

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

**RFP TITLE: Data Analyst Training Program**

**PIN: 2018WDC001**

**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, 7<sup>th</sup> 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:                      June 28, 2018**

**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:                                      July 19, 2018, 5:00pm EST**

**B. Proposal Due Date and Time and Location:                      August 16, 2018, 5:00pm EST**

1. Responses must be submitted electronically by email, in either Adobe PDF or Microsoft Word, to Chenelle Dennis at [CDennis@sbs.nyc.gov](mailto:CDennis@sbs.nyc.gov), **with a copy to** [creel@sbs.nyc.gov](mailto:creel@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, 7<sup>th</sup> 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 First Cohort Start Date:                      December 3, 2018**

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

## **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 NYC tech ecosystem is thriving. Diverse companies integrated throughout every sector and borough support more than 320,000 jobs and \$30 billion in wages annually. These businesses rely on technical talent to help their companies start, grow, and succeed. Yet while businesses are struggling to fill open positions, technology jobs remain out of reach for many New Yorkers who lack access to the training and education necessary to become active participants in the 21st century economy.

Following an initial pilot program, the WDC is issuing this request for proposals (“RFP”) to identify a qualified training provider (“Contractor”) to develop and deliver a new training program to prepare New Yorkers with no previous experience in the field for – and connect them to – Data Analyst and related roles in NYC companies (the “Program”). This Program will include a focus on required statistical analysis, visualization, and programming skills beyond SQL as well as applied projects and experience that employers require of entry-level Data Analysts and related positions. In addition, while the Program will prepare participants with the foundational skillset needed to pursue a Data Analyst career in different sectors, it will equip New Yorkers with the additional specific skills they need to secure and succeed in Marketing Analyst and related jobs in NYC’s “hyphen-tech” companies. Finally, the Program will include a significant project-based component that will require participants to apply the skills that they have learned in real-world, sector-specific projects. Sample titles of related positions for Data Analysts and Marketing Analysts include: data analyst, marketing analyst, operations analyst, product analyst, business intelligence analyst, and business intelligence architect/developer.

The Contractor is expected to provide this Program to a minimum of forty (40) eligible enrolled individuals (“Trainees”) through at least two (2) cohorts occurring consecutively over the course of twelve (12) months. Specifically, the Program must be designed to incorporate input from industry regarding needed skills and learning milestones; serve individuals with little or no prior experience<sup>1</sup> in data analysis; and, at the end of the Program, connect these individuals with relevant entry-level full-time jobs in NYC at a minimum of \$55,000 in annual salary. 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 to be successful, will then be made available to qualified training providers across NYC in accordance with Section III(D). In doing so, the WDC seeks to help develop the capacity of the City’s training and educational organizations to effectively deliver a greater diversity of New Yorkers into tech-related occupations.

### **C. Anticipated Contract Term**

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<sup>1</sup> For purposes of this RFP, “little or no prior experience” refers to an individual who has never been employed as a data analyst or comparable position.

It is anticipated that the term of the contract awarded from this RFP will be one (1) year with renewal options at the WDC's sole discretion for up to an additional two (2) years (up to three (3) years in total), 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 total available funding awarded from this RFP will be \$700,000. The 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. Greater consideration will be given to proposers that propose more competitive prices.

**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 outcomes. It is anticipated that the WDC will retain a certain percentage of the budget for payments tied to outcomes. Although the proposer must include a proposed percentage in their submission, the actual percentage will be determined through contract negotiations with the WDC and the successful proposer. 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.

**Note:** Proposers should understand that full payment is ultimately tied directly to actual job placement by Trainees who complete the Program. Specifically, Trainees must obtain full-time employment in NYC as data analysts (or a related technology job approved by WDC) earning an annual salary of at least \$55,000.

**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.

1. Proposer has at least one (1) year of experience delivering technology-related training programs.
2. Proposer has developed at least (1) technology training curriculum.
3. Proposer at a minimum has been awarded candidacy status from the New York State Bureau of Proprietary School Supervision in accordance with Education Law Section 5001.

**SECTION III - SCOPE OF SERVICES**

**A. WDC's Goals and Objectives for this RFP**

The WDC's goal for this RFP is to award a contract to an appropriately qualified Contractor to conduct a full-time Data Analyst training program at a location within the five boroughs. Additionally, the WDC intends that the resulting contract award will ultimately accomplish the following related goals and objectives:

1. Develop and deliver, with industry input, a full-time immersive training Program that equips residents of NYC earning less than \$45,000 with no previous professional experience in the field with in-demand skills and connections to full-time employment with an annual salary of at least \$55,000 in Data Analyst or related occupations;

2. Develop a curriculum and training program that incorporates input from industry regarding needed 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 data analyst and related talents in NYC; and
3. Ensure the efficient use of public funds by requiring that the Contractor produce a plan for raising funds to support up to fifty percent (50%) of the Program in the third year of the Program (assuming the Program is renewed for a second and then third year) should all parties agree that the Program is successful and ought to be continued.

## **B. WDC's Assumptions Regarding Contractor's Approach**

The WDC's assumptions regarding which approach will most likely achieve the goals and objectives set out above are as follows. The Contractor is expected to:

1. **Develop and test a program model** that equips individuals with little to no previous experience with the skills necessary to enter into entry-level Data Analyst or related jobs (WDC reserves the right to make final judgments about whether a particular job qualifies as a related job), with the end goal of developing a training program that can be shared with qualified education and training providers across NYC, if determined to be successful by the WDC.
2. **Establish a recruitment and screening process** to enroll Trainees who can be effectively trained and connected with full-time employment in one of these positions, earning a salary of at least \$55,000 per year. The Contractor will be expected to plan and execute a comprehensive marketing, outreach, and recruitment strategy to recruit, screen, and enroll eligible NYC residents for participation in the Program. Contractor shall be responsible for marketing the program to recruit Trainees. Contractor shall either use marketing and enrollment materials developed or provided by the WDC, or obtain written approval from the WDC for alternate materials and language including websites, newsletters, emails, letters, informational brochures, and enrollment agreements. Proposers are encouraged to exceed the minimum levels set forth in this solicitation for Trainee enrollment.
3. **Design and deliver an effective training model (curriculum)** featuring industry-informed curriculum, which is subject to WDC approval and will be adapted with input from TTP's employer partners to reflect the needs and expertise of companies seeking or employing Data Analysts or related roles. The Contractor is expected to work with TTP to arrange curriculum consultations with industry and seek their own input from employers. The suggested curricular items below should be included in any proposed curricular outline:
  - i. **Landscape overview:** The Program should include a landscape overview to help participants build their understanding of the range of data analysis-powered jobs that are in demand across NYC, including an overview of major related titles (e.g. marketing analyst, operations analyst, product analyst, etc.) and the different kinds of employers that are looking for employees with this skill set. The Contractor will create this curriculum with input from TTP and employer partners. This part of the curriculum should help Trainees understand what jobs exist and consider what types of jobs and in what settings they are most interested in targeting. This should be done early in the course so that Trainees can choose projects that will help them to build the knowledge and any specific additional skills they will need to target their desired jobs.
  - ii. **Foundational skills & content areas:**
    - a) **Overview of Data & Data Analysis:** Establishing general understanding of how data is collected, housed (e.g., tag management and data collection), analyzed, and communicated.
    - b) **Introduction to Statistical Concepts and Experimental Design:** Defining, describing, and using key statistical concepts. Includes, but is not limited to:
      1. Basic statistical concepts (e.g. mean, median, mode, and ratios)
      2. More advanced key concepts and how to use these in performing data analysis:

- Hypothesis testing, including: regression analysis, statistical significance, meaning and significance of p-values,
    - A/B testing
    - Causation vs. correlation
  - 3. Evaluating data sets for "fit" to analyses
- c) **Key Tools:** Understands not only how, but why and when, to use the various aspects of these tools. These include, but are not limited to:
1. **Relational Databases:** Using relational databases, including writing SQL queries to perform a search, pull data, join and manipulate data from disparate systems.
  2. **Excel:** Using Excel to organize, analyze, and visually display data. Includes mastery of key tools including pivot tables, sorting, VLOOKUP, and conditional statements.
  3. **Programming beyond SQL:** Using Python to perform basic statistical analyses.
- Data analysts should be able to:
- Get, clean, and move data; automate computer processes
  - Perform data exploration, analysis, modeling, and charting
  - Visualize data using libraries (e.g. matplotlib)
- d) **Business Applications and Problem Solving:** Understanding of how to set up and approach solving problems within a business context. Includes, but is not limited to:
1. Understanding and/or asking clarifying questions to get at the main problem
  2. Breaking problems into their component parts
  3. Experiment design (setting up an effective approach)
  4. Selecting and using appropriate tools
  5. Delivering an effective solution
  6. Ability to communicate approach to decision-makers and secure support for this approach (e.g., convincing decision-makers that an A/B test needs to run for two weeks to be effective, even if it seems like enough data has been gathered – and enough money spent – after one week)
- e) **Visual and Written Communication:** Using data to tell a story, both through data visualization and clear written communication. Includes, but is not limited to:
1. Using tools, including Excel and other data visualization software (e.g. Tableau) to clearly present and explain results of analysis
  2. Conveying the “so what” – explaining the key takeaways and why they’re important
  3. Excellent written communication. Presenting the problem, approach, and results of analyses in clear, lucid writing. Ability to communicate findings to both technical and non-technical audiences.
- f) **Developing an Analytical Toolkit.** Includes, but is not limited to:
1. Articulating each phase of an end-to-end data capture process, including how to work with various functional teams to ensure data necessary for analysis is captured
  2. Demonstrating an ability to learn new analytical tools
  3. Acquiring proficiency in web analytic tools (e.g., Adobe Omniture, Google Analytics)
  4. Building dashboards to represent metrics and progress
  5. Creating and deploying an A/B testing plan
- g) **Privacy, security and responsible data use best practices.** Includes, but is not limited to:
1. Understanding of major privacy, security, and related ethical issues
  2. Best practices for storing and securing data
  3. How to integrate best practices into daily work
  4. Effectively spotting and flagging complex threats or issues

- h) **Key professional skills.** Includes, but is not limited to:

1. Time management and task completion skills;
2. Building a resume and portfolio;
3. Excelling in a technical interview;
4. Communicating effectively on teams with a diverse set of stakeholders, including communicating technical information effectively to both technical and non-technical colleagues;
5. Working collaboratively; and
6. Expanding professional networks.

iii. **Contextualization:** The Program is expected to prepare Trainees with the foundational skillset they would need to pursue a Data Analysis and related careers in many different sectors and provide Trainees with the additional skillset they need to target Marketing Analyst and related jobs in NYC’s e-commerce, “hyphen-tech,” and related companies that rely on a strong web presence to support their core business. The Proposer should explain how they would propose to do this. Components envisioned include:

- a) **Development:** The Contractor, in cooperation with TTP, will consult with employers to build an “add-on” component of their curriculum that will help Trainees build their understanding of this space and develop the specific skills they will need to stand out in the application process.
- b) **Structure:** Proposers are encouraged to specify how they will include this Program component, whether as a standalone module or woven throughout the Program. If the former, Proposers should specify how many additional weeks they expect this component will add to the overall course duration.
- c) **Industry-Informed Projects:** The Program should include at least two applied projects with real-world relevance that help Trainees further prepare for, demonstrate competency in, and understand Data Analyst and related roles and settings.

a. **These projects should:**

1. Require Trainees tackle a business problem they would be likely to encounter in the particular target sector and occupation;
2. Help Trainees refine the skills and tools they need to excel in marketing analysis, in addition to general data analysis;
3. Increase familiarity with the types of data sets Trainees are likely to work with in the particular target sector and occupation;
4. Help Trainees learn and develop best practices for working in a professional team setting;
5. Require Trainees present their work to a larger group (e.g. help participants practice communicating the results of their work to a non-technical audience), and
6. Result in a specific deliverable that Trainees can share publicly (i.e. online).

- b. **In addition,** to help Trainees succeed in the job-search process, the Contractor must help Trainees effectively articulate what they personally do as part of each project they work on, whether in an individual or group setting. This includes but is not limited to helping Trainees come up with short but clear bullet points and talking points that communicate their work and helping Trainees integrate this information into their written (e.g. résumé, LinkedIn portfolio) and verbal communications (e.g. in an interview) with employers.

iv. **Real-world experience:** Help Trainees gain real-world experience. This should happen at minimum through simulating the experience of working in an industry setting while in class. Ideally this would also include paid internships. Additional options include connecting Trainees to “shadowing”



experiences, hackathons, having Trainees make contributions to open-source repositories, attending meetups, site visits at NYC tech companies, bringing in guest speakers from relevant companies, and mentoring opportunities.

4. The Contractor is further expected to:

- i. Develop and implement a strategy to connect Program graduates with full-time entry-level Data Analyst jobs or related technology jobs, as approved by the WDC, in NYC at a salary of at least \$55,000 per year;
- ii. Deliver training to test this developed model with the goal of determining efficacy and making recommendations for improvement and replication;
- iii. Establish a training schedule subject to approval by the WDC;
- iv. Use a live, in-person class setting to provide the respective training through experienced, knowledgeable, and qualified instructors;
- v. Provide the same instructor(s) for the duration of the program;
- vi. Supplement live, in-person training with project-based work;
- vii. Provide Trainees with a readily accessible means to review course materials/lectures through either the use of an online learning management system and/or recorded lectures and workshops;
- viii. Develop a strategy to provide support for Trainees beyond classroom hours on an “as needed” basis – this will include wrap-around services including navigation of supportive resources and coaching in non-technical topics (e.g., time management, conflict resolution, managing team dynamics, communicating effectively, etc.);
- ix. 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;
- x. Establish a WDC-approved monitoring process for tracking each Trainee’s employment status, title, and salary post Program;
- xi. Provide an appropriate physical location for the provision of the respective training, subject to WDC approval, which is easily accessible to public transportation and large enough to comfortably accommodate all expected Trainees. The location should also be in compliance with Title III of the Americans with Disabilities Act, and be accessible to individuals with disabilities, ensuring that individuals with disabilities have an equal opportunity to participate in and benefit from the respective training; and
- xii. Implement the twelve key practices TTP has found to be important for attracting and supporting a broader student body and improving job outcomes. (See Appendix B; 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 is expected to be responsible for the following services, activities and deliverables during the contract term:

1. **Recruitment Process.** The Contractor will be expected to plan and execute a comprehensive marketing, outreach, and recruitment strategy to recruit, screen, and enroll eligible NYC residents for participation in the Program. Contractor shall either use marketing and enrollment materials developed or provided by the WDC, or obtain written approval from the WDC for alternate materials and language including websites, newsletters, emails, letters, informational brochures, and enrollment agreements.
2. **Eligibility Requirements for Trainees.**  
All Trainees selected by Contractor for participation in the Program must meet the following eligibility criteria:
  - a) 18 years of age or older;
  - b) A NYC resident;
  - c) Authorized to work in the United States; and
  - d) If currently employed, must have an annual income of no more than \$45,000.
3. **Eligibility Screening.** The Contractor will be expected to employ an approved, fair and reasonable screening mechanism (that focuses on prerequisite skills or competencies and/or aptitude tests) to identify and enroll eligible candidates in the each training. This screening method, including the criteria to be used, must be approved by the WDC in advance of use pursuant to the respective training and resulting contract award. The Contractor is expected to develop a screening mechanism that will ensure that enrolled trainees have sufficient aptitude to successfully complete the Program.
4. **Training Model Development.** The Contractor will develop a training model for the Data Analysis training program that meets all applicable standards (i.e., credentialing standards) set for the particular training. Specifically, the Contractor is expected to:
  - i. Develop a data analysis training model that will equip Trainees with relevant skills and connections to full-time jobs in related fields through a mix of classroom and project-based learning;
  - ii. Provide a data analysis curriculum that will effectively train Trainees in relevant concepts and tools to be entry level professionals that businesses in NYC will hire. This should include but is not limited to the breakdown of the curriculum by units outlining the goals and details of each unit. Additionally, the Contractor also is expected to provide examples of materials and equipment such as a course book, website component, etc.;
  - iii. Align curriculum in collaboration with TTP to include input from industry and academic partners who can articulate data analysis skills and learning milestones sought by employers; and
  - iv. 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, client-based projects, or a paid internship at a wage of no less than \$15/hour and in accordance with all applicable federal, New York State and New York City labor laws, rules and regulations.
5. **Provision of Training.**
  - i. Contractor is expected to provide live, in-person occupational training to Trainees for the purpose of securing full-time jobs as Data Analysts or related occupations at an annual salary of at least \$55,000;
  - ii. Contractor is expected to provide training to not less than forty (40) Trainees in one year, through at least two (2) consecutively occurring cohorts of Trainees. (Organizations are strongly encouraged to propose serving more than the minimum number of Trainees.) It is expected that by the end of twelve (12) months, both cohorts will have completed in-class training, and at least the first cohort will be placed into jobs. The winning proposer's Proposed Approach and contract negotiations will ultimately determine the timing of training and job placement;
  - iii. Contractor is expected to be required to provide or budget for all requisite training material, equipment, hardware/software and associated costs, including any technological needs (e.g., computers, monitors, printers, overhead projectors, software, database or website access), necessary to effectively deliver the Program training, unless otherwise specified by WDC;



- iv. Contractor is expected to develop and submit to WDC for prior approval all Program requirements for course completion, including a policy for making up missed classes; and
- v. Contractor is expected to 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.

**6. Training Instructors.**

- i. Ensure that a sufficient number of knowledgeable and experienced instructors and support personnel are available during each training session and maintain an appropriate, WDC-approved, instructor-to-trainee ratio;
- ii. Ensure that all training instructors communicate clearly and effectively in English and comply with the training course schedule submitted to the WDC in advance (including start and end times for each training session); and
- iii. Provide the same instructor(s) for the duration of the program.

**7. Jobseeker Services.** As part of the Program, the Contractor will be expected to specify and implement a strategy to proactively connect Trainees who complete the Program to full-time employment as entry level Data Analysts or related occupations in NYC earning an annual salary of at least \$55,000.

- i. **Training Location.** Proposers are expected to provide at least one (1) physical location within the five boroughs (The Bronx, Brooklyn, Manhattan, Queens and/or Staten Island) for the provision of the training services. 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. The location should also be reasonably convenient to mass transit and be in compliance with Title III of the Americans with Disabilities Act, ensuring that auxiliary aids and services or other appropriate accommodations are provided if requested, and otherwise ensuring individuals with disabilities have an equal opportunity to participate in and benefit from the respective training.

**Note:** The final set-up of the Program space will be subject to the WDC's prior approval.

**ii. Administrative Requirements.** Contractor will be expected to:

- a. Cooperate with the WDC in meeting all administrative obligations identified in this solicitation and the resulting contract award;
- b. 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;
- c. Monitor, record and submit to the WDC an attendance log. The form and frequency of submission for tracking the attendance of each enrolled Trainee during the Program cohorts shall be determined during contract negotiations;
- d. Participate in "check-in" calls every two (2) weeks or at a schedule specified by the WDC and a minimum of three (3) in person meetings with the WDC (one meeting approximately half-way through the Program and one meeting to be held within one week of the conclusion of each cohort) to review curriculum and Program success;
- e. Develop a WDC-approved method or set of evaluation metrics;
- f. Undertake performance assessments of enrolled Trainees that focus on Trainee progress and skill attainment at the conclusion of training, based on said metrics;
- g. Collect information, verify, and report data on Trainees' employment status and salary information following completion of the Program at intervals to be specified by the WDC, and collect feedback from employers on Trainees' performances based on key indicators to be developed in partnership with the WDC;
- h. Maintain an administrative office during the Term of the resulting contract to meet all administration and management requirements required by this RFP and the resulting contract award; and
- i. Provide bi-weekly progress updates on the above-referenced metrics and logs to the WDC.

- iii. **Sustainability & Scaling.** As stated above in the RFP objectives, the Program is anticipated to develop a model that can be tested, refined, and deployed in the future to other education and training providers to meet growing demand of NYC business' for individuals skilled in data analysis. As such:
  - a. The winning Contractor, as lead developer and implementer of this program model, will be a critical partner in this effort, and will be expected to document the implementation process and identify suggestions for model alteration, as specified in the contracting process, with the expectation that this model, including the Program curriculum, will be shared with other qualified providers in the future.
- 8. **Reporting.** At the end of each cohort, the Contractor will be expected to produce a report on findings and training model success, including best practices, challenges, and recommendations for Program revision. At the end of the Program, Contractor will be responsible for producing a more comprehensive report of on findings and training model success to improve model development and replication, with specific topics for inclusion to be determined by the WDC.
- 9. **Leveraged Funding Sources.** The Program is designed to provide initial funding for education and training providers looking to build or deploy a training solution to prepare individuals for, and connect them to, jobs within an “in-demand” tech field. A significant objective of this program is to leverage initial public funds to catalyze further investment from a diversity of sources, and, by doing so, encourage the Contractor to build internal capacity to attract a variety of funders. To that end, WDC anticipates that:
  - i. In the first year (and second year, should WDC and the Contractor agree that the Program should be renewed) the WDC will fund the full Program costs consistent with the budget included in the contract awarded as a result of this RFP; and
  - ii. Should both the WDC and Contractor agree that the Program should be renewed for a third year, it is anticipated that the provider may be responsible for raising up to 50 percent of the total yearly program costs from philanthropic sources, with final terms to be determined by the WDC prior to renewal. In order to ensure that participating training providers are prepared for this transition, the selected Contractor will be responsible for submitting to the WDC as a part of its proposal a plan for raising the required funds for a third cohort, including the timeline along which these funds will be secured.

#### **D. Licenses**

Any and all materials delivered under any contract that is entered into as a result of this solicitation (the “Work Product”) are the exclusive property of WDC and the City. WDC and the City may use any Work Product prepared by the Contractor in any manner, for any purposes, and as often as WDC or the City 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 Contractor. The Contractor shall not use, transmit, display, publish or otherwise license such Work Product without the WDC’s or the City’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 the WDC and the City 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 and the City, free and clear of any liens, claims or other encumbrances. The Contractor shall retain no copyright or other intellectual property interest in the Work Product. The selected proposer will be required to provide the WDC and the City with a non-exclusive license in perpetuity to use any software required to perform any of the Contractor’s services.

**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 and the City an irrevocable, world-wide, royalty-free, non-exclusive, sub-licensable license to reproduce, translate, publish, use, make derivative works, distribute and dispose of 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.

## **SECTION IV - FORMAT AND CONTENT OF THE PROPOSAL**

**Instructions:** Proposers should provide all information required in the format below. All proposals should be written using Times New Roman font style and a 12-point font size whether submitted electronically or by hard copy.

Proposals submitted in hard copy should be printed on both sides of portrait 8 ½" by 11" paper. The WDC requests that proposals submitted in hard copy be printed on paper with no less than 30% postconsumer material content, i.e., the minimum recovered fiber content level for reprographic papers recommended by the United States Environmental Protection WDC (for any changes to that standard please consult:

<http://www.epa.gov/osw/conserve/tools/cpg/products/printing.htm>). 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.

### **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 (Attachment B)**

The Program Proposal is a clear, concise narrative. **Describe in detail how the proposer will provide the work described in Section III of this RFP and demonstrate that the proposer's proposed approach will fulfill the WDC's goals and objectives.**

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> (Appendix B), where relevant.

**The Program Proposal (Proposed Approach) description submitted by each proposer should not exceed four (4) pages in length.** Specifically, proposals should address the following:

##### **A. Key parameters**

- i. Duration of training by cohort (# of weeks)
- ii. Number of Trainees served
  - a. Number of cohorts
  - b. Number of Trainees per cohort
- iii. Anticipated % of graduates connected to employment in related occupations

##### **B. Training model (Curriculum)**

- i. Overview of curriculum, including technical and professional development elements.
  - a. **If the proposer plans to adopt existing curriculum (or curricula) for this program:**
    1. Attach the syllabus for the existing curriculum (or curricula) proposer plans to adopt; and
    2. Describe how the proposer would adopt this curriculum (or curricula) for the proposed Program. Be sure to call out any additions or changes the proposer would make to the curriculum or related elements in order to fulfill the WDC's goals and objectives for this Program.
  - b. **If the Proposer plans to create a new curriculum for this program:**

1. Describe how the Proposer would approach this process; and
  2. Attach a proposed syllabus for the program.
- ii. Describe how Proposer would engage local industry to develop and continuously update training. (Proposer should assume that TTP will be involved in initial development stages and may assume that TTP will engage some, but not all, of the employers the Proposer would want to consult with in developing this curriculum.) (See, Key Practice 1). Please include:
    - a. How industry will be engaged to provide feedback on curriculum development; and
    - b. A proposed timeline and mechanism for engaging employers both during the curriculum development stage and throughout later phases of the program
  - iii. Approach to contextualization for specific target sector/occupation
  - iv. Proposed projects. Should be industry-informed projects that involved real-world applications and public demonstrations. (Key Practice 11)
  - v. How Proposer will help students gain real-world experience (e.g. through paid internships or another approach). (Key Practice 12)
- C. **Student success.** Describe how proposer would support students through training and work proactively to help them succeed. Should include a plan for how proposer would:
- i. Conduct assessments frequently and provide targeted support (Key Practice 9);
  - ii. Provide support as needed for trainees beyond classroom hours, including supportive wrap around services if appropriate (Key Practice 7); and
  - iii. Cultivate a supportive community through cohorts (Key Practice 8).
- D. **Business development and job connection plan** (Key Practice 3). Describe how proposer would proactively connect participants with full-time jobs in data analysis earning at least \$55,000 per year upon graduation, including:
- i. Targeted employers (note existing relationships and new targets);
  - ii. Approach to engaging new employers;
  - iii. How Proposer would work with students to understand their strength and interests, and use this information to proactively connect them with appropriate opportunities; and
  - iv. Monitoring process to track participant employment status and salary attainment for at least a year following graduation from the program.
- E. **Recruitment and screening.** Describe how Proposer would recruit and screen candidates, including prerequisite skills or competencies required for the training, and any relevant aptitude tests. Approach should include:
- i. Industry-informed screening that includes non-technical skills (Key Practice 2); and
  - ii. Expanding student pool through community-based recruitment partners (Key Practice 4).
- F. **Proposed training delivery.** Describe the following:
- i. Training schedule, including frequency (e.g. 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); and
  - ii. Staffing plan (include instructors, additional technical staff, and non-technical staff) .
- G. **Sustainability**
- i. Describe how the Proposer would approach funding up to fifty percent of the Program with non-public funds in the third year of the Program (assuming the Program is renewed for a second and then third year) should all parties agree that the Program is successful and ought to be continued.

### 3. **Experience and Organizational Capacity (Attachment C)**

Proposers should utilize Attachment C to demonstrate how and why they are qualified to carry out the training they propose. Proposers should include the following information:

- A. **Overview:** Short (1-2 paragraph) overview describing why the Proposer is qualified to carry out the proposed training.
- B. **Experience and outcomes:** Information about the relevant experience that makes Proposer qualified to carry out this training and indicate whether outcomes have been verified by a third party. If so, provide documentation. If not, describe how outcomes are verified.
- C. **Organizational Capacity:** Demonstrate the Proposer's organizational, technical, managerial and financial capacity to provide the work described in Section III. Specifically, proposals should address the following:
- i. 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.
  - ii. Demonstrate the Proposer's experience in developing similar programs in NYC or a similar city. In particular, please provide an overview of the following:
    - o Proposer's experience (and current capacity given expertise of instructional and administrative staff) to develop trainings focused on adult learners and their specific needs
  - iii. Demonstrate the ability to tap into the network of employers in the City to connect Trainees to jobs. Include proposed examples of 3-5 employers the Proposer would engage in this process.
- D. **In addition:**
- i. Attach a chart showing where, or an explanation of how, the proposed services will fit into the proposer's organization.
  - ii. 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.
  - iii. Attach proof that the business has been in operation for at least one (1) year.

**Note:** Where applicable, Proposers should complete annexed Attachment C 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 C.

#### 4. **Price Proposal (Attachment D)**

For the purposes of comparison, Proposers are required to complete and submit the Price Proposal Attachment (**Attachment D**). 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.

#### 5. **Project Timeline**

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

**Anticipated First Cohort Start Date:**                      **December 3, 2018**

**Note:** The Contractor must be able to begin immediately upon receipt of a written notice to proceed from WDC.

#### 6. **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 two (2) duplicates of the documents listed below and in the following order:
  - ☐ Proposal Cover Sheet (Attachment A)
  - ☐ Program Proposal (Attachment B)
  - ☐ Experience and organizational capability:
    - ☐ Experience and Organizational Capability Proposer Response Form (Attachment C)
    - ☐ Organizational Chart
    - ☐ Proof of Business of doing business for at least one year
    - ☐ Audit Report or Certified Financial Statement or a statement as to why no report or statement is available
  - ☐ Project Timeline
  - ☐ Acknowledgment of Addenda Form (Attachment E)
2. A separate sealed inner envelope labeled "Price Proposal" containing **one (1) original** and **two (2) duplicates** of the Price Proposal Form.
  - ☐ Price Proposal Form (Attachment D)
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)
  - ☐ Experience and organizational capability:
    - ☐ Experience and Organizational Capability Proposer Response Form (Attachment C)
    - ☐ Organizational Chart
    - ☐ Proof of Business of doing business for at least one year
    - ☐ Audit Report or Certified Financial Statement or a statement as to why no report or statement is available
  - ☐ Project Timeline
  - ☐ Acknowledgment of Addenda Form (Attachment E)
2. A separate PDF or Word document labeled "Price Proposal [Proposer Organization Name]"
  - ☐ Price Proposal Form (Attachment D)
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](mailto:CDennis@sbs.nyc.gov) in the recipient ("To") field, and [creel@sbs.nyc.gov](mailto:creel@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 the contract 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**

**Award will be made to the Proposer with the highest overall score. The criteria for evaluation and weight assigned to each Occupational Track are set forth below.**

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

The WDC may, in its sole discretion, determine that it is in the WDC's best interests not to make an award.

**C. Basis for Contract Award.** A contract will be awarded to the responsible proposer whose proposal is 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 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, and the price proposal of ONLY the highest technically ranked firms will be opened and reviewed by the WDC to determine whether such price proposal(s) is responsive. 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 a fee is not successfully negotiated, the WDC may conclude such negotiations, and enter into negotiations with the next highest technically ranked proposer, 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 City. Such information must be easily separable from the non-confidential sections of the proposal. All information not so identified may be disclosed by the City.

**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 RFP and the resulting contract award, if any, unless otherwise stated, are subject to all applicable provisions of the 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 WDC's general contract provisions, in substantially the form that they appear in "Appendix A— General Provisions Governing WDC Contracts for Consultants, Professional, Technical, Human, and Client Services" 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. Copies of the applicable documents are available through the Authorized WDC Contact Person.

- 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 – Program Proposal

Attachment C – Experience and Organizational Capability Proposer Response Form

Attachment D – Price Proposal Form

Attachment E – Acknowledgment of Addenda

Appendix A – General Provisions Governing WDC Contracts for Consultants, Professional, Technical, Human, and Client Services

Appendix B – Key Practices

**ATTACHMENT A**

**PROPOSAL COVER SHEET**

**RFP TITLE: Data Analyst Training Program**

**PIN: 2018WDC001**

**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**

### **PROGRAM PROPOSAL (PROPOSED APPROACH)**

**RFP TITLE: Data Analyst Training Program**

**PIN: 2018WDC001**

The Program Proposal (Proposed Approach) is a clear, concise narrative. Refer to Section IV (Program Proposal) for guidance about what should be included in this section.

Describe in detail how the proposer will provide the work described in Section III of this RFP and demonstrate that the proposer's proposed approach will fulfill the WDC's goals and objectives.

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>, where relevant.

The "Proposed Approach" description submitted by each proposer should **not exceed four (4) pages** in length.

## ATTACHMENT C

### EXPERIENCE AND ORGANIZATIONAL CAPABILITY PROPOSER RESPONSE FORM

**RFP TITLE: Data Analyst Training Program**  
**PIN: 2018WDC001**

Proposers should provide the information requested in the tables below regarding their Experience and Organizational Capability. Proposers may attach additional pages if necessary.

#### OVERALL

**Describe why the proposer is qualified to carry out the proposed training. (1-2 paragraphs.)**

#### LICENSING/ACCREDITATION

Has your organization been awarded at least candidacy status by the New York State Bureau of Proprietary School Supervision?

**YES** \_\_\_\_\_ **NO** \_\_\_\_\_

If so, has the organization applied for inclusion on the ETPL for the training program being proposed herein?

**YES** \_\_\_\_\_ **NO** \_\_\_\_\_

#### EXPERIENCE

##### **Overview of relevant experience and outcomes.**

Feel free to add additional rows or space if need.

Program Name	Location	When program began	Number of students completed to date	Targeted job outcomes: Titles and salary	Did Proposer develop the curriculum for this training? (Yes/No)	Link to curriculum

Program Name <i>(same program(s) as above)</i>	Number of students who...		Number of students who obtained full-time jobs related to their training, at or above a market-average salary, within the following months of training ending*:		
	Began training	Completed training	3	6	12

##### **\*Please provide information about:**

- A. How closely related to training a job needs to be to count as a placement (for example, whether data analyst training graduates working in product management are counted).



- B. Whether any of these jobs were short-term contracts, internships, or other opportunities that lasted less than three (3) months.
- C. Indicate whether outcomes have been verified by a third party. If so, provide documentation showing this has been done. If not, describe how outcomes are verified.
- D. Feel free to provide additional context as needed.

## **ORGANIZATIONAL CAPACITY**

**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.

<b>Current # of Full-Time Employees (FTE)</b>	
<b>Current available resources for program launch and coverage (\$ Amt)</b>	

**Please describe in 1-2 paragraphs, the proposer's experience delivering similar training in NYC or another city (please specify which)**

**Please describe in 1-2 paragraphs, proposer's experience (and current capacity given expertise of instructional and administrative staff) to develop trainings focused on adult learners and their specific needs.**

**Please demonstrate proposer's ability to tap into the network of employers in NYC to connect Trainees to jobs. Include proposed examples of 3-5 employers in NYC the Proposer would engage in this process.**

**In addition:**

- i. Attach a chart showing where, or an explanation of how, the proposed services will fit into the proposer's organization.
- ii. 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.
- iii. Attach proof that the business has been in operation for at least one (1) year.

**ATTACHMENT D**

**PRICE PROPOSAL FORM**

**RFP TITLE: Data Analyst Training Program**  
**PIN: 2018WDC001**

**TOTAL PRICE:**     \$ \_\_\_\_\_

**TOTAL PRICE IN WORDS:**

\_\_\_\_\_

**TOTAL COST PER TRAINEE:**     \$ \_\_\_\_\_

**TOTAL NUMBER OF TRAINEES PLACED INTO JOBS:** \_\_\_\_\_

**KEY METRIC**

% of Total Budget Tied to Outcomes\*: \_\_\_\_\_ %

\_\_\_\_\_  
**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.

\* “Outcomes” refer to the number of Trainees placed into full-time entry-level Data Analyst or related jobs approved by the WDC in NYC earning a salary of at least \$55,000 per year.

**ATTACHMENT D (Continued)**

**PROPOSER'S ITEMIZED PRICE PROPOSAL**

**RFP TITLE: Data Analyst Training Program**

**PIN #: 2018WDC001**

**Personnel Services:** Please provide a line-by-line price proposal of Personnel Services (PS) costs in the table below.

**Note:** The format below is for reference only. Please add lines as needed.

# of Staff	Job Title	Name of Employee(s)	Wage/Hr Or Salary/Yr	Hours	% of Time*	Cost to Contract
<b>Total Wages</b>						
<b>Fringe @ __%</b>						
<b>Total Personnel Costs</b>						

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

EXPENSE	COSTS	NOTES
<b>Personnel Costs tied to Outcomes</b>		Payments tied to outcomes after training. This is the amount that is used to calculate the key metric of “% of Total Budget Tied to Outcomes**” on page 1 of Attachment C
<b>Personnel Costs not tied to Outcomes</b>		Amount available as line item reimbursement during training.

\*\*“Outcomes” refer to the number of trainees placed into full-time entry-level Data Analyst or related jobs approved by the WDC in New York City earning a salary of at least \$55,000 per year.

**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)		
<b>Total OTPS Costs</b>		
<b>Total PS Costs</b>		
<b>Total OTPS Costs</b>		
<b>Total Budget (PS + OTPS)</b>		

**ATTACHMENT D (Continued)**

**PROPOSER'S PRICE PROPOSAL: KEY METRICS**

**RFP TITLE: Data Analyst Training Program**

**PIN #: 2018WDC001**

Proposers must complete the “Key Metrics” table below:

<b><u>Key Metrics</u></b>	
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 E**

**ACKNOWLEDGMENT OF ADDENDA**

**RFP TITLE: Data Analyst Training Program**

**PIN #: 2018WDC001**

**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 \_\_\_\_\_, 2018

Addendum # 2, Dated \_\_\_\_\_, 2018

Addendum # 3, Dated \_\_\_\_\_, 2018

Addendum # 4, Dated \_\_\_\_\_, 2018

Addendum # 5, Dated \_\_\_\_\_, 2018

**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**

**General Provisions Governing WDC Contracts for Consultants, Professional, Technical, Human, and Client Services**

**PDF ATTACHED SEPARATELY**

**APPENDIX B**  
**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.*