

**WORKFORCE DEVELOPMENT CORPORATION (“WDC”)
REQUEST FOR PROPOSALS**

RFP TITLE: Web Development Training Program

PIN: 2019WDC0005

AUTHORIZED WDC CONTACT PERSON

Proposers are advised that the **Authorized WDC Contact Person** for all matters concerning this Request for Proposals (“RFP”) is:

Name: Chenelle Dennis
Title: Deputy Director, WDC
Mailing Address: 110 William Street, 7th Floor, New York NY 10038
Telephone #: 212-513-6437
E-mail Address: CDennis@sbs.nyc.gov

SECTION I - TIMETABLE

A. Release Date of this RFP: February 11, 2019

Note: All questions and requests for additional information concerning this RFP should be directed to the Authorized WDC Contact Person identified above.

Questions Due Date: February 22, 2019

B. Proposal Due Date and Time and Location: April 3, 2019, by 5:00 p.m. (EST)

1. Responses must be submitted electronically by email, in either Adobe PDF or Microsoft Word, to Chenelle Dennis at CDennis@sbs.nyc.gov, with a copy to LSantiago@sbs.nyc.gov. If preferred, applicants may submit their information in hard copy to:

Attn: Chenelle Dennis
Deputy Director
Workforce Development Corporation
110 William Street, 7th Floor
New York, New York 10038

2. All responses to this RFP are to be prepared and submitted at the proposer’s expense. The WDC will not pay any costs incurred by proposers in connection with the preparation, submission, and evaluation of the RFP response.

Note: The WDC will consider requests made to the Authorized WDC Contact Person to extend the Proposal Due Date and Time prescribed above. However, unless the WDC issues a written addendum to this RFP which extends the Proposal Due Date and Time for all proposers, the Proposal Due Date and Time prescribed above shall remain in effect.

C. Anticipated Contract Start Date: April 26, 2019

SECTION II: SUMMARY OF THE REQUEST FOR PROPOSALS

A. WDC Background

The WDC is an independent not-for-profit organization created by the City of New York (“City”) for the purpose of assisting the City in developing and funding workforce initiatives. The WDC works closely with the City’s Department of Small Business Services (“SBS”) to contribute to the economic vitality of New York City (“NYC”) by promoting workforce development and job creation through public and private partnerships.

Launched in 2014 by Mayor Bill de Blasio, the NYC Tech Talent Pipeline (“TTP”) is a workforce initiative housed at the WDC to support the inclusive growth of the NYC tech ecosystem. TTP supports a portfolio of training programs aimed at equipping New Yorkers for tech-related careers in NYC by delivering quality jobs for New Yorkers and quality talent for businesses in NYC. TTP is driven by a network of over 225 companies and works with public and private employers to define industry needs, develop education, training, and recruitment solutions to meet those needs, and catalyze systemic change needed to deliver talent and job opportunities across the five boroughs.

B. Purpose of RFP

The technology industry is among the fastest growing and highest paying sectors in the City today, representing 291,000 jobs and \$30 billion in annual wages. Yet while businesses are struggling to fill open positions, technology jobs remain out of reach for many New Yorkers who lack access to the technology training and education necessary to become active participants in the 21st century economy.

The NYC Tech Talent Pipeline works together with NYC employers to develop a portfolio of training programs aimed at equipping New Yorkers with the skills and connections to employment needed to secure jobs in in-demand occupations. Among these programs is the NYC Web Development Fellowship, which has trained over 120 New Yorkers to date and connected graduates to web development positions with salaries of \$65,000 and above at employers like Goldman Sachs, Microsoft, and Viacom. Following on the success of previous iterations of our Web Development Training Program, we are looking for a provider partner to develop a program model that builds upon the success of this initial flagship program.

Nationally, the demand for web developers is expected to increase dramatically, with the U.S. Bureau of Labor Statistics estimating 27% growth over the next 8 years, representing an increase of 34,000 jobs. Here in New York City, according to an analysis of 3.1 million LinkedIn members, web development skills rank amongst the most highly sought-after qualifications of tech talent across the five boroughs. This corresponds well with the New York State Department of Labor’s estimates that employment in web development roles in the city will grow by 34.2 percent by 2022. This is nearly triple the general projected growth rate for citywide employment during the same period.

Through previous iterations of the NYC Web Development Fellowship, TTP has demonstrated that accelerated tech training is a viable pathway for New Yorkers without a four-year degree or extensive previous technical training to connect with careers in web development. Given that the Web Development Fellowship has proven to be an effective pathway into jobs and demand is consistent, its goal is no longer to test what works for delivering people into jobs, but to continue delivering qualified web developers for New York’s businesses – especially those who cannot reasonably afford training on their own, are currently underrepresented in the tech industry, and rely on accelerating training as an alternative to traditional degree programs – and to build capacity in New York’s broader system of accelerated training providers. See Attachment D for a summary of *Key Practices for Accelerated Tech Training* for more specific information regarding TTP’s efforts to support training providers in attracting and supporting a broader student body and improving job outcomes for all graduates.

Therefore, the WDC is seeking appropriately qualified vendors (each a “Contractor”) to help develop and launch a program model for a full-time, immersive occupational training in Web Development (each a “Program”).¹ The

¹ The goal of this RFP is to award up to two (2) contracts. The WDC reserves the right to not make two awards and/or to make more than one award to a single proposer based on the quality of submissions.

Contractor is expected to provide this training to a minimum of sixty-four (64) eligible enrolled individuals (“Trainees”) through at least two (2) cohorts occurring over the anticipated 18-month term of the contract. Specifically, the Program must be designed to incorporate input from industry on needed skills and learning milestones, serve individuals with little or no prior experience in web development, and at the end of the Program, connect these individuals with web development jobs (or related technology jobs approved by the WDC) in the City. In addition, proposers are strongly encouraged to propose a training delivery model that exceeds the minimum level set forth above (for example, additional Trainees to be served and additional cohorts for the Program).

The WDC’s expectation is that this model, if proven successful, will then be made available in its entirety at no cost to qualified training providers across the City consistent with a process and criteria to be developed at a later date. In doing so, the WDC seeks to help develop the capacity of the City’s training and educational organizations to deliver in-demand, industry-aligned tech training to qualified New Yorkers.

C. Anticipated Contract Term

It is anticipated that the term of the contracts awarded from this RFP will be **eighteen (18) months** with a renewal option at the WDC’s sole discretion for additional periods not exceeding four and a half years, commencing upon Contractor’s receipt of a written notice to proceed from the WDC. The WDC reserves the right, prior to contract award and renewal contract execution, to determine the length of the initial contract term and each option to renew, if any.

D. Anticipated Available Funding

It is anticipated that the maximum available funding for the contracts awarded from this RFP will be **\$1,000,000** in local City Tax Levy (“CTL”) funds, including up to **\$100,000** specifically set aside for provision of WDC-defined supportive services such as transportation assistance to trainees. The WDC may decide to award up to two (2) contracts, depending upon the quality of submissions. The funding allocation and final contract amount is dependent upon the availability and appropriation of funds and is subject to change. In addition, the WDC reserves the right to modify the funding allocation in the best interests of the WDC.

E. Anticipated Payment Structure

It is anticipated that the payment structure of the contract awarded from this RFP will be a combination of line-item reimbursements and performance-based payments tied to job outcomes. However, the WDC reserves the right to select any payment structure that is in the WDC’s best interest. No payments will be made nor funds applied to other uses. WDC will endeavor to accommodate reasonable requests for payment structures that incorporate work performed and the Contractor’s allocation, dedication and expenditure of resources. Work performed by the Contractor beyond the scope of this solicitation and the resulting contract award, will not be compensated without WDC’s prior approval.

F. Minimum Qualification Requirements

The following are the Minimum Qualification Requirements of this RFP. Proposals that fail to meet any of these requirements will be found non-responsive and rejected.

- Proposer has at least two (2) years of demonstrated experience in developing training curriculum and providing training services that has led to either employment for trainees or measurable wage gains;
- Within the past year, Proposer has conducted a comprehensive web development training program with at least one cohort; and
- Within the past year, Proposer has successfully connected trainees to employment in fields related to the training it has provided.

G. Inclusion on the NYS Eligible Training Provider List (ETPL)

Proposer must be able to meet the training provider eligibility requirements set forth in the Workforce Innovation and Opportunity Act, including sections 134(c)(3)(G)(ii)(V) and 122(a). Compliance with applicable law will require, among other things, that the selected Contractor and training Program already be on the New York State Eligible Training Provider List (ETPL) or that selected Contractors have applied for, or will apply, for inclusion on the list upon contract award.

H. Preferred Qualifications

WDC expects the Consultant to possess the following non-exclusive list of qualifications and or/skills:

- Demonstrated experience developing and delivering technology-based training programs;
- Demonstrated training expertise in the most current web development programming languages including, but not limited to, HTML, JavaScript, CSS, and or other in-demand scripting languages in the NYC tech ecosystem (e.g. Python, Ruby, or Node.js) based on demonstrated employer engagement;
- Demonstrated training expertise in relational databases with an understanding of system structures and algorithms to optimize website performance;
- Demonstrated experience and success training individuals who are traditionally underrepresented in the technology sector such as women, minorities, young adults, veterans etc. or who have other barriers to training and employment;
- Clearly and measurably demonstrated success working with employers to fill their open positions with individuals who completed the Contractor's training; and/or
- Demonstrated experience building industry relationships, capturing employer feedback, and developing trainings that are responsive to industry need.

SECTION III - SCOPE OF SERVICES

A. WDC's Goals and Objectives for this RFP

The WDC's goals and objectives for this RFP and the resulting contract awards are to award contracts to up to two (2) appropriately qualified Contractors to conduct a full-time, immersive web development training program at a location(s) within the City's five boroughs. Additionally, the WDC intends that the resulting contract award(s) will ultimately achieve accomplish the following related goals and objectives:

- Deliver an industry-informed, full-time², and comprehensive training Program that equips New York City residents with in-demand technology skills and experience and connect them to web development jobs (or related technology jobs approved by the WDC) in the City earning annualized total compensation of at least \$65,000 per year. **NOTE:** "Annualized Total Compensation" will include salary and may also include various other forms of remuneration to be approved on a case-by-case basis by the WDC;
- Develop a comprehensive web development training program model, including a technical assessment and curriculum that incorporates input from industry regarding needed technical and professional skills and learning milestones in order to produce a model that can be tested, refined, and deployed in the future to meet growing demand for entry-level tech talent in the City;
- Refine the training model to support individuals with barriers to employment, including but not limited to, low-income individuals, individuals who are English language learners, and individuals facing substantial cultural barriers, by aligning supportive services such as case management, transportation assistance, and other supports as needed;

² For the purposes of this RFP, "full-time" is defined as a minimum of 35 hours per week, Monday through Friday, of work leading to program completion, including, but not limited to, in-class instruction, project based assignments completed at the Program training facility, and work-based training.

- Implement the 12 key practices that TTP has found to be important for attracting and supporting a broader student body and improving job outcomes; monitor, document, and share the impact of implementing these outcomes in order to encourage adoption by additional NYC-based bootcamps; and
- With TTP, pilot new interventions to address structural barriers that prevent bootcamps from successfully serving underrepresented New Yorkers. This is expected to include a model for building a closer connection between CBOs and accelerated training providers. This may also include supporting TTP’s rollout of a new financing model that will provide sustainable support for low-income, high potential New Yorkers after public investments are no longer available.

B. WDC’s Assumptions Regarding Contractor’s Approach

The WDC’s assumptions regarding which approach will most likely achieve the goals and objectives of this RFP are delineated below. Contractor(s) will be expected to:

- Develop, with WDC input, a recruitment and screening process, including a rigorous and exhaustive assessment tool that will accurately capture the minimum skillset and knowledge required to effectively participate in the training in order to enroll Trainees who can be effectively trained through at least two (2) cohorts and connected with a web development job (or related technology job approved by the WDC) in the City earning Annualized Total Compensation of at least \$65,000 per year. Proposers are encouraged to exceed the minimum levels set forth in this solicitation for Trainee enrollment.
- Outline how the above could be refined to serve individuals with barriers to employment, including but not limited to low-income individuals, individuals who are English language learners, and individuals facing substantial cultural barriers.
- Design and deliver an effective curriculum incorporating input from the NYC Tech Talent Pipeline Advisory Board in order to reflect the needs and expertise of companies seeking or employing web developers. The Contractor is expected to work with the NYC Tech Talent Pipeline to arrange curriculum consultations with industry. This curriculum, which is subject to the WDC’s prior approval, is expected to include, but will not be limited to the following:

Web Developer:

- Key skills & content areas:
 - **Computer science theory;**
 - **HTML;**
 - **JavaScript;**
 - **Java;**
 - **CSS;**
 - **SQL;**
 - **XML;**
 - **Query;**
 - **.Net;**
 - **Other in-demand scripting languages (as informed by industry feedback)**
 - **Databases and the application of data structures;**
 - **Data analytics;**
 - **Compatibility with mobile applications and emerging platforms;**
 - **Adobe Creative Suite; and**
 - **Culminating Web Development Capstone:** Demonstrating understanding of core course concepts and proficiency in various web development skills in a group project created in consultation with industry.

Additional core competencies:

- Developing problem-solving skills;

- Time management and project completion skills;
 - Building a resume and portfolio;
 - Excelling in technical and non-technical interviews;
 - Developing and delivering professional presentations;
 - Communicating effectively on diverse teams; Working collaboratively and effectively in a professional setting;
 - Building a professional identity, including online presence, professional network, etc.; and
 - Understanding of and exposure to the NYC tech ecosystem;
- Hire or designate, with WDC approval, at least two employees dedicated exclusively to the Program: one full-time Program Manager and one full-time Non-Instructional Success Coach/Success Manager.
 - Hire or designate, with WDC approval, at least one employee dedicated at least 50% to the Program: one Business Development Manager who will connect training graduates to full-time work opportunities in the tech industry.
 - Deliver training to test the developed model with the goal of determining Program efficacy and making recommendations for improvement and replication, including opportunities for future service delivery at a lower cost (both total cost and cost-per-head).
 - Establish a training schedule that is full-time and intensive.
 - Use a live, in-person class setting to provide the respective training through experienced, knowledgeable, and qualified instructors.
 - Supplement live, in-person training with homework or project-based work.
 - Develop a strategy to provide professional development training for trainees throughout the course of the program to include non-technical topics (e.g., time management, resume writing, interview prep, conflict resolution, managing team dynamics, communicating effectively, navigating the professional workplace, etc.); and other supportive services.
 - Establish a WDC-approved monitoring and evaluation process to track each trainee's attendance, progress and skill attainment during and at the conclusion of the respective training.
 - Establish a WDC-approved monitoring process for tracking each trainee's employment status, title, and salary post-program.
 - Develop and implement a job placement strategy to connect Program completers with full-time Web Development jobs (or related technology jobs as approved by the WDC) in the City at Annualized Total Compensation of at least \$65,000 per year.
 - Provide an appropriate WDC-approved physical location for the provision of training.
 - Implement the twelve key practices TTP has found to be important for attracting and supporting a broader student body and improving job outcomes. (See Attachment D; full report available at <http://www.techtalentpipeline.nyc/key-practices>.)

Note: The WDC's assumptions regarding the proposer's approach represent what the WDC believes to be most likely to achieve its goals and objectives. However, proposers are encouraged to propose an approach that they believe will most likely achieve the WDC's goals and objectives. Proposers may also propose more than one approach. However, if an alternative approach affects other areas of the proposal such as experience, organizational capability or price, that alternative approach should be submitted as a complete and separate proposal providing all the information specified in Section IV of this RFP.

C. Contractor Responsibilities

The Contractor(s) is/are expected to be responsible for at least the following services, activities and deliverables during the contract term:

- **Recruitment of Trainees**
 - Plan and execute a comprehensive outreach and recruitment strategy to recruit, screen and enroll eligible Trainees for participation in the Program. This recruitment strategy will be developed in conjunction with and subject to the approval of the WDC.
- **Eligibility Requirements for Trainees**
 - All Trainees selected by Contractor for participation in the Program must meet the following minimum eligibility criteria:
 - Trainee is at least 18 years of age or older;
 - Trainee is a New York City resident;
 - Trainee is authorized to work in the United States;
 - If currently employed, trainee must have an annual income of no more than \$50,000; and
 - Trainee meets all applicable federal selective service requirements which are available at the following address: <https://labor.ny.gov/workforcenypartners/ta/TA12-9-1-Selective-Service.pdf>
 - Trainee has limited or no prior experience in web development, defined as no prior employment, whether part-time or full-time, as a web developer.
- **Trainee Screening Requirements**
 - Employ a WDC-approved screening mechanism (that focuses on prerequisite skills or competencies) to identify and to enroll eligible and qualified candidates into the Program. Contractor will be required to develop a screening process, including assessment tools, rubrics, and procedures, which will ensure that enrolled Trainees have sufficient aptitude to successfully complete the Program.
 - Use data gathered through the screening process to identify the base skillset required for individuals to successfully participate in training and make recommendations for improvement of the screening process in future iterations of the Program.
- **Provision of Training**
 - Provide training to not less than sixty-four (64) individuals in one year, through at least two (2) simultaneously or consecutively occurring cohorts of thirty-two (32) students. It is expected that by the end of 18 months, the cohorts will have completed in-class training, and at least the first cohort will be connected to jobs in the field. The winning proposer's Proposed Approach and contract negotiations will ultimately determine the timing of training and job placement.
 - Provide in-kind or budget for all requisite training material, equipment, hardware/software and associated costs, including any technological needs (*i.e.*, software, computers, monitors, printers, overhead projectors), necessary to effectively deliver the Program training, unless otherwise specified by WDC.
 - Develop and submit to WDC for prior approval all Program requirements for course completion, including a policy for making up missed classes.
 - Develop the course structure, including number of hours of training, times of day, and class size all of which shall be subject to the WDC's prior approval.
 - Where applicable, provide Trainees credentials resulting from the training.
- **Curriculum**
 - Provide a web development curriculum that will effectively train individuals with little-to-no prior experience in relevant programming languages to become web developers that local employers will hire. This will include, but is not limited to, the breakdown of the curriculum by units outlining the goals, details of each unit, and course hours. Additionally, the Contractor will also provide examples of materials and equipment such as a course book, website component, etc.
 - Develop WDC-approved assessments to measure individual Trainees' technical and professional skill attainment, to be delivered prior to, at the midpoint of, and at training completion.
 - Include documented input from specific industry partners.

- Contractor shall also include, in addition to classroom training, WDC-approved opportunities for professional or on-the-job experience, which may take the form of, but is not limited to paid internships at a wage of not less than \$15/hour, client-based projects, etc. The WDC reserves the right to specify the form of professional experience.
- **Training Instructors**
 - Provide a sufficient number of knowledgeable and experienced instructors for the entire duration of the intensive Program training. In addition, and unless otherwise approved by the WDC, Contractor will be required to maintain the approved instructor-to-trainee ratio.
 - Ensure that all training instructors can communicate clearly and effectively in English.
- **Non-Instructional Success Coach/Success Manager**
 - Employ a non-instructional success coach who is expected to:
 - Inform and support recruitment and selection efforts.
 - Develop relationships with the Trainees from the beginning of the training program process by participating in initial intake and assessment of accepted applicants;
 - Meet with training instructors on a weekly basis to ensure that any non-instructional issues that Trainees experience, and that may impact program completion, are discovered and addressed in a timely manner via additional one-on-one coaching, tutoring, remediation and other resources as needed;
 - Identify and assist Trainees evidencing challenges in the areas of professionalism and job readiness.
- **Data Collection and Reporting**
 - Conduct program eligibility screening, collect relevant documentation, and register all Trainees prior to the start of training by using and submitting to the WDC a “Customer Information Form,” or another standard capture mechanism to be specified by the WDC.
 - Schedule, set an agenda for, and facilitate weekly conference calls between program staff and the WDC to discuss, among other things, program updates, data from program activities or surveys, Program planning, and troubleshooting (as needed).
 - Share all raw data generated during program implementation, including applications, assessments, survey results, and employer feedback.
 - Document program learnings and employer feedback throughout the Training using WDC-provided templates and/or guidance.
 - Employer feedback regarding the curriculum and assessment rubrics,
 - Updated training curriculum documents, including instructional calendar, key learning objectives, and scopes of major projects or assignments,
 - Recruitment and selection analysis, and
 - Monthly reports and dashboards.
 - Facilitate instructional and program staff participation in curricular review and midpoint and final debriefs.
 - Within 45 days of the final day of training for each cohort produce a comprehensive program report which may include, but will not be limited to:
 - Program model best practices;
 - Specific insights about tech business hiring needs and effective training strategies for meeting those needs.
 - Recommendations for program sustainability;
 - Recommendations for improvements to the curriculum, incorporating specific feedback from employer partners; and
 - Additional information and analysis regarding overall job outcomes, technical and professional skill attainment, and the value of and need for supportive and case management services.
 - Support collection of Trainee surveys at pre-training, midpoint, and post-training;
 - Report contact information and periodic retention data for Trainees at 3-month, 6-month, and 12-month intervals after training completion.

➤ **Jobseeker Services**

- As part of the Program, the Contractor will be required to specify, document and implement a strategy to connect Trainees who complete the Program to employment as web developers (or a related technology job approved by WDC) in the City earning Annualized Total Compensation of at least \$65,000. The aforementioned Business Development Manager and Non-Instructional Success Coach/Success Manager will be required to complete this required deliverable.

Note: Proposers should understand that performance-based payments is tied directly to fulfillment of agreed upon job outcomes by Trainees who complete the Program. Specifically, Contractor must provide WDC-approved documentation that Trainees have been timely connected to full-time employment in the City as web developers (or a related technology job approved by WDC) earning Annualized Total Compensation of at least \$65,000.

➤ **Training Location**

- Proposers are expected to provide at least one (1) suitable physical location within the five boroughs for the provision of the training services (The Bronx, Brooklyn, Manhattan, Queens and/or Staten Island). This location must provide a professional and positive learning environment for the Trainees and must have the requisite capacity to accommodate the number of enrolled trainees participating in the training. **Note:** The final set-up of the Program space will be subject to WDC pre-approval and is expected to be compliant with applicable Americans with Disabilities Act requirements and accessible by mass transit.

➤ **Sustainability & Scaling**

- It is anticipated that the web development training model developed and tested through each Program will be refined and disseminated in the future to other education and training providers with the goal of meeting demand for skilled Web Developers in the City. As such, the winning Contractor(s), as lead developers and implementers of the Program model(s), will be expected to document the implementation process and make suggestions for model refinement.

➤ **Administrative Requirements**

- Cooperate with the WDC in meeting all administrative obligations identified in this solicitation and the resulting contract award.
- Maintain an administrative office during the Term of the resulting contract, which will meet all of the administration and management requirements required by this RFP and the resulting contract award.
- Facilitate WDC contact with Trainees for periodic focus groups and/or conversations;
- Facilitate WDC contact with industry partners and hiring contacts for feedback on Trainee performance and opportunities for improvement

D. Work Product Licenses*

Any and all materials created under any contract that is entered into as a result of this solicitation (the “Work Product”) are the exclusive property of WDC. WDC may use any Work Product prepared by the Contractors in such manner, for such purposes, and as often as WDC may deem advisable, in whole, in part or in modified form, in all formats now known or hereafter to become known, without further employment of or additional compensation to the Contractors. The Contractors shall not use, transmit, display, publish or otherwise license such Work Product without WDC’s prior written consent. The Work Product shall be considered “work-made-for-hire” within the meaning and purview of Section 101 of the United States Copyright Act, 17 U.S.C. § 101, and WDC is the copyright owner thereof and of all aspects, elements and components thereof in which copyright protection might subsist. To the extent that the Work Product does not qualify as a “work-made-for-hire,” the Contractor hereby irrevocably transfers, assigns and conveys exclusive copyright ownership in and to the Work Product to WDC, free and clear of any liens, claims or other encumbrances. The Contractors shall retain no copyright or other intellectual property interest in the Work Product.

NOTE: This section of the solicitation ***DOES NOT*** include any materials created by the successful proposer or Contractor **prior to** entering into the agreement with the WDC. Note, however, that the winning proposer will be **required** to provide the WDC an irrevocable, world-wide, royalty-free, non-exclusive, sub-licensable, license to reproduce, translate, publish, use, make derivative works, distribute and dispose of, for governmental purposes, any pre-existing reports, documents, data, photographs, deliverables, and/or other pre-existing materials delivered under any contract that is entered into as a result of this solicitation.

**Please submit any specific intellectual property-related questions by February 8th and we will attempt to provide as detailed of a response as possible.*

SECTION IV - FORMAT AND CONTENT OF THE PROPOSAL

Instructions: Proposers should provide all information required in the format below. Proposals submitted in hard copy should be printed on both sides of portrait 8 ½" by 11" paper, using Times New Roman font style and a 12-point font size. Pages should be paginated.

If submitted electronically, Program Proposal and Price proposal should be submitted in either PDF or Word format and attached to a single email (further delivery details are below).

The proposal will be evaluated on the basis of its content, not length. Failure to comply with any of these instructions will not make the proposal non-responsive.

Note: Proposers are strongly encouraged to review and incorporate material from TTP's Key Practices for Accelerated Tech Training, available at <http://www.techtalentpipeline.nyc/key-practices> (Attachment D), where relevant.

A. Proposal Format

1. Proposal Cover Sheet (Attachment A)

The Proposal Cover Sheet (Attachment A) transmits the proposer's Proposal Package to the WDC. It should be completed, signed and dated by an authorized representative of the proposer. If the proposal is being submitted by a joint venture, include a Proposal Cover Sheet for each entity that is a party to the joint venture.

2. Program Proposal

The Program Proposal is a clear, concise narrative that addresses the following:

a. Licensing/ Accreditation (Attachment B)

- Proposer's BPSS license status, if applicable, or exemption to licensing requirements.
- Status of proposed training program on the NYS Eligible Training Provider List (ETPL).

b. Experience (Attachment B)

- Describe the successful relevant experience of the proposer, each proposed subcontractor, if any, and the proposed key staff in providing the work described in Section III of this RFP. Specifically, proposals should address the following:
 - Objectives of previous occupational training programs
 - Brief overview of previous training models offered (part-time, full-time, in-class, on-the-job, hybrid)

- Target population (describe the characteristics of previous program participants including):
 - Skill level at enrollment – no previous experience, minimal previous exposure, etc.
 - Employment status upon enrollment
 - Income upon enrollment
 - Average Age
 - Other demographics, special considerations
- Number and description of industry partners engaged in curriculum development and throughout other stages of program implementation
- Trainer-to-student ratio
- Cost of program per student
- Percentage of enrolled individuals who completed training – include number of individuals enrolled, number of individuals that have completed training, and number of students seeking employment after training
- Complete summary of proposer’s post-training job placement policy, including proposer’s definition of “job placement” i.e. the criteria by which a successful placement is measured (placement period, salary, type of position – full-time / part-time / internship / contracted)
- Number of individuals who, as a result of the training, have obtained jobs in related fields
- Percentage of training completers placed in related employment within three and six months after completion of training
- Title and salary range of these jobs; please include the average, minimum and maximum annualized salaries, including whether internship, contracted, part-time or full-time.
- List the employers that hired the individuals trained and the job titles they were hired into, and whether these hires were in the City or another geographic area
- List at least three (3) employers that hired students after training who may be contacted as a reference, and the name, title, email and telephone number of a contact person at the reference entity; and
- List any relevant current and/or historical data points which detail the proposer’s successes and general outcomes regarding connection to employment activities, including any unique strategies or partnerships used for this purpose (Note: a bullet-pointed list is acceptable).
- Please briefly outline, from the student perspective, the process by which your organization traditionally connects students to employment opportunities.

In addition:

- Attach a resume for each proposed instructor. If additional instructors will need to be hired, please include a description of the job qualifications that the position will require.
- Attach for each key staff position a resume and/or description of the qualifications that will be required.

c. Organizational Capability

Demonstrate the proposer’s organizational, technical, managerial and financial capacity to provide the work described in Section III. Specifically, proposals should address the following:

- Demonstrate the proposer has sufficient resources, including financial and human resources, to begin the Program by the expected contract start date. Demonstrate the proposer has sufficient resources, including financial and human resources, to cover costs between each reimbursement payment. **Note:** Reimbursements occur on a 30-60-day period.
- Demonstrate the proposer’s experience in developing similar programs in a metropolitan area. In particular, please provide an overview of the following:

- Proposer’s experience (and current capacity given expertise of instructional and administrative staff) to develop trainings focused on adult learners and their specific needs;
- Demonstrate the ability to tap into the network of technology employers in the City to connect Trainees to jobs.
- List the Contractor’s current project(s) and any future training or trainings the Contractor is committed to for the duration of this contract.
- List any significant recent or anticipated changes in the proposer’s business or market situation which would impact the proposer’s ability to execute the Program, or might shift proposed resources/focus away from the Program, which may include any of the below:
 - Plans to merge with, acquire, or be acquired by another business concern;
 - Plans to expand or reduce the scope of proposer’s business operations; or
 - Any other strategic plans or changes in the proposer’s business circumstances.

In addition:

- Attach a chart showing where, or an explanation of how, the proposed services will fit into the proposer’s organization.
- Attach a copy of the proposer’s latest audit report or certified financial statement, or a statement as to why no report or statement is available.
- Attach proof that the business has been in operation for at least two (2) years.

Note: Proposers should complete annexed Attachment B to respond to the areas identified above relating to “Experience” and “Organizational Capability.” Proposers should attach additional sheets, as applicable, to submit their responses to the WDC if there is insufficient space or if a particular area does not appear on Attachment B.

d. Proposed Approach

Describe in detail how the proposer will provide the work described in Section III of this RFP and demonstrate that the proposer’s approach will fulfill the WDC’s goals and objectives. The “Proposed Approach” description submitted by each proposer should not exceed five (5) pages in length. Specifically, proposals should address the following:

- Rationale as to why the proposer’s approach will be successful as a whole in the City.
- Proposed training model, including:
 - Proposed number of trainees and cohorts. Note that the WDC encourages proposers to exceed the minimum service levels set forth in this RFP whenever possible;
 - Proposed overview of training model, including, but not limited to, distribution of in-class, project based, and on-the-job training elements;
 - Proposed curricular outline (a detailed breakdown of course topics explanations as to why each one is included, overview of overall goals and outcomes, anticipated content to be covered, and identification of opportunities that will be established for industry to provide feedback on curriculum development);
 - Proposed timeline and mechanism for engaging employers both during the curriculum development stage and throughout later phases of the program;
 - Recruitment strategy and screening assessment criteria, including prerequisite skills or competencies required for the training, and any relevant aptitude tests;
 - Proposed training delivery, including:
 - Trainee requirements for training completion
 - Training schedule, including frequency (number of days per week, weekday/weekend breakdown, and total number of training sessions) and the time of day when training is to be

provided, the number of hours of instruction per training, and duration of any workplace component (including, for example, work on active client projects or internships)

- Program cohort size
 - Trainee-to-instructor ratio
 - Policy for making up missed training classes
 - Goals of the instructional plan;
- Anticipated equipment and materials required for the Program training (such as a course book, website component, etc.);
 - Strategy to provide support as needed for Trainees beyond classroom hours, including supportive services where appropriate;
 - Monitoring and evaluation process to track each Trainee's attendance and progress, including the metrics used to measure student progress and skill attainment;
 - Monitoring process to track participant employment status and salary attainment for at least a year following graduation from the Program;
 - Credentials expected as a result of training completion, if applicable;
 - Strategy for connecting trainees to jobs.
- Proposed strategy for documenting implementation, learnings, and best practices both for end of cohort reporting requirements and to inform revision and improvement of the program model for future replication.

Note: The WDC's assumptions regarding the proposer's approach represent what the WDC believes to be most likely to achieve its goals and objectives. However, proposers are encouraged to propose an approach that they believe will most likely achieve the WDC's goals and objectives. Proposers may also propose more than one approach. However, if an alternative approach affects other areas of the proposal such as experience, organizational capability or price, that alternative approach should be submitted as a complete and separate proposal providing all the information specified in Section IV of this RFP.

3. Price Proposal (Attachment C)

For the purposes of comparison, Proposers are required to complete and submit the Price Proposal Attachment (Attachment C). However, proposers are also encouraged to propose innovative payment structures. The WDC reserves the right to select any payment structure that is in the WDC's best interest.

4. Project Timeline

Proposers should provide a schedule for completion of the deliverables and/or services required by the contracts resulting from this solicitation, including identification of key dates, deadlines or timeframes for research service completion and/or submission of deliverables.

Anticipated Start Date: **April 15, 2019**

Note: The Contractors are expected to be able to begin immediately upon receipt of a written notice to proceed from WDC.

5. Acknowledgment of Addenda (Attachment E)

The Acknowledgment of Addenda Form (Attachment E) serves as the proposer's acknowledgment of the receipt of addenda to this RFP which may have been issued by the WDC prior to the Proposal Due Date and Time, as set forth in Section I(B), above. The proposer should complete this form as instructed on the form.

B. Proposal Package Contents (“Checklist”)

The Proposal Package should contain the following materials. Proposers should utilize this section as a “checklist” to assure completeness prior to submitting their proposal to the WDC.

IF SUBMITTED IN HARD COPY:

1. A sealed inner envelope labeled “Program Proposal,” containing one (1) original and one (1) duplicate of the documents listed below and in the following order:
 - Proposal Cover Sheet (Attachment A)
 - Program Proposal (Attachment B)
 - Narrative
 - References for the Proposer and, if applicable, each Subcontractor
 - Resumes and/or Description of Qualifications for instructors and key Staff Positions
 - Documentation of past training administered by the Contractor
 - Organizational Chart
 - Proof of Business of doing business for more than two years
 - Audit Report, Certified Financial Statement, or a statement as to why no report or statement is available
 - Acknowledgment of Addenda Form (Attachment E)
2. A separate sealed inner envelope labeled “Price Proposal” containing one (1) original and one (1) duplicate of the Price Proposal Form.
 - Price Proposal Form (Attachment C)
3. A separate sealed outer envelope, enclosing the all of the above-referenced sealed inner envelopes. The sealed outer envelope should have **two (2) labels** containing:
 - The Proposer’s name and address, the Title and PIN of this RFP and the name and telephone number of the Proposer’s Contact Person
 - The name, title and address of the Authorized WDC Contact Person

IF SUBMITTED ELECTRONICALLY

1. **One** PDF or Word document labeled “Program Proposal [Proposer Organization Name]”
 - Proposal Cover Sheet (Attachment A)
 - Program Proposal (Attachment B)
 - Narrative
 - References for the Proposer and, if applicable, each Subcontractor
 - Resumes and/or Description of Qualifications for instructors and key Staff Positions
 - Documentation of past training administered by the Contractor
 - Organizational Chart
 - Proof of Business of doing business for at least two years
 - Audit Report or Certified Financial Statement or a statement as to why no report or statement is available
 - Acknowledgment of Addenda Form (Attachment E)
2. A separate PDF or Word document labeled “Price Proposal [Proposer Organization Name]”
 - Price Proposal Form (Attachment C)

3. One email with previous two files attached, which includes:
 - A subject line with the following format : Title of RFP, RFP Pin #
 - A message in the body of the email noting the Proposer’s name and address, the Title and PIN of this RFP and the name and telephone number of the Proposer’s Contact Person.
 - CDennis@sbs.nyc.gov in the recipient (“To”) field, and LSantiago@sbs.nyc.gov in the “cc” field.

SECTION V - PROPOSAL EVALUATION AND CONTRACT AWARD PROCEDURES

A. Evaluation Procedures

All proposals accepted by the WDC will be reviewed to determine whether they are responsive or non-responsive to the requisites of this RFP. Proposals that are determined by the WDC to be non-responsive will be rejected. The WDC’s Evaluation Committee will evaluate and rate all remaining proposals based on the Evaluation Criteria prescribed below. The WDC reserves the right to conduct site visits and/or interviews and/or to request that proposers make presentations and/or demonstrations, as the WDC deems applicable and appropriate. Although discussions may be conducted with proposers submitting acceptable proposals, the WDC reserves the right to award contracts on the basis of initial proposals received, without discussions; therefore, the proposer’s initial proposal should contain its best programmatic and price terms.

B. Evaluation Criteria

Awards will be made to the highest overall scorers. The criteria for evaluation and weight assigned are set forth below.

- | | |
|--|-----|
| * Demonstrated quantity and quality of successful relevant experience. | 25% |
| * Demonstrated level of organizational capability. | 30% |
| * Quality of proposed approach. | 45% |

C. Basis for Contract Award. A contract will be awarded to the responsible proposer(s) whose proposal(s) is/are determined to be the most advantageous to the WDC, taking into consideration the price and such other factors or criteria, which are set forth in this RFP. Contract award(s) shall be subject to the timely completion of contract negotiations between the WDC and the selected proposer(s). The WDC shall rank proposers by technical merit. The WDC may request best and final offers (BAFOs) and will then consider price by negotiating a fair and reasonable price with the highest technically ranked proposer(s). In the event that such price is not successfully negotiated, the WDC may conclude such negotiations, and enter into negotiations with the next highest technically ranked proposer(s), as necessary.

D. Confidential, Proprietary Information or Trade Secrets. Proposers should give specific attention to the identification of those portions of their proposals that they deem to be confidential, proprietary information or trade secrets and provide any justification of why such materials, upon request, should not be disclosed by the WDC. Such information must be easily separable from the non-confidential sections of the proposal. All information not so identified may be disclosed by the WDC.

E. RFP Postponement/Cancellation. The WDC reserves the right to postpone or cancel this RFP, in whole or in part, and to reject all proposals.

F. Proposer Costs. Proposers will not be reimbursed for any costs incurred to prepare proposals.

G. Applicable Laws. This Request for Proposals and the resulting contract award, if any, unless otherwise stated, are subject to all applicable provisions of the federal Workforce Innovation and Opportunity Act (29 U.S.C. 3101 et seq.), New York State Law, the New York City Charter and Administrative Code, the Rules of the City of

New York. In addition, contract award is subject to applicable provisions of federal, state and local laws and executive orders, including those requiring affirmative action and equal employment opportunity.

H. General Contract Provisions. Contracts shall be subject to the WDC’s general contract provisions, in substantially the form that they appear in the attached “Appendix A—Standard Terms and Conditions” or, if the WDC utilizes other than the formal Appendix A, in substantially the form that they appear in the WDC’s general contract provisions.

I. Prices Irrevocable. Prices proposed by the proposer shall be irrevocable until contract award, unless the proposal is withdrawn. Proposals may only be withdrawn by submitting a written request to the WDC prior to contract award. This shall not limit the discretion of the WDC to request proposers to revise proposed prices through the submission of best and final offers and/or the conduct of negotiations.

SECTION VI – ATTACHMENTS

Attachment A – Proposal Cover Sheet

Attachment B – Licensing, Experience and Organizational Capability Proposer Response Form (Program Proposal)

Attachment C – Price Proposal Form

Attachment D – Key Practices for Accelerated Tech Training

Attachment E – Acknowledgment of Addenda

STANDARD TERMS AND CONDITIONS

ATTACHMENT A

PROPOSAL COVER SHEET

RFP TITLE: Web Development Training Program

PIN: 2019WDC0001

Proposer:

Name: _____

Address: _____

Tax Identification #: _____

Years in Operation _____

Proposer’s Contact Person:

Name: _____

Title: _____

Telephone #: _____

Email Address: _____

Proposer's Authorized Representative:

Name: _____

Title: _____

Signature: _____

Date: _____

If submitted in hard copy, is the response printed on both sides, on recycled paper containing the minimum percentage of recovered fiber content as requested by the WDC in the instructions to this solicitation?

Yes **No**

ATTACHMENT B

LICENSING, EXPERIENCE, AND ORGANIZATIONAL CAPABILITY PROPOSER RESPONSE FORM

(PROGRAM PROPOSAL)

RFP TITLE: Web Development Training Program

PIN: 2019WDC0001

Proposers should provide the information requested in the tables below regarding their Experience and Organizational Capability, attaching additional pages, if necessary. This Attachment B should be included in the proposal response package submitted to the WDC.

I. Licensing/Accreditation

If applicable, is your organization licensed by and registered with the New York State Bureau of Proprietary School Supervision (BPSS)?

YES _____ NO _____

Is your organization on the NYS Eligible Training Provider List for the training program being proposed herein?

YES _____ NO _____

II. Experience

- **Previous Program Training Outcomes.** Proposer's should provide the following information relating to proposer's implementation of the Web Development Training Program(s) that connect Program graduates with jobs following completion of the Training(s):

Trainer-to-student ratio:	
# of industry partners engaged in curriculum development	
# of individuals that completed training vs # of individuals enrolled:	# completed: # originally enrolled:
# of individuals that as a result of the training have obtained entry-level web development positions:	# of individuals that as a result of the training have obtained entry-level web development positions: # of individuals placed within 3 months of completion: #of individuals placed within 6 months of completion:
Salary range of those filled jobs:	\$ _____ to \$ _____
Average salary of those filled jobs:	\$ _____

- **Companies/Employers that Hired Proposer's Trainees; Company Names & Titles.** Proposers should list the companies that hired individual students that completed the Proposer's training, each job titles they were hired into, and salary information corresponding to each job title:
**Please attach supplementary materials in a similar format to include more companies.*

Company Name	Job Titles of Hires	Number of Hires for Each Job Title	Salary(ies) for each title	Full-Time/ Part-Time/ Internship/ Contractor
1.				
2.				
3.				
4.				
5.				

- Companies/Employers that Hired Proposer’s Trainees: References. Proposers should use the following format to provide at least three (3) employers references for companies that hired students after training.

Company #1

- Company Name: _____
- Company Address
 - Address 1: _____
 - Address 2: _____
 - City: _____
 - Zip: _____
- Company Contact First Name: _____ Last: _____
- Title: _____
- Contact Phone #: _____
- Contact Email: _____
- Notes:

Company #2

- Company Name: _____
- Company Address
 - Address 1: _____
 - Address 2: _____
 - City: _____
 - Zip: _____
- Company Contact First Name: _____ Last: _____
- Title: _____
- Contact Phone #: _____
- Contact Email: _____
- Notes:

Company #3

- Company Name: _____
- Company Address
 - Address 1: _____
 - Address 2: _____
 - City: _____
 - Zip: _____
- Company Contact First Name: _____ Last: _____
- Title: _____
- Contact Phone #: _____
- Contact Email: _____
- Notes:

III. Organizational Capability

- Start-Up Costs. Proposer’s should provide the information requested in the tables below to demonstrate that the proposer has sufficient resources, including financial and human resources, to begin the Program by the expected contract start date.
 - Identify the anticipated Personnel Services (PS) costs needed to mobilize and start the contract:

# of People	Startup Task	Name of Employee(s)	Wage/Hr. or Salary/Yr.	% of Time*	Cost to Contract
Total Wages					
Fringe @ __%					
Total Startup Personnel Costs					

*Put 100% if the employee is working solely on this project and will have no conflicting priorities.

- Identify the anticipated Other Than Personnel Services (OTPS) costs needed to mobilize and start the contract:

Expense	Cost to Contract	Notes (duration, number of items, etc.)
Hardware / Equipment		
Software		
Furniture		
Training Materials		
Insurance (Bonding & Liability)		
Rent		
Other OTPS Costs (identify)		
Total OTPS Costs		
Total Start-up Personnel Costs		
Total Start-up OTPS Costs		
Total Start-up Budget (Personnel + OTPS)		

- Operating Costs. Proposer's should provide the information requested in the tables below to demonstrate that the proposer has sufficient resources, including financial and human resources, to cover anticipated Program costs between each reimbursement payment. **Note: Reimbursements occur on a 30-60-day period.**

- Identify the anticipated monthly operating personnel costs for the duration of the resulting contract award:

# of People	Job Title	Name of Employee(s)	Wage/Hr. Or Salary/Yr.	% of Time*	Cost to Contract
Total Wages					
Fringe @ __%					
Total Monthly Operating Personnel Costs					

*Put 100% if the employee is working solely on this project and will have no conflicting priorities.

Identify the anticipated monthly operating OTPS costs for the duration of the resulting contract award:

Expense	Cost to Contract	Notes (duration, number of items, etc.)
Hardware / Equipment		
Software		
Furniture		
Training Materials		
Insurance (Bonding & Liability)		
Rent		
Other OTPS Costs (identify)		
Total Monthly Operating OTPS Costs		

Total Monthly Personnel Costs		
Total Monthly OTPS Costs		
Total Monthly Budget (Personnel + OTPS)		

- Demonstrate the proposer’s experience in developing and executing similar programs in the City or a similar City.
 - Do you have experience implementing the web development training in the City or a similar city? (Yes or No) _____ and if so, in what city or cities?
 - City #1
 - City: _____ State: _____
 - Brief Description of Similar Training: _____
 - _____
 - City #2
 - City: _____ State: _____
 - Brief Description of Similar Training: _____
 - _____
 - City #3
 - City: _____ State: _____
 - Brief Description of Similar Training: _____
 - _____

- Demonstrate the ability to tap into the network of technology employers in the City to connect Trainees to jobs.
 - List the technology employers that you already have relationships within the City:
 - Firm 1: _____
 - Firm 2: _____
 - Firm 3: _____
 - Firm 4: _____
 - Firm 5: _____
 - List the technology employers you would target to help trainees in this program find jobs, and why:
 - Firm 1: _____
 - Why: _____
 - Firm 2: _____
 - Why: _____
 - Firm 3: _____
 - Why: _____
 - Firm 4: _____
 - Why: _____

List the Proposer’s current projects as well as any future projects or trainings (including the duration of each) that the proposer has committed to during the anticipated term of the resulting contract award. Proposer’s should attach additional pages and supplementary materials, as applicable, in a similar format to one included below)

- Current Training Project #1 if applicable:

- Start date: _____

- Finish date: _____

- Description of training:

- Future Training Project #1(anticipated term to overlap with term of the contract award resulting from this solicitation), if any:

- Start date: _____

- Finish date: _____

- Description of training:

ATTACHMENT C

PRICE PROPOSAL FORM

RFP TITLE: Web Development Training Program
PIN: 2019WDC0001

TOTAL PRICE: \$ _____

TOTAL PRICE IN WORDS:

TOTAL COST PER TRAINEE: \$ _____

TOTAL NUMBER OF TRAINEES PLACED INTO JOBS: _____

Printed Name of Proposer

Signature of Proposer

PLEASE COMPLETE ITEMIZED BUDGET ON NEXT PAGE

Please Note: In case of discrepancies between the price in words and the price in figures, the price in words will be considered the price.

Other Than Personnel Services: Please provide a line-by-line price proposal of Other Than Personnel Services (OTPS) costs in the table below. **Note:** The pre-populated items listed in the table below are not exhaustive and proposers are expected to list each OTPS cost for the Program on separate lines. The format below is for reference only. Please add lines as needed.

Expense	Cost to Contract	Notes (duration, number of items, etc.)
Hardware/Equipment		
Software		
Furniture		
Training Materials		
Insurance (Bonding & Liability)		
Other OTPS Costs (identify)		
Supportive Services (as defined by the WDC)	\$100,000	e.g. Transportation and/or nutritional assistance
Total OTPS Costs		

Total PS Costs		
Total OTPS Costs		
<p>Placement Bonus</p> <p>Note: Maximum total amount available will equal 10% of PS + OTPS. The value of each placement will equal <i>the Total Placement Bonus Amount Available/ Target # of Participants</i>. E.g., \$100,000/64 participants would \$1,562.50 per job placement.</p> <p>Vendor will be required to verify each job placement.</p>		
Total Budget (PS + OTPS + Placement Bonus)		

ATTACHMENT C (Continued)

PROPOSER'S PRICE PROPOSAL: KEY METRICS

RFP TITLE: Web Development Training Program

PIN: 2019WDC0001

Proposers must complete the "Key Metrics" table below:

<u>Key Metrics</u>	
Estimated total hours of instruction per cohort	_____ hours
Estimated total duration of each cohort training	_____ weeks
Number of trainees in total	_____ students
Number of cohorts	_____ cohorts
Cost per trainee	\$_____ per trainee

ATTACHMENT D

Key Practices for Accelerated Tech Training Details available at: <http://www.techtalentpipeline.nyc/key-practices/>

CONTINUOUSLY ENGAGE INDUSTRY TO IMPROVE JOB OUTCOMES

- PRACTICE 1: ENGAGE LOCAL INDUSTRY THROUGH MULTIPLE CHANNELS TO DEVELOP AND CONTINUOUSLY UPDATE TRAINING**
Convene employers to define target jobs, skills, and curriculum, and re-engage partners through multiple channels to regularly update needs.
- PRACTICE 2: USE INDUSTRY-INFORMED SCREENING THAT INCLUDES NON-TECHNICAL SKILLS**
Work with local companies to identify non-technical skills candidates need to succeed in the target career, and screen for them before admission.
- PRACTICE 3: INVEST IN A TEAM TO PROACTIVELY CONNECT STUDENTS TO JOBS**
Develop targeted job opportunities, work closely with graduates through candidate process, and use employer feedback to help students improve.

ATTRACT AND SUPPORT AN EXPANDED POOL OF STUDENTS

- PRACTICE 4: EXPAND STUDENT POOL THROUGH COMMUNITY-BASED RECRUITMENT PARTNERS**
Engage community-based organizations as recruitment partners and provide information on what students need to enter and succeed in training.
- PRACTICE 5: OFFER STUDENT-FRIENDLY FINANCING OPTIONS AND GUIDANCE**
Provide financing options that expand access without unreasonable debt – and staff to help students assess options.
- PRACTICE 6: PROVIDE CLEAR UP-FRONT INFORMATION ON ALL REQUIREMENTS**
Provide accessible data on time commitment (and cost) of training and job search, pre-requisites, outcomes, and bootcamp role in connecting to jobs.
- PRACTICE 7: DEPLOY TRAINED STAFF TO HELP STUDENTS MANAGE NON-TECHNICAL CHALLENGES**
Hire staff or partner with organizations that can coach students through non-technical challenges, and coordinate support through case conferencing.
- PRACTICE 8: CULTIVATE A SUPPORTIVE COMMUNITY THROUGH COHORTS**
Implement cohort-based training and supportive programming to build a community, support system, and a future network amongst students.
- PRACTICE 9: CONDUCT ASSESSMENTS FREQUENTLY AND PROVIDE TARGETED SUPPORT**
Assess students' progress regularly and provide targeted support where they fall short.

INTEGRATE "REAL WORLD" PREPARATION AND EXPERIENCE THROUGHOUT TRAINING

- PRACTICE 10: PROVIDE EARLY, FREQUENT TECH-SPECIFIC PROFESSIONAL DEVELOPMENT**
Begin preparing students for the job hunt early. Build areas of common professional knowledge and provide opportunities to practice tech-specific interview techniques.
- PRACTICE 11: REQUIRE INDUSTRY-INFORMED PROJECTS THAT INVOLVE REAL-WORLD APPLICATIONS AND PUBLIC DEMONSTRATIONS**
Incorporate project-based work informed by industry that requires students to apply their knowledge and present their work publicly.
- PRACTICE 12: HELP STUDENTS GAIN EXPERIENCE, INCLUDING THROUGH PAID INTERNSHIPS**

Simulate the experience of working in tech through training and include on-the-job learning for those that need relevant experience regardless of skill.

ATTACHMENT E

ACKNOWLEDGMENT OF ADDENDA

RFP TITLE: Web Development Training Program

PIN: 2016WDC0004

Directions: Complete Part I or Part II, whichever is applicable, and sign your name in Part III. All proposers must complete and include this page as part of their proposal package.

Part I. Acknowledgment of Receipt of Addenda

Listed below are the dates of issue for each Addendum received in connection with this RFP:

Addendum # 1, Dated _____, 2019

Addendum # 2, Dated _____, 2019

Addendum # 3, Dated _____, 2019

Addendum # 4, Dated _____, 2019

Addendum # 5, Dated _____, 2019

Part II. Acknowledgement of No Receipt of Addenda

_____ No Addendum was received in connection with this RFP

Part III. Proposer's Name and Authorized Representative

Proposer's Name: _____

Proposer's Authorized Representative:

Name: _____

Title: _____

Signature: _____

Date: _____

APPENDIX A – Standard Terms and Conditions

Please see the appended WDC Appendix A (June 2018) for the general provisions governing WDC-funded contracts