

WORK PROGRESS PROGRAM

New Service Provider Application

July 1, 2019 - June 30, 2020 (Fiscal Year 2020)

The NYC Human Resources Administration (HRA), in partnership with the Mayor's Office for Economic Opportunity (NYC Opportunity) is seeking qualified youth service providers to deliver the Work Progress Program (WPP) in fiscal year 2020 (July 1, 2019 – June 30, 2020). 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. In fiscal year 2018, the program served more than 1,900 participants through over 45 service providers.

WPP was launched in spring 2012 in partnership between the Mayor's Office for Economic Opportunity (NYC Opportunity) and HRA. Part of the Mayor's Office of Operations, NYC Opportunity uses evidence and innovation to reduce poverty and increase equity, working collaboratively with City agencies to design, test and oversee new programs and digital products.

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.

An evaluation of paid internships provided within 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.¹ 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.² A new outcome evaluation of the program is currently underway.

When asked how their WPP experience impacted them, participants answered:

"WPP gave me the opportunity to be a part of something positive and productive for my future."

"[Staff] always motivated me to constantly do better. Because they never gave up on me, I never gave up on myself."

"I learned how to have fun and enjoy myself when I'm at work"

WPP Participants felt their internship placements helped develop their skills in the following areas:

- × Networking
- × Self-Accountability
- × Time management
- × Conflict Resolution
- × Interviewing
- × Customer Service
- × Public Speaking

¹ Young Adult Literacy Evaluation: [Young Adult Literacy Program and the Impact of Adding Paid Internships](#). 2011.

² 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.

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I. Applicant Eligibility

Applicants must be nonprofit providers delivering services to young adults such as work readiness or skills training leading to a certification and credentialing, education or bridge programming, financial empowerment services, case management, social capital building, etc.³ These services should be in place when the WPP subsidized work experiences begin and continue throughout. Prior experience offering paid work experiences to young adults is not required.

New service provider applications must be submitted within the timeframes indicated below for consideration.

**The first round of applications opens May 1, 2019 and closes July 31, 2019.
The second round opens September 1, 2019 and closes November 30, 2019.**

**Please note that this application form is intended for nonprofit organizations that are new to WPP. Providers that received a WPP award in FY19 should complete a renewal application, available upon request through WPPADMIN@hra.nyc.gov (see page 11 for more information).

II. Core Program Requirements

In WPP, providers currently delivering services to low-income young adults can receive reimbursements for wages or stipends paid to young adults for short-term subsidized work experiences. The objective of these work experiences is to provide young people with career exploration and skill gaining opportunities that can inform and ignite a long-term education and employment path.

WPP 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 training). 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.

WPP funding 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 up to 25%. For programs meeting the necessary legal requirements, WPP may alternatively provide reimbursement for participant stipends (see pages 4-5 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.

WPP funding is to be used as an add-on to existing youth services that offer wrap-around services to support participants. WPP funding is solely to cover wages (and fringe) or stipends for participants generally up to \$75,000 for new applicants. Outside funding for administrative supports and wrap-around services should be in place when the subsidized work experience program begins and not require funding support through WPP. 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 HRA.

³ 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.

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III. Participant Eligibility

Service providers will be responsible for selecting low-income youth ages 16-24 and preference is given to organizations serving the priority populations described below. 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.⁴ Service providers are expected to screen participants for skills, interests, and qualifications. Providers shall do their best in matching these interests with subsidized work experiences.

FY20 Priority Populations

Opportunity Youth

WPP prioritizes serving Opportunity Youth, which include out of school and out of work youth between the ages of 16-24 (formerly known as Disconnected Youth) in acquiring subsidized job placements through existing programming in community based organizations. While Opportunity Youth are the prime target population, the program also prioritizes at risk young adults. At risk may include individuals who are currently in school or working, but WPP programming may serve as a preventative measure from becoming disconnected.

Mayor's Office Initiatives

WPP supports several key mayoral initiatives, including the [Mayor's Action Plan \(MAP\) for Neighborhood Safety](#), [Career Pathways](#) and [ThriveNYC](#) in addition to serving other priority populations. In support of these efforts, applicants advancing the goals of these initiatives (as indicated below) are prioritized in this solicitation. In addition, out of work, out of school (disconnected) youth are an on-going focus for the program.

While applicants are not limited to serving these priority areas, HRA 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. All participants in WPP must be low-income youth ages 16-24. Applicants should include detailed plans within their applications discussing how their proposed program will advance the priority area(s).

- **New York City Housing Authority (NYCHA) Preference:** Youth who reside in NYCHA developments and are out of school, and/or unemployed. 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, providers are encouraged to target and recruit particularly from: 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:** Service providers that offer substantive skills building and career exploration opportunities to participants in the following six sectors (outlined in [Career Pathways: One City Working Together & Update Report](#)): healthcare, technology, industrial/manufacturing, construction, retail, and food service. Focusing work-based learning opportunities in these six sectors and others that can help build bridges to careers for youth in WPP.
- **ThriveNYC Preference:** HRA encourages proposals advancing the goals of ThriveNYC, a comprehensive mental health plan for New York City (outlined in the [Mental Health Roadmap](#)) which aims to address the unmet mental health needs of New Yorkers through 54 targeted initiatives.

⁴ 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>.

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Additional Priority Populations

Service providers may seek to advance opportunities for the following priority populations:

- **Runaway, Homeless, and/or in Shelter Youth Focus:** Service providers that serve runaway, homeless, and/or in-shelter youth.
- **LGBTQI+ Focus:** Service providers that serve low-income youth who identify as Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, or related communities (LGBTQI+).

IV. Program Model Guidelines

- **Funding Period:** Applicants' proposals must be for programming that falls within city fiscal year 2020 (July 1, 2019 – June 30, 2020). Applicants may propose a shorter period within this range, but all work experiences must conclude by June 30, 2020.
- **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 generally should not exceed 20 hours per week. Any hours completed in excess of this limit may require the service provider to fulfill additional legal obligations.
- **Work Experience Types:** Applicants are encouraged to develop employer relationships for opportunities that may take place externally and internally of their organization. Work experience types may include structured internships and/or community benefit projects. Work experience placements should contribute to career exploration, meet a community need, help young people develop technical skills (computer/office, construction, landscaping, 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 proposing stipend-based programs should note that the legal requirements for eligible work experience activities differ from those for wage-based programs.⁵

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.

⁵ 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>.

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- **Participant Payment:** Applicants may propose to pay participants via wages or stipends as best fits their program model and provided they are and remain in compliance with all relevant legal requirements.

Service providers are legally considered the employer and are subsequently responsible for any and all employer obligations as determined by law. 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.

- **Participant Wages:** Participants will be placed on the payroll of the service provider and earn a minimum wage of \$15.00 per hour⁶ plus up to 25% associated legally mandated fringe. Applicants can propose higher participant wages with adequate rationale.
- **Participant Stipends:** Participants may alternatively receive a stipend (typically \$50-\$100 per week), provided work experience activities comply with legal allowances for stipend internships.⁷ Applicants may propose alternate stipend amounts with adequate rationale. Applicants should note that **WPP stipends may not be paid or calculated based on the minimum wage hourly rate.**
- **Training Support:** Providers are required to provide work readiness training for participants. Providers can propose that up to 20% of the subsidized work experience hours be spent on credential-bearing 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.
- **Wraparound Support Services:** HRA 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: case management, personalized career planning, work readiness or skills training leading to a certification, education or bridge programming, financial empowerment services. **Please note that WPP funding only covers reimbursements for participant wages and fringe or participant stipends, and as such HRA expects providers to have existing funding in place to support wraparound support services.**
- **Reporting:** Service providers will be responsible for the following:
 - Obtaining and storing IRS I-9 Form and two forms of ID required for I-9 (where applicable) in compliance with DOL law.
 - Actively updating and managing hire sheets and providing proof of payroll documents (in collaboration with worksites) to HRA
 - 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.⁸ 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 Close out quarterly report submitted 3 months after program completion.

⁶ The minimum wage is currently \$13 per hour for businesses with 11 or more employees and will increase to \$15 as of 12/31/18 for these organizations. Small employers with 10 or fewer employees currently have a minimum wage of \$12 per hour which will increase to \$13.50 as of 12/31/18.

⁷ See footnote 7.

⁸ Common Metrics definitions available in [Career Pathways: Progress Update](#), p. 48.

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- 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

V. 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 HRA via the WPPadmin@hra.nyc.gov mailbox. Proposal template is provided below.	<ul style="list-style-type: none"> • Service Provider Proposal
2. HRA and the internal WPP Review Committee review proposals, conduct follow-up, and make awards to selected providers. ***On average, applicants should expect two to three 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 • + other program mgmt. documents as needed
3. Service provider recruits/identifies income-eligible participants and places participants in work experiences internal or external to the service provider.	<ul style="list-style-type: none"> • Hire Sheet • IRS I-9 Form for each Participant • Copies of Participant IDs
4. Service provider pays participants 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 • Payroll backup documents
6. Service provider submits reports to HRA on a monthly and quarterly basis. Service providers are invited to participate in Learning Networks Meetings, hosted by HRA.	<ul style="list-style-type: none"> • Monthly reports • Quarterly reports
7. Program spending end and service provider completes post-program participant outcome reporting.	<ul style="list-style-type: none"> • Final invoices • Close Out 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.

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VI. PROVIDER PROPOSAL

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 adjusted for estimated attrition" in 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: _____

Applicant Timeline:

The first round of applications opens May 1, 2019 and closes July 31, 2019.

The second round opens September 1, 2019 and closes November 30, 2019.

All New Service Provider Applications must be submitted within the timeframes indicated above in order to be considered for funding in FY20.

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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.
- Explain how you determined the funding model (wage vs. stipend) and how it fits with programmatic goals.

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:
 - o Anticipated start and end date(s), weeks, and hours per week in subsidized work experiences
 - o 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	

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5. Budget

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

WPP Proposed Budget – Wage Program			
	Before 12/31/2019	After 12/31/2019	Total FY20
Number of Participants Served			
Hourly Wage Rate	\$13.50 or \$15.00*	\$15.00*	
Estimated Hours per Week			
Estimated Weeks			
Wage Subtotal			
**Fringe of % (up to 25%)			
Budget Subtotal			
Budget Adjusted for Estimated Attrition of %			

← per participant
 ← in total column list per participant
 ← =(participants)x(hourly wage)x(hours per week)x(weeks)
 ← as calculated in the table below
 ← =(wage subtotals)x(1 + fringe rate)

* The minimum wage in New York City is \$15.00 per hour. Small employers with less than 10 employees currently have a minimum wage of \$13.50 per hour which will increase to \$15 as of 12/31/19.
 **Service Providers will be required to show proof of fringe rate as proposed above.

WPP Proposed Budget – Stipend* Program	
	Total FY20
Number of Participants Served	
Stipend Amount (\$)	
Weeks in Each Payment Period	
Estimated Weeks	
Stipend Subtotal	
Budget Adjusted for Estimated Attrition of %	

← 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
 ← =(participants)x(stipend amount)x(weeks)/(weeks in each payment period)

* WPP stipends may not be paid or calculated based on an hourly rate for participant work experience hours completed.

- 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.
- For providers proposing a stipend**, please give additional context for choosing this payment structure, including to what extent participants will be assigned duties/responsibilities to carry out on their own, how the opportunity includes an educational component, how it fits into your existing program, how it is tailored to participants, and any other considerations taken into account. Please note that WPP policy does not allow stipends to be based on an hourly rate (see page 4 for more information).

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- 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

- HRA will select service providers based on the criteria listed in section IV (pg. 4-5), 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.
- HRA 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 must be submitted within the timeframes indicated below in order to be considered for funding in FY20.

**The first round of applications opens May 1, 2019 and closes July 31, 2019.
The second round opens September 1, 2019 and closes November 30, 2019.**

All applications must be submitted electronically to WPPADMIN@hra.nyc.gov with the subject line "WPP New Provider Application_ORGANIZATIONNAME".

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Upon submission, HRA will confirm receipt of your application. Applications will be reviewed at least monthly during the review period. 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 two to three 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 FY19 should complete a renewal application, available upon request through WPPADMIN@hra.nyc.gov.

The renewal application process is intended for nonprofit organizations that delivered WPP in FY19 and are seeking to deliver similar, continued WPP programming in FY20. 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 FY20 Returning Service Provider Application.

Any interested service providers that did not receive a WPP award in FY19 (including providers who participated in a previous fiscal year) should complete and submit the full FY20 Service Provider Application.

Questions

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