

Summer Jobs for NYC's Youth:

A Plan for Expanding NYC's Summer Youth Employment Program to Meet Demand by FY2019

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Introduction

The Campaign for Summer Jobs (CSJ) is a 17 year-old coalition of nearly 100 community-based social service and advocacy organizations, convened by United Neighborhood Houses and Neighborhood Family Services Coalition, which advocates for programmatic improvements and expanded capacity for New York's Summer Youth Employment Program (SYEP).

SYEP provides summer jobs for young people in NYC. The NYC Department of Youth and Community Development (DYCD) administers SYEP through contracts with CBOs in the five boroughs. Thousands of youth between the ages of 14 and 24 are paid to work in a wide variety of settings, including social services and commercial businesses, from early July to mid-August. SYEP allows youth to build their resumes, spend time in a safe location, and help contribute to their families' incomes.

Research on SYEP in New York City has shown that program participants demonstrate higher rates of school attendance and passage of the NYS Regents examinations, and lower rates of mortality and incarceration.¹ The White House, in a recent statement, said that summer jobs “divert youth from criminal involvement and reduce overall violence, and they also offer a chance for young people to get their first exposure to the workplace and build financial skills that they can build on throughout their lives.”² The *New York Times* recently reported that the City of Chicago is expanding its summer youth employment program—a necessity, given that research has also shown summer youth employment participants in that city faced remarkably lower arrest rates than their peers without jobs.³ Summer youth employment is an effective and proven strategy for youth development.

The summer of 2015 was a banner year for New York City's SYEP. With baselined funding from New York City, a generous new investment from the New York City Council, and contributions from New York State, federal and private investment, 54,263 young people participated in summer jobs, an increase from 47,126 in the summer of 2014.

Even at this historic high, SYEP does not come close to meeting demand for jobs and tens of thousands of young people who wanted to work were turned away. If the City does not expand SYEP, tens of thousands of young people will continue to miss out on this important opportunity. Now is the time for the City to build towards a system that allows every young person who wants a work experience to get one.

¹ Leos-Urbel, J. (2014). What is a summer job worth? The impact of summer youth employment on academic outcomes. *Journal of Policy Analysis and Management* 33(4): 891-911; Gelber, A., Isen, A., Kessler, J.B. (2014). The effects of youth employment: Evidence from New York City Summer Youth Employment Program lotteries. NBER Working Paper No. 20810. Available at http://assets.wharton.upenn.edu/~juddk/papers/GelberIsenKessler_SYEP.pdf (Accessed April 29, 2016), p. 5.

² White House Press Office. (2016). Fact sheet: White House announces new summer opportunity project. <https://www.whitehouse.gov/the-press-office/2016/02/25/fact-sheet-white-house-announces-new-summer-opportunity-project-0> (Accessed April 29, 2016).

³ Editorial. (Mar. 14, 2016). Jobs for the young in poor neighborhoods. *New York Times*. <http://www.nytimes.com/2016/03/14/opinion/jobs-for-the-young-in-poor-neighborhoods.html> (Accessed April 29, 2016).

SYEP must grow to serve 100,000 youth in New York City

This paper will outline the steps the City must take to achieve an SYEP program that meets demand. A timeline displaying necessary steps for expanding SYEP to 100,000 slots is included as an appendix.

CSJ has calculated demand for SYEP at 100,000 slots based both on the number of young people who apply to the program (over 110,000 in summer 2015) and the percentage of those offered an SYEP slot who actually participate in the program (which is approximately 12% fewer than the total number of slots offered).

Preparation for this paper involved several months of conversations with providers, who are the CBO entities contracted by DYCD to administer SYEP, about building SYEP's capacity. CSJ held meetings with providers in February and March 2016 to discuss ways that SYEP could build toward 100,000 slots. In late April 2016, CSJ undertook a combined quantitative and qualitative survey of 39% of SYEP providers regarding deliverables and timelines necessary to reach 100,000 slots by FY19.⁴ The survey also gauged the extent of provider support of various youth workforce development reforms outlined in the FY17 City Council Preliminary Budget Response, with the aim of determining how those reforms could support the final goal of creating the strongest SYEP program possible.

Respondents included SYEP providers across the five boroughs—including, but not limited, to BronxWorks, CAMBA, Catholic Charities Alianza Division and Neighborhood Services, Center for Family Life, Children's Aid Society, Cypress Hills Local Development Corporation, Henry Street Settlement, Jacob A. Riis Neighborhood Settlement, Kips Bay Boys and Girls Club, Mosholu Montefiore Community Center, St. Nicks Alliance, Queens Community House, United Activities Unlimited, and YM-YWHA of Washington Heights and Inwood.

Building a successful expansion

For SYEP to expand significantly beyond its capacity of the 54,263 slots provided in the summer of 2015, providers need to know that funding will be available and several administrative steps need to be taken in order to ensure providers have the infrastructure necessary to secure quality job placements. These steps can be taken within the next several months, and require an investment in New York City's FY2017 budget. The interlocking steps for expanding to 100,000 slots in FY19 are to:

- Baseline funding for SYEP;
- Create a new RFP to expand the number of providers and contracts in each borough;
- Increase the base funding⁵ for providers, and create an SYEP Expansion and Improvement Fund;
- Move application, enrollment, and orientation dates to earlier points in the calendar year;
- Leverage the influence of the Mayor's office to increase worksite recruitment;
- Release base funding earlier in the year in an annual one-time payment to providers, premised on a 12-month budget;
- Increase use of electronic record collection.

⁴ CSJ utilized a purposive sampling approach in contacting providers. Twenty providers completed the survey, and there are 51 unique providers.

⁵ "Base funding" is the term used to refer to the funding that providers need to pay for staff, overhead, and other costs for administering SYEP. It does not include the cost of paying youth.

A Quick Guide to SYEP Service Options

SYEP is separated into four “service options,” which are effectively variations on the program for different groups of youth. These include:

- **Younger Youth (14-15 year olds):** 20 hours per week, subsidized wages at the City's minimum wage level. Youth are selected by lottery.
- **Older youth (16-24 year olds):** 25 hours per week, subsidized wages at the City's minimum wage level. Youth are selected by lottery.
- **Vulnerable youth (14-24 year olds):** up to 25 hours per week for youth who are runaway, homeless, court-involved, in or aging out of foster care, and/or in families receiving preventive services from the Administration for Children's Services (ACS). Subsidized wages at the City's minimum wage level. Youth can be selected by directly contacting specific vulnerable youth option providers, or entering the general SYEP lottery.
- **Ladders for Leaders (16-22 year olds):** Minimum of 25 hours per week for youth who have prior work experience, a minimum Grade Point Average of 3.00, and who are currently enrolled in high school or college. Wages are unsubsidized. Youth compete via resumes, an essay question, academic transcripts, and interview process.

Baseline funding for SYEP

SYEP requires in-depth coordination by staff that administer the program. Providers have reported that, in order to plan appropriately for an expansion of slots above 60,000, funding levels need to be in place several months in advance of the start of the SYEP program so that staff can recruit worksites, have more time to recruit youth, and plan orientation sessions.

Create a new RFP to expand the number of providers and contracts in each borough

DYCD extended contracts for current SYEP providers from March 2016 to March 2019. These same providers have been administering SYEP since 2013. However, expansion of SYEP to 100,000 slots will be eased with an influx of new providers. Furthermore, additional baselined funds will require a new procurement process to allow the number of contractors to grow. A new Request for

Proposals (RFP) process for SYEP could begin in October 2016, with contracts awarded by April 2017.

Increase the base funding for providers, and create an SYEP Expansion and Improvement Fund

While SYEP is a seasonal program in name, providers operate year-round and use the non-summer months to cultivate worksites, prepare for enrollment sessions, and conduct orientations and worksite inspections. These processes require recruiting staff and securing physical space. Funding for these processes is referred to as “base funding.”

CSJ proposes a doubling of the base funding rates for the wage subsidized portions of the program—currently \$325 for most 14 to 24 year olds, and \$400 for “vulnerable youth” slots, which are reserved for youth who are runaway, homeless, court-involved, in or aging out of foster care, and/or in families receiving preventive services from the Administration for Children's Services (ACS). The proposed rate increases are from \$325 to \$650, and from \$400 to \$800.

As pertains to program expansion, this doubling of rates will allow providers to pay for new staff, space, and other costs to make expansion possible. Staff that would support expansion include, but are not limited, to:

- Job developers, who recruit employers to take part in SYEP. To build to 100,000 slots, employer recruitment must take place nearly year-round, and the hiring of a job developer from at least the fall through late spring is vital;

- Recruiters, who recruit youth to take part in SYEP, via community events, interaction with schools, and other outreach actions. While SYEP regularly has more applicants than positions, individual providers must still meet recruitment targets, which means providers still need to recruit youth to apply specifically to a provider's agency. If the application process begins in January, as this paper proposes, funding to hire recruiters will be needed in the fall;
- Administrative staff, who respond to requests from parents, participants, worksites, and other program stakeholders, and ensure that files on participants follow DYCD guidelines;
- Social workers, who can provide psychotherapeutic support and referrals to youth and families who are in need of such services. Providers have spoken to the importance of having such staff available at enrollment sessions where youth and families present social service needs. However, the timing of funding under the current system (where most funding is available to providers in July) does not allow for many providers to hire social workers in time for the enrollment process.

We propose doubling the rates for the wage subsidized portions of SYEP, and not the service option known as "Ladders for Leaders."⁶ Current base funding rates

How to spend increased base funding? A real example.

80,000 slots represent an increase of almost 150% from last summer. This would equate to an increase from 4,000 to 6,000 slots for United Activities Unlimited (UAU), an SYEP provider in Staten Island.

In order to prepare for 6,000 slots, UAU needs to increase its applications to 9,000, identify an additional 400 worksites, recruit 40 new staff members, and purchase supplies.

This budget indicates that a year-round program is necessary to expand UAU's share of 80,000 slots.

Projected SYEP Provider Budget September 2016 through June 2017

Staff	Quantity 2017	Summer 2017 Cost (Sept to Dec 31)
Job Developer	4	\$54,000
Recruiter	1	\$14,000
Program Director	3	\$40,000
SUBTOTAL Sept to Dec 31		\$108,000
Staff	Quantity	Cost (Jan 1 to June 30)
Job Developer	4	\$80,000
Recruiter	1	\$20,000
Program Director	3	\$60,000
Workshop Facilitators	10	\$54,000
Intake Officers	10	\$97,500
SUBTOTAL Jan to June 30		\$311,500
Consumables Misc		\$10,000
Equipment		
Laptops	30	\$30,000
ID Machine	1	\$5,000
Space	12 months	\$72,000
TOTAL		\$536,500

⁶ Again, SYEP includes different "service options," which are effectively variations on the program for different groups of youth. Ladders for Leaders is a service option with unsubsidized wages where participants interview for their positions with private employers.

for the wage subsidized portions of the program are significantly lower than the base funding for Ladders for Leaders, which is \$1,000 per participant.

Current providers will need an increase in base funding to prepare for 80,000 slots expected in the summer of 2017, and they will need that funding by the fall of 2016.

While the bulk of funding for SYEP needs to be baselined, CSJ recommends the creation of an SYEP Expansion and Improvement Fund in the FY17 Budget, made available to providers no later than September 2016, to allow current providers (those contracted to administer the program until March 2019) to hire new staff and increase their capacity to absorb 80,000 slots in FY18 (which would include the summer of 2017).

This fund would be a new \$18 million investment. This is the amount required to double base funding rates for the largest wage-subsidized “service options” of SYEP in FY17. A full explanation of this \$18 million sum requires a deeper explanation of how SYEP functions from a contractual basis. SYEP is separated into different “service options,” which are effectively variations on the program for different groups of youth: “younger youth,” or those 14 and 15 years old; “older youth,” or those 16 to 24 years old; vulnerable youth (defined on page 3), and Ladders for Leaders.

The City Council Preliminary Budget Response recommends increasing the vulnerable youth base funding rate from \$400 to \$600. In line with the logic of doubling rates, CSJ’s calculations for the cost of SYEP from FY17 through FY20 increase the vulnerable youth base funding rate from \$400 to \$800. That funding should be made available in the summer 2016 program so there is no delay for providers of the vulnerable youth program in receiving funds to provide high-quality wraparound services (e.g., case management, referrals).

The remaining doubling of the rate—the portions for the younger youth and older youth service options—should be funded, but allocated *after* the summer, to allow providers to increase their staff in the fall. Assuming 60,000 slots in total for FY17, subtracting 3,078 vulnerable youth slots and 1,535 Ladders for Leaders slots, and multiplying the difference, 55,387 (i.e., the number of younger youth and older youth slots), by the base funding rate for younger and older youth, \$325, equals \$18,000,775.

To summarize, an \$18 million fund would enable current providers to pay staff, recruit worksites, pay for space, and continue operating in the fall for preparation of expansion of 80,000 slots in summer 2018.

Cost of the program from FY17-FY20

CSJ has calculated the cost of the program to the City between the summer of 2016 and the summer of 2019 (FY17-FY20), assuming several of the programmatic suggestions made in this paper and suggested in the City Council Preliminary Budget Response are adopted.

Regarding the reforms mentioned in the Council Response, 80% of providers surveyed by CSJ in April 2016 supported expanding the number of vulnerable youth slots from 2,078 to 3,078, 90% supported increasing the base funding rate for vulnerable youth slots from \$400 per participant to \$600, and approximately 95% supported increasing SYEP to seven weeks. A slim majority (approximately 53%) approved expanding Ladders for Leaders by 500 slots to 1,535. However, contrary to a recommendation in the Council Response, approximately 62% of those surveyed rejected limiting SYEP merely to 14 to 21 year-olds.

The total annual costs are summarized at the end of the section.

The FY17 amounts listed below are “priced” with:

- The following SYEP programmatic changes mentioned in the Council Response to the FY17 Preliminary Budget:
 - 3,078 vulnerable youth slots;
 - an increase in program length from 6 to 7 weeks;
 - 1,535 Ladders for Leaders slots;
 - funding to evaluate SYEP;
 - funding for a pilot program linking Career and Technical Education high schools to SYEP;
- a doubling of base funding rates in wage subsidized portions of the program to enable providers to identify and secure 80,000 slots in summer 2017;
- projected New York State funding of \$15.6 million;
- projected Executive Budget funding of \$35.29 million;
- projected Federal contribution of \$1.23 million;
- and no projection for private contributions. In FY16, SYEP received \$2.1 million in private contributions. Given the variability of private contributions at this point in time, they are not priced into the projection.

The cost of the City contribution to SYEP in FY17, and delineating between the costs of different changes to SYEP, deserves added explanation:

- \$41.68 million is required to expand to 60,000 slots in summer 2016 with current base funding rates and the current programmatic model;⁷
- \$14.96 million is required for programmatic changes outlined in the Council Response, and doubling base funding rates for vulnerable youth from \$400 to \$800;⁸
- \$18 million is required for the SYEP Expansion and Improvement Fund;
- A total of \$74.64 million would need to be appropriated by the City to pay for these costs.

The FY18 through FY20 cost calculations also include 3,078 vulnerable youth slots; the increase to 7 weeks; 1,535 Ladders for Leaders slots; the doubling of base funding rates for the younger youth, older youth, and vulnerable youth service options; and minimum wage increases to \$11 for the summer of 2017, \$13 for the summer of 2018, and \$15 for the summer of 2019.⁹

⁷ Again, this is \$41.68 million *above* the current Executive Budget contribution of \$35.29 million and Federal contribution of \$1.23 to reach 60,000 SYEP slots.

⁸ As has been noted, the Council Response suggested increasing vulnerable youth rates from \$400 to \$600 per participant, but this paper—in line with the logic of doubling administrative rates for wage subsidized portions of SYEP—has made its projections with a doubling of the vulnerable youth rate from \$400 to \$800.

⁹ Pursuant to the New York State FY16-17 Enacted Budget, New York City's minimum wage will increase to \$15 an hour incrementally. The State has set different wage scales for different regions, with NYC's wage increases reaching \$15 earlier than any other region. For businesses in NYC with 11 employees or more (larger employers), the wage increases to \$11 by December 12, 2016; \$13 by December 31, 2017; and \$15 by December 31, 2018. For businesses in NYC with 10 employees or fewer (smaller employers), the minimum wage will increase to \$10.50 by December 31, 2016; \$12 by December 31, 2017; \$13.50 by December 31, 2018; and \$15 by December 31, 2019. CSJ's out-year SYEP costs reflect the minimum wage costs with NYC's larger employer wage scale to avoid underestimating

Calculations from FY18 through FY20 do not assume an increased New York State government contribution, though NYS has typically appropriated funding to cover the cost of minimum wage increases for approximately 18,000 slots statewide, and approximately 50% of that funding is allocated to NYC. In other words, the FY18 through FY20 funding amounts listed below assume an NYS contribution of \$15.6 million—the same as FY17. Calculations from FY18 through FY20 also do not assume private and federal investment, given the variability of those amounts in previous years. FY18 through FY20 calculations are not *additions* to any Mayoral investment; they are complete sums for City contributions required to reach the projected numbers of slots.

To summarize, the costs to NYC from FY17 through FY20 to increase the program to 100,000 slots by FY19 are:

- A total of \$74.64 million in FY17, which includes:
 - \$41.68 million to support 60,000 slots with current base funding rates and the current programmatic model;
 - \$14.96 million for programmatic changes outlined in the Council Response, and doubling base funding rates for Vulnerable Youth from \$400 to \$800;
 - \$18 million for the SYEP Expansion and Improvement Fund;
- \$178.06 million in FY18, which supports and funds 80,000 slots at \$11 an hour;
- \$257.43 million in FY19, which supports and funds 100,000 slots at \$13 an hour;
- \$288.20 million in FY20, which supports and funds 100,000 slots at \$15 an hour.¹⁰

Move application, enrollment, and orientation dates to earlier points in the calendar year

In order to ensure that providers can enroll nearly double the number of youth taking part in SYEP, the City must improve processes for youth application, enrollment, worksite application, and youth orientation by moving these functions to earlier points in the calendar year.

We urge the following adjustments:

- Begin program publicity in January.
- Begin accepting youth applications in January instead of March.
- Begin participant enrollment in early April instead of May.
- Establish a ten-month process for worksite recruitment beginning in September and ending in June.
- Begin youth orientations in April instead of July.
 - Youth orientations must run concurrently to enrollment sessions to ensure that every youth receives orientation.

the cost of the program. The City agreed to add money to City contracts to pay for the minimum wage increase, whereas the State has not. This paper's out-year projections reflect the higher wage increases in NYC.

¹⁰ Again, CSJ's out-year SYEP costs reflect the minimum wage costs with NYC's larger employer wage scale, as mandated by NYS law, to avoid underestimating the cost of the program.

Leverage the influence of the Mayor's office to increase worksite recruitment

SYEP expansion of quality worksites depends on the ability of providers to attract and recruit new employers. Providers, however, do not necessarily have the leverage or relationships to have large employers accept the number of SYEP participants required for an increase to 100,000 slots.

The City should leverage its influence to recruit more worksites, including those in fields that have not traditionally participated in SYEP.

This process would be a natural extension of the employer outreach that the administration has already undertaken for Ladders for Leaders and implementing the CareerPathways workforce development approach. Both require the administration's cultivation of the corporate sector, as a means of ensuring that workforce development programs provide jobs in industries with employment demand. Similar employer outreach should be conducted to create slots in SYEP's younger youth, older youth, and vulnerable youth service options. City agencies that could support such an effort include:

- DYCD,
- Office of Workforce Development and the Workforce Development Board, and
- The Mayor's Fund for NYC.

Release base funding earlier in the year in an annual one-time payment to providers, premised on a 12-month budget

SYEP providers working with both younger youth and older youth receive less than 25% and as low as 10% of their total base funding in April before youth begin working, and a larger allocation in July once summer has started. Ladders for Leaders providers receive 50% of their total base funding in January, and the other 50% in July. The lateness of funding for the younger youth and older youth service options is difficult for providers because the majority of base funding is needed earlier in the year for hiring staff and other program start-up costs.¹¹

All base funding should be provided in an annual one-time payment in April, premised on a 12-month budget. This would give providers the opportunity to budget for a stable cash flow throughout the year, and budget appropriately for the most work-intensive parts of the year. Again, extra base funding, via new investments in the vulnerable youth base funding amount and the SYEP Expansion and Improvement Fund, should also be allocated in the FY17 budget so providers can prepare adequately to hire staff and recruit new worksites—vital activities for the expansion of SYEP—for the summer of 2018.

DYCD must have contractors' budgets approved by the Comptroller's Office prior to the release of funds. Providers should be allowed to submit 12-month budgets, which should be submitted to DYCD for approval

¹¹ A recent Human Services Council (HSC) report emphasizes the importance of predictable cash flows in supporting nonprofits' fiscal stability. Twelve month budgeting and annual one-time payment will allow SYEP providers to allocate funding for periods of greatest need, and thus manage cash flows in ways that are most conducive to program success. For more on the importance of stable cash flows for nonprofits, see HSC (2016). *New York Nonprofits in the Aftermath of FEES: A Call to Action*. <http://www.humanservicescouncil.org/Commission/HSCCommissionReport.pdf> (Accessed May 10, 2016).

by January, and registration with the Comptroller between January and April, for funds to be paid to providers by the beginning of April.

The SYEP Expansion and Improvement Funds would need to be approved by DYCD and certified by the Comptroller on a different schedule. If the funding is appropriated in June 2016, providers should submit budgets to DYCD in July 2016, with certification from the Comptroller's Office in July and August, and release of the funds in September 2016.

The SYEP Expansion and Improvement Fund is a one-time fund, only intended for release in September 2016, for use in the buildup to summer 2017's program.

Increase use of electronic record collection

There are multiple paperwork and physical administrative burdens that could be eased by greater reliance on digital technology.

SYEP contractors must physically provide (via mail or in person) Program Expense Report Summaries (PERS) to DYCD.¹² DYCD accepts budgets via email, but still requires original hard copies. If budget and expense submissions could be scanned and submitted electronically, budgetary processes could be expedited.

DYCD currently provides an online interface for SYEP providers. The Youth Employment Program System (YEPS), created by Corporate Staffing Services (CSS), allows providers to enter timesheet information, worksite assessments, and other data. While SYEP providers find the YEPS system useful, it is not used to its fullest extent.

Various physical administrative burdens, which should rely more on digitization, include:

- Enrollment: Providers should be able to scan participant documents into YEPS, as opposed to maintaining paper copies of documents.
- Timesheet collection: Timesheets should be entered into YEPS with an already-existing payroll interface. SYEP participants should be able to enter their hours on computers at the worksite for supervisor approval, and digital transmission to the provider. There should be an electronic signature from a supervisor, however, for supervisor verification of hours. A group of providers noted that the vast majority of their staff time spent in July and August were on physically collecting timesheets and other paperwork which were later entered into YEPS.
- Supervisory evaluations: Forms for worksite supervisors to provide updates on SYEP participants' performance should be filed online.
- Worksite assessments: These assessments, conducted weekly by provider staff known as worksite monitors, document that participants are in a hazard-free environment and youth are actually present. Worksite assessments should be filed online. Currently, worksite monitors fill out the form in paper, and then enter a summary of the information in YEPS, duplicating work.
- Closeout package: Various items provided to DYCD at the end of the program period, including but not limited to the "Worksite Survey," in which a worksite representative writes about their experience in the program, should be completed online, and provided to DYCD digitally.

¹² DYCD. (N.D.) Program Expense Report Summary (PERS). http://www.nyc.gov/html/dycd/downloads/pdf/PERS_EXCEL_GUIDE.pdf (Accessed April 30, 2016).

In general, reliance on digitization for these processes would eliminate paperwork burden, and thus providers' staff costs. This is not to say that provider field staff (i.e., staff that visit worksites) should not visit the jobsite—there *must* be physical contact with the jobsite to ensure that it is serving SYEP stakeholders appropriately. Furthermore, neither the cost nor development timeline for these digitization efforts can be provided at this time, due to lack of information. However, digitization of processes should proceed at the quickest pace possible to increase providers' capacity to focus on other issues necessary for increasing the size of the program.

Increase Interaction with other youth workforce programs

NYC funds many youth workforce development programs, and is piloting new programs as well. Different youth have different needs, and programs can cater to specific populations.

Work, Learn, and Grow (WLG) was piloted in FY16 with \$16.2 million and allowed more than 6,000 youth who had taken part in the previous summer's SYEP to engage in employment activities from October through April. WLG and SYEP are separate programs, though in its pilot year, the only youth who could apply for WLG were those who had taken part in the previous summer's SYEP. The program, like SYEP, has separate service options for younger youth and older youth. The City Council has proposed baselining a truly year-round WLG program. This would cost \$45.15 million. This cost incorporates:

- minimum wage increases as previously explained;
- at least 250 slots for youth who are out-of-work and out-of-school, including a base rate that would compensate the cost of case management services to fulfill the training and educational needs of such youth;
- and an increase in the base rate for younger youth slots to ensure that providers are adequately compensated for the services provided, which include job shadowing, worksite visits, and other programmatic elements that are not an aspect of the older youth slots.

SYEP providers that also operated WLG in FY16 found benefits in operating both programs: while both programs require separate staff, WLG staff assisted in preparations for SYEP. Approximately 95% of providers surveyed in preparation for this white paper supported expansion of year-round WLG, with enrollment throughout the year if vacancies arise. Approximately 80% of providers supported inclusion of at least 250 WLG slots for youth who are out-of-work and out-of-school, so long as those slots are funded at per participant rates comparable to DYCD's Out-of-School Youth (OSY) program.

SYEP providers surveyed support the expansion of WLG. Baselining WLG at \$45.15 million would be helpful for strengthening NYC's youth workforce system and providing some reinforcement for providers who operate both WLG *and* SYEP. However, WLG and SYEP are still separate programs, and even with an expanded WLG, SYEP providers still need separate staff and increased base funding to expand SYEP.

Conclusion

An SYEP expansion is possible and necessary. SYEP serves the widest constituency of any youth workforce program, and has turned away tens of thousands of youth each year for far too long. By following the steps outlined in this paper, the provider community will work with the City to build an SYEP that truly meets the demand of NYC's youth.

APPENDIX

Below is a timeline to build the program to 100,000 slots by FY19. All costs involve complex assumptions, which are explained throughout the paper.

When	Action	Who	Cost to the City
June 2016	Funding is allocated to expand SYEP to 60,000 slots in FY17	City Council	\$41.68m
June 2016	Funding for SYEP overhaul costs is allocated as outlined in Council Preliminary Budget Response, and a doubling of base funding rates (i.e., funding that providers need to pay for staff, overhead, and other costs for administering SYEP) for vulnerable youth from \$400 to \$800	City Council	\$14.96m
June 2016	Funding is allocated for an SYEP Expansion and Improvement Fund, which will allow CBO contractors who administer SYEP to pay for staff, space, and other administrative needs required to expand the program to 80,000 slots in summer 2017. This fund is only for current providers who have been contracted to administer SYEP from 2013 until March 2019	City Council	\$18m
June 2016	Funding is baselined for 80,000 slots in FY18 at \$11 an hour	Administration	\$178.06m
June 2016	Funding is baselined for 100,000 slots in FY19 at \$13 an hour	Administration	\$257.43m
June 2016	Funding is baselined for 100,000 slots in FY20 at \$15 an hour	Administration	\$288.20m
July-August 2016	SYEP employs 60,000 youth	Providers, DYCD, and worksites	
July 2016	Providers submit budgets for use of SYEP Expansion and Improvement Fund for approval by DYCD	Providers, DYCD	
July 2016	DYCD submits SYEP Expansion and Improvement Fund budgets to Comptroller for certification	DYCD, Office of the NYC Comptroller	
September 2016	SYEP Expansion and Improvement Fund is allocated to current SYEP providers, who will hire staff for worksite development and enrollment	DYCD	
September 2016	Worksite application is released, to be filled out by employers who want to be considered as a site for placement of SYEP workers	DYCD	
October 2016	New RFP for SYEP is released. RFP is for prospective providers who do not currently administer the program, and current providers who want contracts to administer additional SYEP slots. Current providers can continue their contracts until March 2019	DYCD, prospective providers	
November 2016	RFP proposals are due	DYCD, prospective providers	

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When	Action	Who	Cost to the City
January 2017	Current providers (those contracted to provide SYEP until March 2019) submit 12 month budgets to DYCD for approval (budgets that will fund providers from April 2017 to March 2018)	Providers, DYCD	
January 2017	DYCD submits budgets to Comptroller for certification	DYCD, Office of NYC Comptroller	
January 2017	Youth applications released	DYCD	
January 2017	Program publicity begins	DYCD, providers	
April 2017	Enrollment of SYEP youth participants begins	Providers	
April 2017	Orientations begin for youth who have already been accepted into the program	Providers	
April 2017	RFP awards made public	DYCD	
April 2017	DYCD releases funding for April 2017 to March 2018 to <i>all</i> SYEP providers—those who have held contracts since 2013, <i>and</i> those who have been awarded contracts under the proposed new RFP	DYCD	
May 2017	Orientations continue	Providers	
June 2017	Worksite applications close	DYCD	
July-August 2017	SYEP employs 80,000 youth	Providers, DYCD, and worksites	
September 2017	Worksite applications released	DYCD	
January 2018	All providers submit 12 month budgets to DYCD for approval (budgets that will fund providers from April 2018 to March 2019)	Providers, DYCD	
January 2018	DYCD submits budgets to Comptroller for Certification	DYCD, Office of NYC Comptroller	
January 2018	Youth applications released	DYCD	
January 2018	Program publicity begins	DYCD, providers	
April 2018	Enrollment of SYEP youth participants begins	Providers	
April 2018	DYCD releases funding for April 2018 to March 2019 to SYEP providers	DYCD	
April 2018	Orientations begin	Providers	
May 2018	Orientations continue	Providers	
July-August 2018	SYEP employs 100,000 youth	Providers, DYCD, and worksites	

The Campaign for Summer Jobs is co-chaired by
United Neighborhood Houses and Neighborhood Family Services Coalition

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