



New Service Provider Application

WORK PROGRESS PROGRAM

Fiscal Year 2018

I. OVERVIEW

The Mayor's Office for Economic Opportunity (NYC Opportunity) is the City of New York's anti-poverty innovation unit. Working in conjunction with City Agencies and other partners, NYC Opportunity 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.

NYC Opportunity, 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 2018 (July 1, 2017 – June 30, 2018). WPP is a subsidized work experience initiative designed to complement existing youth services programs by providing participating low-income young adults with paid work experiences. Through WPP, HRA reimburses providers for wages or stipends paid to low-income young adults (aged 16-24) who have been placed in short-term work experiences that typically last 12 weeks, with a special emphasis on serving out of school and out of work youth 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 1,300 participants through over 40 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 work experience programs offer young adults critical opportunities for skill development 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 less opportunity to engage within a workforce that is increasingly educated and skilled.

Evaluation of NYC Opportunity's Young Adult Literacy program demonstrated 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 work experience to enhance existing programming. WPP is **not** a stand-alone 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," and increased organizational capacity.³ A new outcome evaluation of the program is currently underway.

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 Working Together](#). 2015.

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

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.

Program Description

The Work Progress Program (WPP) reimburses service providers for wages or stipends paid to young adults for short-term subsidized work experiences 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 WPP 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**.
- Youth participate in work experiences on a **part-time** basis—generally not exceeding 20 hours per week, including up to five hours per week in training activities (see page 4 for more information on this option). Providers may propose longer hours with adequate rationale.
- Subsidized work experiences range from two to three months with an average duration of 12 weeks, though providers may propose a lengthier job period with adequate rationale.

NYC Opportunity 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 work experience program begins and not require funding support through WPP.

WPP provides reimbursement for participant wages (at minimum wage) for time spent in a subsidized job or training and associated legally mandated fringe benefits, at a rate of up to 25%. For programs meeting the necessary legal requirements, WPP may alternatively provide reimbursement for participant stipends (see pages 3-4 for more information on this option). WPP should not supplant other wages/stipends already in place as part of the provider's program. Please note that WPP providers (service provider applicants) are legally considered the employer and are subsequently responsible for unemployment insurance, workers' compensation, and any other obligations as determined by law.

FY18 Priority Areas

WPP supports several key mayoral initiatives, including the [Mayor's Action Plan \(MAP\) for Neighborhood Safety](#), [Career Pathways](#), [THRIVE NYC](#), and [NYC Connected](#). In support of these efforts, applicants advancing the goals of these initiatives (as indicated below) are prioritized in this solicitation.

While applicants are not limited to serving these priority areas, NYC Opportunity gives priority to applicants advancing these initiatives (serving at least one-third of participants), with greater priority given to applicants proposing serving more youth within each of these categories. Applicants should include detailed plans within their applications discussing how their proposed program will advance the priority area(s).

- **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—NYC Opportunity 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:** NYC Opportunity strongly encourages proposals from service providers that offer substantive subsidized work experience 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.

In FY18, NYC Opportunity also seeks providers' proposals to leverage WPP in support of two additional key mayoral initiatives: (1) [THRIVE NYC](#), a comprehensive mental health plan for New York City, and (2) the expansion of free, high-speed internet service for public housing residents as part of [NYC Connected](#), the City's broadband initiative.

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 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.⁴ These services should be in place when the subsidized work experiences begin and continue throughout. Prior experience offering paid work experiences to young adults is not required. **Please note that this application is intended for nonprofit organizations that are new to WPP. Providers that received a WPP award in FY17 should complete a renewal application, available upon request through WPP@cityhall.nyc.gov (see page 9 for more information).**
- **Funding Period:** Applicants' proposals must fall within city fiscal year 2018 (July 1, 2017 – June 30, 2018). Applicants may propose a shorter period within this range, but all work experiences must conclude by June 30, 2018.
- **Program Participant Eligibility:** Service providers will be responsible for selecting low-income youth ages 16-24 and preference is given to organizations serving out of school and out of work youth or youth living in NYCHA developments. Please note:
 - Current full-time college students and college graduates are not eligible for WPP.
 - If a service provider wishes to pay wages to 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.⁵Service providers are expected to screen participants for skills, interests, and qualifications. Providers shall do their best in matching these interests with subsidized work experiences.
- **Work Experience Types:** Applicants are encouraged to develop employer relationships for external placements or develop internal placements at their organization, which may include sheltered internships and/or community benefit projects. The applicant's work experience 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. Any subsidized employment provided through this program must not displace people already employed.

Providers who anticipate placing 10 percent or more of their participants into external job placements 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 For-profit social service providers currently holding contracts with the City of New York to deliver similar services for youth are also eligible to apply. NYC Opportunity encourages Minority and Women-owned Business Enterprise (M/WBE) organizations in this category of service providers to apply.

⁵ For more information on requirements related to working papers for minors, please consult the NYS Department of Labor, Division of Labor Standards. See <https://www.labor.ny.gov/workerprotection/laborstandards/workprot/wphmpg.shtm>.

Providers who anticipate paying participants a stipend must place participants in work experiences that comply with legal requirements related to intern compensation.⁶

- **Work Experience Length:** Length of subsidized work experience ranges from two to three months, most typically for a 12-week duration. A lengthier paid period is possible in limited cases when sufficient justification is provided. Work experiences will be on a part-time basis and should generally not exceed 20 hours per week. Any hours completed in excess of this limit may require the service provider to fulfill additional legal obligations.
- **Participant Payment:** Applicants may elect to pay participants via wages or stipends as best suits the young adults they serve and their program model, provided they are and remain in compliance with all relevant legal requirements.
 - **Participant Wages:** Participants will earn a minimum wage (\$11.00 per hour through 12/30/17, \$13.00 after for most organizations⁷) plus up to 25% associated legally mandated fringe. Applicants can propose higher participant wages with adequate rationale. Wages paid for employment are contingent upon participant hours worked.
 - **Participant Stipends:** Participants may alternatively receive a stipend (typically \$50-\$100 per week), provided work experience activities comply with legal allowances for stipend internships.⁸ Applicants may propose alternate stipend amounts with adequate rationale. Stipends may not be based on an hourly rate for participant work experience hours completed.

In both cases, service providers will pay wages or stipends to participants and the NYC Human Resources Administration (HRA) will reimburse service providers for those payments. Service providers are legally considered the employer and are subsequently responsible for any and all employer obligations as determined by law.

- **Training Support:** Providers are expected to provide work readiness training for participants. Providers can propose that up to 20 percent of the subsidized work experience hours be spent on skills training (such as food protection, security, healthcare, and occupational safety and other construction-related trainings) or work readiness activities. Applicants can propose a greater subsidized training period with sufficient justification.
- **Support Services:** NYC Opportunity expects that applicants' programs provide services to support participants throughout their subsidized work experience 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 reimbursements for participant wages and fringe or participant stipends, and as such NYC Opportunity expects providers to have funding in place to support wrap-around support services.**
- **Reporting:** Service providers will be responsible for the following:
 - Obtaining IRS I-9 Form and two forms of ID required for I-9 (where applicable)
 - Providing description of services provided and participants' attendance at the provider's young adult programs
 - 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.⁹ Providers are required to report on the following metrics:
 - Number of program participants and their demographics
 - Number of out of school and out of work 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 full-time/part-time unsubsidized employment, education, or training 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/NYC Opportunity and in any evaluation of WPP led by NYC Opportunity and its partners.

⁶ For more information on legal requirements related to stipend and minimum wage for interns, please consult the NYS Department of Labor, Division of Labor Standards. See <https://www.labor.ny.gov/formsdocs/factsheets/pdfs/p725.pdf> and <https://www.labor.ny.gov/formsdocs/factsheets/pdfs/p726.pdf>.

⁷ The minimum wage is currently \$11 per hour for businesses with 11 or more employees and will increase to \$13 as of 12/31/17 for these organizations. Small employers with 10 or fewer employees currently have a minimum wage of \$10.50 per hour which will increase to \$12 as of 12/31/17.

⁸ See footnote 7.

⁹ Common Metrics definitions available in [Career Pathways: Progress Update](#), p. 48.

- **WPP Funding:** WPP is designed to add subsidized jobs for youth into existing programs. WPP funding is solely to cover wages (and fringe) or stipends for participants generally 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 NYC Opportunity 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 NYC Opportunity.

III. MAJOR PROGRAM IMPLEMENTATION STEPS AND DOCUMENTATION

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

Task	Documents Needed
1. Service provider submits proposal to NYC Opportunity (proposal template is provided below).	<ul style="list-style-type: none"> • Service Provider Proposal
2. NYC Opportunity reviews proposals, conducts follow-up, and makes awards to selected providers. On average, applicants should expect one to two months between submission and a final decision.*	<ul style="list-style-type: none"> • Award Letter • Agreement • Instructions for New Providers • Monthly Report Template • Quarterly Report Template • WPP Manual • W9
3. Recruit/identify income-eligible participants and place participants in work experiences internal or external to the service provider.	<ul style="list-style-type: none"> • MOU(s) ensuring stipend positions are in-line with the NYS labor standards (stipend programs only) • Hire Sheet • IRS I-9 Form for each Participant • Copies of Participant IDs
4. Service provider pays participants wages for hours worked or stipends	<ul style="list-style-type: none"> • Timesheets, payroll, or stipend tracking documents
5. Service provider submits invoices regularly for wages/stipends 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

* Decision notification times may take longer depending on the extent of follow-up and time required to address questions received from the WPP Review Committee on the application.

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 & Relevant Experience

- ☐ Describe the organization and young adult services provided, including major participant outcomes achieved in the last three years.
- ☐ Describe experience delivering youth development and work readiness services.
- ☐ Describe experience developing and operating subsidized work experiences, if any.
- ☐ Describe qualifications and experience of key staff managing young adult programs.

2. Description of WPP 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 target number of participants to be recruited from each NYCHA development (if applicable).

3. Description of WPP Subsidized Work Experiences

- ☐ Provide a description of proposed work experience types and any external employer(s) as applicable.
- ☐ Provide brief job descriptions for all internal placements and for external placements, if known.
- ☐ Explain how work experience placements relate to *Career Pathways* sectors (if applicable).
- ☐ Explain **how** participants will be matched with available opportunities.
- ☐ Describe participant supervision, identifying the project supervisor(s).
- ☐ Identify work experience related training and work skills developed.
- ☐ Explain how the work experiences 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 description of the program the applicant is proposing to enhance through the addition of a WPP subsidized work-based learning opportunity.
- ☐ Provide a summary of current funding for young adult services, including a breakdown of public vs. private funds.
Note: Applicants must list any current contracts with the City of New York
- ☐ Provide a timeline for participants, including:
 - Anticipated start and end date(s), weeks, and hours per week in subsidized work experiences
 - Schedule for training and provision of support services before, during, and/or after the work experiences
- ☐ Provide a description of the training, case management, financial counseling/empowerment and/or other support services WPP participants will receive from your program. State how the subsidized work experiences will complement these services.
- ☐ Describe **how** participants will be appropriately matched to available support services.
- ☐ Explain how you will help participants transition to an education, training, or work opportunity after the subsidized work experience 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 Work Experiences	
Expected Number Attaining Post-Program Connection to:	
Educational Opportunities	
Unsubsidized Employment	
Training Opportunities	

5. Budget

☐ Complete the relevant budget table for your program (wage or stipend):

WPP Proposed Budget – Wage Program			
	Before 12/31/2017	After 12/31/2017	Total FY18
Number of Participants Served			
Hourly Wage Rate	\$11.00	\$12.00 or \$13.00*	
Estimated Hours per Week			
Estimated Weeks			
Wage Subtotal			
Fringe of __% (up to 25%)			
Budget Subtotal			
Budget Adjusted for Estimated Attrition			

← per participant

← in total column list per participant

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

← as calculated in the table below

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

* NYC minimum wage is scheduled to increase after 12/31/17 based on organization size. Organizations with 10 or fewer employees will be subject to a \$12.00 minimum hourly wage after 12/31/17; organizations with 11 or more employees are subject to a \$13.00 minimum hourly wage. Wage is dependent on the size of the applying nonprofit provider, *not* the size of any external subsidized job placement.

WPP Proposed Budget – Stipend Program	
	Total FY18
Number of Participants Served	
Stipend Amount (\$)	
Weeks in Each Payment Period	
Estimated Weeks	
Stipend Subtotal	
Budget Adjusted for Estimated Attrition	

← per participant in each payment period

← length of period covered by each stipend payment (e.g. if participants will be given stipends weekly, enter 1 week)

← total weeks per participant

← $=(\text{participants}) \times (\text{stipend amount}) \times (\text{weeks}) / (\text{weeks in each payment period})$

- ☐ Please provide justification for the estimated attrition for participants in the program. Past experience from programs serving 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. This may be based on past experience with or knowledge of subsidized jobs 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. Note that this item is only needed for wage programs.

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

- NYC Opportunity 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.
- NYC Opportunity 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.

Application Scoring

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

Scoring Criteria	Score
Organization Description & Relevant Experience	25
Description of WPP Participants	20
Proposed Work Experience	25
Participant Support	25
Budget	5
TOTAL	100

Application Submission

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

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

On average, WPP applicants are informed of a final decision approximately one to two months after the date of submission. Please note that a final decision may take longer depending largely on the extent of follow-up required for the application.

Renewal Process for Returning Providers

Providers that received a WPP award in FY17 should complete a renewal application, available upon request through WPP@cityhall.nyc.gov.

The renewal application process is intended for nonprofit organizations that delivered WPP in FY17 and are seeking to deliver similar, continued WPP programming in FY18. Returning providers seeking to make changes to their approach should also complete a renewal request as their first step. Awards will be made based on past performance as well as the criteria and priorities laid out in the FY18 Service Provider Application.

Any interested service providers that did not receive a WPP award in FY17 (including providers who participated in a previous fiscal year) should complete and submit the full FY18 Service Provider Application.

Questions

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