participants in the program. Responsibilities include: job readiness preparation, educational programming, worksite development, applicant assessment, counseling, internship and worksite monitoring, timekeeping, data entry, support services and intervention as needed.

Internship employers will be expected, at a minimum, to develop the scope of the internship, supervise and monitor progress, provide written evaluations to the contractor, provide appropriate workspace, approve and submit weekly time sheets to the contractor, report incidents promptly, and maintain regular contact with the contractor to determine other duties, as appropriate.

### Orientation and Post-Internship Services

The first two to four weeks of each 12-week cycle will consist of participant orientation, assessment, and preparation for internship placement. During this time, providers will be expected to assess participants' employability skills and social service needs, to develop an individualized service strategy for each participant, to provide training and workshops to prepare youth to enter their internship placements, and to identify an appropriate internship placement for the participant.

After the completion of the internship, programs will provide preparation leading to placement in unsubsidized employment, or an educational or training program. Participants may, however, accept a permanent placement in a job, educational or training program prior to the end of Phase II. Any entry-level job may be considered a successful placement, but providers must demonstrate the ability to develop a range of job and education or training opportunities tailored to the individual skills and needs of participants. Participants with previous work experience and/or significant credentials may need a placement that is beyond entry-level.

## Follow-up Services

Programs must provide participants with at least 9 months of follow-up support. Follow-up services should be rich enough to provide the necessary support to enable participants to remain in their placements (or advance to another placement) through the third quarter after program completion. Providers will serve as a resource to identify and address issues that arise for participants, employers and educators in those placement settings. In addition, providers will be expected to assist with promotions and additional job placements as needed, help youth realize their educational goals, and counsel youth in long-term education and career planning. Providers will be required to report on the follow-up services that participants receive and their results.

## **IV. YAIP Program Parameters**

### Service Levels

Providers will be expected to provide services to 120 youth annually, in three cohorts of 40 youth, operating 3 cycles of 12-weeks each per year, excluding summer. Participants will receive at least 9 months of follow-up.

### Target Population/Geographic Areas

The target population will be young adults ages 16-24 who are neither in school nor working, who live in communities where there are high rates of poverty among 16-24 years olds and high concentrations of disconnected youth. The aim is to serve approximately 1,440 young adults annually. Providers may propose to serve an age range within these parameters (such as younger youth ages 16-19); however, DYCD reserves the right to make award decisions to ensure that the full range of young adults are served.

A number of the internship programs will be located in several target areas established by the Center for Economic Opportunity. These target community districts include **Brooklyn CD 3 (Bedford Stuyvesant), Queens CD 12 (Jamaica), and Bronx CDs 1 and 3 (Melrose/Mott Haven/Morrisania)**. Funding for programs in these three areas will comprise a competition pool. There will be a separate competition pool for programs throughout the rest of the City, and proposers will be encouraged to target other high-need<sup>6</sup> areas as identified by DYCD. These CDs include:

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<sup>6</sup> These target CDs were determined using a formula that combined the CD's number of disconnected youth as a percentage of the City total and the CD's number of youth living in poverty as a percentage of the City total. The formula gave equal weight to the two factors.

- Brooklyn: CD 1 (Williamsburg/Greenpoint)  
CD 4 (Bushwick)  
CD 5 (East New York)  
CD 12 (Borough Park)  
CD 16 (Brownsville)
- Bronx: CD 2 (Hunts Point/Longwood)  
CD 4 (Highbridge/Concourse)  
CD 5 (University Heights/Fordham)  
CD 6 (East Tremont/Belmont)
- Manhattan: CD 3 (Lower East Side/Chinatown)  
CD 11 (East Harlem)  
CD 12 (Washington Heights/Inwood)  
CD 10 (Central Harlem)
- Queens: CD 3 (Jackson Heights)  
CD 1 (Astoria/Long Island City)  
CD 4 (Elmhurst/Corona)  
CD 7 (Flushing)
- Staten Island: CD 1 (St. George)

Programs will be expected to be physically located in the CD in which they are providing services. Also, it is expected that at least 80% of participants in each program will reside in the targeted CD.

Contractor Qualifications and Experience

For-profit and not-for-profit organizations are eligible for contract award.

DYCD encourages proposers to employ a collaborative approach to service delivery. For example, a multi-service or other community-based organization in one of the target areas may wish to partner with an entity that has expertise in the area of youth employment and experience working with out-of-school youth. However, one organization must assume the role of lead agency for purposes of proposing and contracting.

Providers would have at least five years of recent successful experience in operating a youth development program, which would include significant experience in working with the target population described above, including follow-up services. Providers would also have experience with developing and facilitating internships, as well as long-term or permanent employment, educational or training opportunities.

In addition, providers would have established linkages with employers, for both internships and permanent placements. Evidence of such linkages would be provided in the form of letters of support, written agreements, and listings of previous placement sites.

### Program Staff

Proposers would have adequate staffing to provide the program described. At a minimum, proposers would identify staff to perform the following key functions: recruitment, job development, case management, retention, education and data entry.

### Performance Measures

It is anticipated that performance will be evaluated according to attainment of the following milestones and outcomes.

#### Milestones:

- Placement in an internship
- Successful completion of internship

#### Outcomes:

- Placement in employment; or enrollment in secondary or post-secondary education, a GED program and/or occupational skills training program, including WIA OSY programs
- Retention in an approved placement, or another approved placement, during the third quarter following program completion.

*DYCD invites feedback on appropriate benchmarks for rates of participant attainment of the milestones and outcomes listed above (i.e., what percentage of enrolled YAIP participants can be expected to achieve each milestone and outcome).*

As a point of reference, rates of attainment for participants in DYCD's federally-funded WIA employment programs for Out-of-School youth (OSY) in Program Year 2006 are shown below.

## Program Year 2006 Outcomes for Youth in OSY Programs

Rates of Attainment (Percent of Enrollment)	Milestone/Outcome
70%	Completion of occupational training
60%	Placement <sup>7</sup>
50%	Retention <sup>8</sup>

### V. **Planned Method for Proposal Evaluation**

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.

### VI. **Procurement Timeline and Contract Term**

It is anticipated that DYCD will release an RFP for this procurement by the end of May 2007. The proposal submission deadline will be approximately one month from the release of the RFP. DYCD anticipates entering into one-year contracts for programs to begin August 15, 2007, with the option to renew contracts for up to two additional years.

### VII. **Funding Levels and Competition Pools**

The total anticipated annual level of funding for this initiative is \$9,500,000.<sup>9</sup> There will be two competition pools, one for programs in the Center for Economic Opportunity target areas (Brooklyn CD 3, Queens CD 12, and Bronx CDs 1 and 3) and another for programs located outside those areas. Annual funding levels would be as follows:

Competition 1 - Center target areas:

Up to \$2,736,000 for up to 6 programs

<sup>7</sup> Placement in employment or the military or enrollment in post-secondary education and/or advanced training/occupational skills training in the first quarter after exit

<sup>8</sup> Remaining in placement through the end of the third quarter after exit

<sup>9</sup> This figure represents the total funding available for the initiative, which includes, in addition to contract awards, DYCD administrative costs and program participant wages.

Competition 2 - All other areas:

Up to \$4,104,000 for up to 9 programs

DYCD anticipates that funding levels will allow for a per participant cost range of \$3,200 to \$3,800. This cost range does *not* include participant wages, which will be paid separately.

DYCD reserves the right to award less than the full amount of funding requested by proposers, and to modify the allocation of funds between competitions in the best interests of the City.

**VIII. Performance Reporting Requirements**

Contractors will be expected to track and report to DYCD participants' progress toward the milestones and outcomes set out earlier. Contractors will be required to use a DYCD data collection and reporting system for such reporting.

**Comments**

This concept paper outlines DYCD's initial conception of YAIP for which contracts will be awarded through the forthcoming DYCD YAIP RFP. DYCD invites public comment on this document.

Please provide written comments to DYCD at the following address no later than 5:00 PM on April 20, 2007 to:

Cathleen Collins  
Department of Youth and Community Development  
156 William Street, 2<sup>nd</sup> Floor  
New York, NY 10038  
Fax: (212) 676-8160

Comments may also be e-mailed to [ccollins@dycd.nyc.gov](mailto:ccollins@dycd.nyc.gov).

**NOTE ON E-MAIL INQUIRIES:** Proposers should enter "Young Adult Internship Program (YAIP) Concept Paper" in the subject line of the e-mail.