

**Mayor's Office of Talent and Workforce Development**  
**REQUEST FOR PROPOSALS**  
**RFP TITLE: DEVELOPING NEW APPRENTICESHIP PROGRAMS**  
**PIN:2024WDC010**

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

Name: Chenelle Dennis  
Title: Executive Director  
Mailing Address: Workforce Development Corporation  
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**SECTION I – TIMELINE**

**A. Release Date of this RFP:**

Responses should be submitted electronically by email, in either Microsoft Word or Adobe PDF to Chenelle Dennis at [CDennis@sbs.nyc.gov](mailto:CDennis@sbs.nyc.gov), **with a copy to** [WDCfiscal@sbs.nyc.gov](mailto:WDCfiscal@sbs.nyc.gov).

**B. Questions due by: April 18, 2024**

All questions should be submitted via email to Chenelle Dennis [CDennis@sbs.nyc.gov](mailto:CDennis@sbs.nyc.gov) and [WDCFiscal@sbs.nyc.gov](mailto:WDCFiscal@sbs.nyc.gov).

**C. Proposal Due Date: May 8, 2024**

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.

**D. Anticipated Contract Start Date: July 1, 2024**

## SECTION II – SUMMARY OF THE REQUEST FOR PROPOSALS

### A. Organizational 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 Mayor’s Office of Talent and Workforce Development (“NYC Talent”) and 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.

### B. Context and Purpose of this Project

In 2022, NYC Talent and the Adams Administration assembled the [Future of Workers Task Force](#), a group of 80+ external leaders from business, labor, the provider community, funders, and other areas, and tasked them with making recommendations for transforming the City’s public workforce development system. In its [blueprint](#), the Task Force identified expanding and diversifying apprenticeships as one of five top recommendations.

NYC Talent believes that the apprenticeship model is a way to simultaneously benefit jobseekers and employers. The model seamlessly integrates structured training with paid, on-the-job learning, offering jobseekers not only access to a job but a tangible pathway to a family-sustaining wage and career. NYC Talent seeks to prioritize expanding access to apprenticeships for economically disadvantaged individuals and communities who have faced historical disparities. The apprenticeship model enables employers to build a robust talent pipeline for in-demand occupations by accessing a well-trained and diverse talent pool. At scale, apprenticeships are a more effective way to match talent to opportunity and to power the local economy sustainably.

In his 2023 State of the City address, Mayor Eric Adams announced the moonshot goal to connect 30,000 New Yorkers to apprenticeships by 2030. In addition, the Mayor announced the establishment of an **Apprenticeship Accelerator**, a team now housed at NYC Talent. This team is charged with bringing together public and private partnerships to support the expansion of apprenticeships, including supporting employer partners in creating new programs and enhancing the quality of and access to existing programs across the city.

**This Request for Proposals aims broadly to expand and diversify apprenticeship opportunities available to New Yorkers, particularly to economically disadvantaged individuals and communities.**

More specifically, this Request for Proposals seeks applications from **intermediary organizations** that can act on behalf of a group of employers to plan and develop a new apprenticeship program.

### **C. Definition of an Apprenticeship Program**

An apprenticeship program combines classroom learning with extensive on-the-job training that helps an apprentice master a set of skills related to a specific occupation. Apprentices are paid, receive increases in their wage over time as they hit milestones in their learning, and have a clear path to permanent employment with their employer. (For a full list of threshold criteria, please see Exhibit B.) In the United States, apprenticeship programs have historically been concentrated in the construction trades, but increasingly other sectors – including healthcare, professional services, tech, and others – are starting to adopt apprenticeship programs as a robust way to develop talent.

Some organizations choose to formally *register* their apprenticeship program with the New York State Department of Labor or the U.S. Department of Labor. We consider [Registered Apprenticeships](#) to be the “gold standard” of apprenticeship programs, given all of their requirements and intended supports for apprentices and employers. We recommend that all proposers, if they ultimately launch an apprenticeship program, consider registering their apprenticeship program with the New York State Department of Labor. If a proposer does not register their apprenticeship program, then the program must meet all of the standards listed in Exhibit B.

### **D. Target Occupations and Sectors**

Apprenticeships are based on a target occupation, since there are a set of competencies that an individual needs to master to be proficient at that occupation. Refer to Exhibit C for a list of occupations that NYC Talent has identified as key occupations that help power the NYC economy and good candidates for apprenticeship models.

Many occupations span multiple sectors of the economy. The purpose of identifying intermediary organizations with a deep and extensive network of employer relationships in a single sector or group of related sectors is that employers in the same industry often experience similar talent challenges.

### **E. Source and Availability of Funding**

We anticipate using federal Workforce Innovation and Opportunity Act (WIOA) funding for any contracts awarded through this competition. Further, we anticipate using Adult WIOA funding, which means that programs proposed should be targeted to adults aged 18 or older. Contractors will be expected to meet all relevant WIOA and federal requirements, which are detailed in Appendix B and Appendix C.

## SECTION II – SUMMARY OF THE REQUEST FOR PROPOSALS

### A. Context and Purpose of this Project

The key objective of this Request for Proposals is to foster the development of new apprenticeship programs that ultimately lead to an expansion and diversification of apprentices in New York City. More specifically, we seek organizations well-positioned to develop a **comprehensive plan** for launching one or more *new* apprenticeship programs, a plan that will ensure that programs are designed with economically disadvantaged individuals and communities in mind and build in mechanisms for recruiting them from the start. To do so, we will contract with **intermediary organizations** – single organizations or partnerships of two or more organizations – that can demonstrate both wide and deep networks of relationships with employers in New York City as well as a successful track record of preparing and connecting economically disadvantaged individuals and communities in New York City to training and job opportunities. We define *employers* as for-profit businesses, nonprofit organizations, or other eligible organizations that have 10 or more employees and could potentially benefit from an apprenticeship program as a way to develop new talent in their organization.

### B. Eligible Organizations

We are looking to award intermediary organizations that operate in New York City and serve local employers and residents. We define an “intermediary” organization very broadly for the purposes of this RFP. We could envision a variety of types of organizations possessing the qualifications described, including for-profit, nonprofit, or other eligible organizations. Organizations could include industry associations, labor unions or training organizations affiliated with labor unions, training providers (including community colleges), workforce development providers, chambers of commerce, local development corporations, consultants, and others. Moreover, if a single organization does not possess all of the qualifications we seek, we encourage that organization to partner with one or more other organizations that possess those qualifications. Finally, although a single organization may submit more than one proposal, the WDC anticipates awarding no more than one contract per lead organization.

### C. Anticipated Contract Term

We anticipate that contractors will begin work on July 1, 2024. We anticipate that contracts will be for one year with an option to renew for an additional year. However, we anticipate that most contracts will last for just one year.

### D. Anticipated Available Funding

It is anticipated that the maximum *annual* funding available for the contract awarded from this RFP will be **\$100,000 per contract** in federal Workforce Innovation and Opportunity Act (WIOA) funding and, as such, Contractor shall comply with all applicable provisions of WIOA (for more information visit <https://www.dol.gov/agencies/eta/wioa/guidance>) and the applicable provisions set forth in the appendices annexed hereto as Appendix B and Appendix C. WDC anticipates awarding **up to 20 contracts** through this competition. The funding allocation and final

contract amount is dependent upon the availability and appropriation of funds and is subject to change. In addition, WDC reserves the right to modify the funding allocation in the best interests of WDC.

#### **E. Anticipated Payment Structure**

The WDC anticipates that these contracts will be 70% reimbursement-based. The other 30% of the contract will be based on submitting a midpoint deliverable and a final deliverable to the WDC that it finds to be satisfactory.

#### **F. Minimum Qualification Requirements**

Below are the minimum qualification requirements for the solicitation. Proposals that fail to meet any of these requirements may be found non-responsive and rejected. Again, a single organization may apply or an organization may apply with one or more partners.

- The lead organization has operated for at least one year;
- At least one year of experience cultivating in-depth relationships with multiple employers in a single sector or group of related sectors; and
- At least one year of experience connecting economically disadvantaged individuals and communities to training, apprenticeship, or job opportunities. If the applicant does not meet this requirement, they may partner with one or more organizations that do and must include a letter of commitment from that organization in the proposal.

#### **G. Preferred Qualifications**

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

- The lead organization has operated for at least three years
- At least one year of successful experience designing and implementing apprenticeships or other talent development programs (e.g., internship programs, internal training and professional development programs, etc.)
- At least five years of demonstrated successful experience cultivating in-depth relationships with employers in a single sector or group of related sectors
- At least five years of demonstrated successful experience providing or referring economically disadvantaged individuals and residents of economically disadvantaged communities to training, apprenticeship, or job opportunities

#### **H. Work Product License**

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:** WDC’s assumptions regarding the proposer’s approach represent what 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 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.*

- I. 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. WDC reserves the right to select any payment structure that is in WDC’s best interest.

## SECTION III – SCOPE OF SERVICES

### A. Contractor Responsibilities

- Deploy various strategies to inform employers that operate in New York City about and pitch them on the benefits of an apprenticeship program, including but not limited to scheduling one-on-one meetings, convening live or virtual events (e.g., information sessions, panels, webinars, etc.).
- Engage extensively with employers operating in New York City to do the following:
  - Identify which occupations employers have the greatest challenges in recruiting and retaining talent in New York City.
  - Understand employers' greatest pain points with respect to recruiting and retaining talent in those occupations.
  - Identify commonalities across multiple employers.
  - Select one or more occupations for which an apprenticeship could be an effective solution to identified challenges and where employers are willing to partner on the development of an apprenticeship model.
- Design an apprenticeship program model intended to operate in New York City for one or more identified occupations, including:
  - Articulate a set of competencies needed for the role that is validated by employer partners.
  - Articulate a list of learning objectives and an outline for the classroom training component of the apprenticeship (“related instruction”).
  - Identify if an existing curriculum or training program exists for the occupation that meets these needed competencies and learning objectives. If no existing curriculum exists, create a curriculum outline and estimate the number of classroom hours required per module.
  - Articulate on-the-job learning activities and the estimated hours devoted to each activity.
  - Articulate whether the apprenticeship model is time-based or competency-based (See Exhibit B).
  - If participants will receive a specific credential or will need to sit for a licensing exam, describe this component and plan for preparing apprentices.
  - Describe any supportive services or other wrap around services you intend to include to ensure participants can complete the program.
- Identify and develop strategies for recruiting, screening, preparing, and providing ongoing support to economically disadvantaged individuals and communities to participate in apprenticeships, with an emphasis on New York City residents.
  - All apprenticeship participants must meet the following minimum eligibility criteria:
    - at least 18 years of age or older;
    - authorized to work in the United States;
    - meets all applicable federal selective service requirements which are available at the following address:

<https://www.sss.gov/wp-content/uploads/2020/11/WhoMustRegisterChart.pdf>

- Obtain written employer commitment to participate in the apprenticeship program(s) and the number of apprentices they would anticipate hiring (in each occupation, if more than one).
- Develop a detailed, comprehensive plan for launching one or more apprenticeship programs, whose elements are described in the “Deliverables” section below.
- Participate in a formal evaluation conducted by NYC Talent and/or one of its City partners.

## **B. Anticipated Assistance Provided by NYC Talent and Engagement Expected with NYC Talent**

In order to support contractors with developing robust, comprehensive plans to launch one or more apprenticeship programs, NYC Talent expects to provide contractors with technical assistance, primarily through the Apprenticeship Accelerator, in the following areas:

- Incorporating best practices in designing some elements of the apprenticeship program(s);
- Incorporating best practices for conducting outreach and engagement of economically disadvantaged individuals and communities;
- Incorporating best practices for engaging employers and pitching the employer benefits of apprenticeship programs;
- Incorporating best practices for developing competencies and a related instructional plan;
- Identifying and assessing digital tools for apprenticeship management, online learning, virtual mentorship, and other purposes;
- Understanding and addressing any legal or regulatory hurdles; and
- Developing a plan for sustainability of the apprenticeship program, including help identifying financial resources through funding opportunities, tax incentives, labor-management partnerships, and other avenues.

Additionally, NYC Talent anticipates that it will coordinate regular convenings in which contractors selected through this competition will participate for the following purposes:

- Ensure that contractors fully understand and incorporate NYC Talent’s minimum criteria for an apprenticeship program;
- Assess the progress of each contractor towards developing one or more comprehensive plans to launch an apprenticeship program;
- Identify challenges and best practices across all elements of an apprenticeship program; and
- Foster a learning community by having contractors share best practices and lessons learned with other contractors.

## **C. Deliverables**

Each contractor will be expected to produce the following deliverables by the end of the contract period:



- Development of a **comprehensive plan** for launching one or more apprenticeship programs. The WDC anticipates requiring that this plan include the following elements:
  - A description of how the apprenticeship program meets all of the minimum criteria in Exhibit B, including a detailed set of competencies that an apprentice will develop, the classroom training each apprentice will receive, the progression of wages over time, and other elements from Exhibit B.
  - **Written commitment** from multiple employers operating in New York City to hire **a minimum of 100 apprentices** collectively over a two-year period. These letters are different from the **letters of interest** from employers that proposers must submit as part of their application. We expect that, over the course of the contract term, contractors will be able to solicit **letters of commitment** – not guarantees, but strong statements that a given employer would participate in an apprenticeship program if it launched, which occupation(s) they would target, and how many apprentices they would likely hire.
  - A clear strategy for recruiting economically disadvantaged individuals and communities to participate in the apprenticeship program(s).
  - A description of the **roles of key stakeholders**, including the intermediary organization, labor unions (if relevant), training providers, workforce providers, and any others.
  - Identification of the **training provider(s)** likely to provide the classroom training component.

## 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. All submissions should use 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 as a PDF and attached to a single email (further delivery details are below).

**Page Limit:** Proposers should limit their narrative response to **ten single-spaced pages**, with additional pages for attachments and supplemental documents.

### A. General Expectations

In this competition, an intermediary organization – defined above -- may propose to develop one or more *new* apprenticeship programs. The apprenticeship program(s) must meet all elements of the definition in Exhibit B.

### B. Proposal Requirements

#### 1) Proposal Cover Sheet (Attachment A)

The Proposal Cover Sheet (Attachment A) transmits the proposer's Proposal Package to 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** -- Please provide a clear and concise narrative which addresses the following:

1. **Experience** (36 points) – Describe the successful relevant experience of the proposer and partner organizations, if applicable, and the proposed key staff or consultants in providing the work described in Section III – Scope of Services. Specifically address the following:
  - a. Proposer's mission and organizational commitment as they relate to the goals of the project.
  - b. Prior experience cultivating in-depth relationships with employers in a single sector or group of related sectors. Please highlight up to 10 employer partners, including the nature and length of your relationship with each employer, any services you have provided them, and any outcomes for the employer resulting from those services.
  - c. Previous experience delivering services to employers, such as recruitment, training, financing, or others.
  - d. Ability to demonstrate deep knowledge of the trends in a given sector, including knowledge of talent challenges.
  - e. Prior experience assessing the talent challenges facing employers.

- f. Prior successful experience recruiting economically disadvantaged individuals and residents of economically disadvantaged communities for job or talent development opportunities, either directly or through formal partnerships.
  - g. Prior experience designing and implementing employee development programs, including apprenticeships, pre-apprenticeships, training, internship, or other relevant programs.
  - h. Prior experience creating formal partnerships with training providers, including institutions of higher education.
2. **Organizational Capability** (15 points) – Describe the proposer’s organizational capacity to provide the work described in Section III – Scope of Services. Specifically, address the following:
- a. Provide the name(s), qualifications, and relevant experience of the lead staff person and/or consultants who will be responsible for carrying out this project. Describe the roles and estimated amount of time that each staff person and/or consultant will spend on this project. Attach a resume and/or description of the qualifications required for each lead staff member or consultant.
  - b. State how many years the lead organization has operated as a formally incorporated organization and describe the organization’s annual service levels and recent accomplishments.
  - c. Describe the proposer’s ability to manage all aspects of a planning grant.
  - d. Provide the most recent audited financial statements for the lead applicant.
3. **Program Proposal** (49 points) – Describe in detail how the proposer will provide the work described in Section III – Scope of Services and demonstrate that the proposed approach will fulfill WDC’s goals and objectives. Specifically, proposals should address the following:
- a) Overall rationale as to why the proposer’s approach to developing one or more comprehensive apprenticeship plans will be successful at achieving the project goals of increasing and diversifying apprenticeships in New York City. (1 point)
  - b) **Sector and Occupation Focus** (12 points):
    - 1) **Sector(s)**: Which economic sector or sectors will you target? Provide a rationale for your selection.
    - 2) **Occupation(s)**: Which occupation(s) do you expect to target? Provide a detailed rationale for your selection, including:
      - A description of the talent challenges facing employers in your selected occupation(s)
      - Your rationale for why workers could be trained for these occupation(s) through an apprenticeship program
      - Your rationale for why employers would likely be willing to utilize an apprenticeship program for the occupation(s)

- Whether you expect to target occupations that have not traditionally been served by apprenticeships (namely, positions outside of the skilled trades in the construction industry).

Note: We expect respondents will articulate the occupation(s) or job families (groups of similar occupations) they intend to explore or focus efforts on. If one or more of your target occupations is not listed on the list in Exhibit C, please provide data to support your choice, including the expected entry-level annual salary for each occupation, which can be found by referencing the New York State Department of Labor’s occupational employment projections (regional projections are available here: <https://dol.ny.gov/employment-projections>).

c) **Plan and Timeline for Producing High-Quality Deliverables** (19 points)

This Request for Proposals making funding available for planning. Proposers should plan to have one year to complete their activities. Describe your plan, including the sequence of steps that you will take and the timeline, to address each of the following elements and produce a high-quality set of deliverables (as described in Section III Scope of Services, Part E “Deliverables”):

- **Employer Engagement Plan:** Provide a detailed strategy indicating how you plan to engage, educate, and convince employers to help design and later participate in an apprenticeship program. List your top priority employer partners you plan to engage on apprenticeship and provide a rationale for selecting them. Include your strategies, such as conducting outreach, convening meetings, organizing events, and any other strategies. Additionally, describe the sequence of steps and timeline.
- **Apprentice Recruitment Plan:** Explain how you will develop a recruitment plan that will maximize access to economically disadvantaged individuals and communities and will ensure that you can recruit a diverse, qualified pool of candidates. List your top priority partners, such as programs or specific organizations, you plan to engage and provide a rationale for selecting them. Include your strategies, such as conducting outreach, convening meetings, organizing events, and any other strategies. Additionally, describe the sequence of steps and timeline.
- **Supportive Services Plan:** Describe your strategy for assessing the likely supportive services needs of apprentices – such as childcare, access to mental health services, financial empowerment services, and others – and how you will meet those needs. Describe the sequence of steps and timeline.
  - Describe your plan for establishing apprenticeship programs that are fully accessible to people with disabilities.

d) **Demonstration of Employer Interest (12 points)**

In order to demonstrate evidence of employer interest in planning one or more new apprenticeship programs, provide **at least three letters of interest from employers operating in New York City that demonstrate a collective minimum of 50 annual openings in each occupation targeted. In the letters, employers should** indicate their willingness to participate in a planning process to develop one or more apprenticeship programs and provide the following information:

- The typical number of annual openings in the New York City region they have in each occupation you have targeted above in part b “Sector and Occupation Focus”
- The typical number of total annual openings in the New York City region they have across all occupations

Complete the chart below, providing information for each occupation targeted, to summarize the letters of support you are able to collect and submit.

<b>Occupation</b>	<b>Number of Letters of Employer Interest Obtained</b>	<b>Total of Typical Number of Annual Openings</b>

- Note: Proposals that include employers with more than 50 annual openings will score higher.
- e) Provide a **budget** utilizing Attachment C, outlining how funds will be spent (5 points). Indicate the spending categories, as well as how you would use funds from this RFP, any funds you are leveraging, and the total project cost.

## SECTION V – PROPOSAL EVALUATION AND CONTRACT AWARD PROCEDURES

**A. Evaluation Procedures.** All proposals accepted by WDC will be reviewed to determine whether they are responsive or non-responsive to the requisites of this RFP. Proposals that are determined by WDC to be non-responsive will be rejected. WDC's Evaluation Committee will evaluate and rate all remaining proposals based on the Evaluation Criteria prescribed below. WDC reserves the right to conduct site visits and/or interviews and/or to request that proposers make presentations and/or demonstrations, as WDC deems applicable and appropriate. Although discussions may be conducted with proposers submitting acceptable proposals, 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. Selection will be made to the proposer with the highest overall score.** All proposals accepted by WDC will be reviewed, evaluated and rated based on the Evaluation Criteria prescribed below. WDC reserves the right to conduct site visits and/or interviews and/or to request that proposers make presentations and/or demonstrations, as deems applicable and appropriate. Although discussions may be conducted with proposers submitting acceptable proposals, 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.

The criteria for evaluation and weight assigned are set forth below:

- Demonstrated quantity and quality of successful relevant experience: 36%
- Demonstrated level of organizational capability: 15%
- Quality of proposed program proposal: 49%

**C. Basis for Contract Award.** A contract will be awarded to the responsible proposer(s) whose proposal is determined to be the most advantageous to 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 WDC and the selected proposer(s). WDC shall rank proposers by technical merit, and the price proposal of ONLY the highest technically ranked firms will be opened and reviewed by WDC -to determine whether such price proposal(s) is responsive. 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, 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 WDC. Such information must be easily separable from the non-confidential sections of the proposal. All information not so identified may be disclosed by WDC.

- E. RFP Postponement/Cancellation.** 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 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 the attached "Appendix A—Standard Terms and Conditions" or, if WDC utilizes other than the formal Appendix A, in substantially the form that they appear in WDC's general contract provisions. Copies of the applicable documents are available through the Authorized WDC Contact Person. Additionally, if this Contract includes federal WIOA funds, any Contract will include and be subject to the attached "Appendix 1 – Uniform Federal Contract Provisions" and "Appendix 1A – Combined Federal & State Certifications WIOA Specific Rider."
- 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 WDC prior to contract award. This shall not limit the discretion of WDC to request proposers to revise proposed prices through the submission of best and final offers and/or the conduct of negotiations.

**EXHIBIT A:**  
**Background on the Mayor’s Office of Talent and Workforce Development’s  
Investment and Implementation Strategy**

**A. Overall NYC Approach to Talent Development**

The Mayor’s Office of Talent and Workforce Development (“NYC Talent”) works to mobilize New Yorkers and the local talent development infrastructure to achieve an inclusive economy and realize the citywide employment objectives laid out in Mayor Eric Adams’ Executive Order #22 (2022). To do this, NYC Talent partners with and mobilizes public agencies, educational institutions, non-profits, unions, communities, and industry so that:

- NYC residents succeed in fulfilling, economically secure careers
- NYC employers can thrive because they hire, train, and advance diverse talent and operate in a supportive local business environment
- All New Yorkers benefit from shared prosperity

To promote equity and relentlessly tackle historic employment disparities, we aggregate and align public and private resources to match talent to opportunity; disaggregate data to understand and adapt to the rapidly changing labor market; leverage technology advancements; promote targeted policies; and engage employers and jobseekers.

**B. New York City Talent Investment Fund**

Another recommendation of the Future of Workers Task Force was to launch a “Talent Investment Fund.” The **New York City Talent Investment Fund** is a model with public/philanthropic collaboration where public and private partners collaborate, innovate, and invest together in a co-design model by developing shared investment criteria, identifying joint learnings and data to influence and direct other investments, increase their transparency by creating a clear, public, and high-profile competitive process for grant awards, and braid together funding streams and close gaps in the system.

**C. Goals of the Initiative**

**The overarching objective of this initiative is to expand and diversify apprenticeships in New York City, with emphasis on achieving the Mayor’s goal of 30,000 apprentices by 2030 and by enabling economically disadvantaged individuals and communities to access these opportunities.** See Section II – Summary of the Request for Proposals above for more background on our approach to apprenticeships, Exhibit B for the minimum criteria that define an apprenticeship program, and Exhibit C for the list of occupations that we believe power the New York City economy and would make strong candidates for apprenticeship programs.

Key Goals:

- 1. Foster the development of new apprenticeship programs**



- a. Award contracts to **intermediary organizations** that can identify the needs of multiple employers and identify where apprenticeship is an appropriate solution, as well as develop effectiveness mechanisms for connecting economically disadvantaged individuals and communities to apprenticeships.
- b. Support the development of **comprehensive plans** for apprenticeship programs.

**2. Award contracts to support the launch of new apprenticeship programs**

- a. Provide financial support to **intermediaries** to launch new apprenticeship programs with groups of employers.

**3. Explore strategies to align apprenticeship pipelines with the City of New York's procurement spending**

- a. Develop strategies to ensure there are apprenticeship opportunities that are responsive to the needs of City of New York vendors that are subject to Community Hiring, a new state law that allows City agencies to set hiring goals on their procurement contracts across a broad range of industries. See section "D" below for more details.
- b. Ensure economically disadvantaged individuals and communities have access to pre-apprenticeship and apprenticeship programs.

**D. Community Hiring**

Authorized by recent State legislation, Community Hiring allows City agencies to set hiring goals on their contracts for vendors to provide employment and apprenticeship opportunities to eligible candidates. Community Hiring will apply to procurement contracts for construction, professional services, standard services, and human services. Community Hiring will be a key tool for NYC Talent's broader place-based workforce strategies, which will include connecting jobseekers to pre-apprenticeship and apprenticeship opportunities, serving employers by sourcing talent for them to meet their workforce needs, and identifying ways to strengthen how the public workforce system partners with non-profits and community-based organizations. NYC Talent will work with other City agencies to identify ways to strengthen how the public workforce system partners with place-based networks of nonprofit and community-based organizations.

## EXHIBIT B:

### Definition of an Apprenticeship Program

An apprenticeship program combines classroom learning with extensive on-the-job training that helps an apprentice master a set of skills related to a specific occupation. Apprentices are paid, receive increases in their wage over time as they hit milestones in their learning, and have a clear path to permanent employment with their employer. See below for the full list of threshold criteria. In the United States, apprenticeship programs have historically been concentrated in the construction trades, but increasingly other sectors – including healthcare, professional services, tech, and others – are starting to adopt apprenticeship programs as a robust way to develop talent.

Some organizations choose to formally *register* their apprenticeship program with the New York State Department of Labor or the U.S. Department of Labor. We consider [Registered Apprenticeships](#) to be the “gold standard” of apprenticeship programs, given all of their requirements and intended supports for apprentices and employers. We recommend that all proposers, if they ultimately launch an apprenticeship program, consider registering their apprenticeship program with the New York State Department of Labor. If a proposer does not register their apprenticeship program, then the program must meet all of the standards listed in Exhibit B.

#### Minimum Criteria for Apprenticeship Programs

Category <sup>1</sup>	Threshold Criteria	Best Practice
Career Path	<ul style="list-style-type: none"><li>• Designed in partnership with industry, with a focus on jobs that power the economy.</li><li>• Designated track into a full-time employment role – and a continued career path – upon program completion</li><li>• Transferable skills recognized by employers other than apprenticeship sponsor/employer</li></ul>	<ul style="list-style-type: none"><li>• Clearly defined skillset achieved that are transferable across multiple employers</li><li>• Focus on in-demand, cross-industry occupations with economic mobility and access to multiple career pathways</li><li>• Clear career path steps for apprentices</li></ul>

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<sup>1</sup> The information in this chart is from the New York City Landscape Report, a report prepared by Accenture for the Mayor’s Office of Talent and Workforce Development: <https://www.nyc.gov/assets/wkdev/downloads/pdf/nyc-apprenticeship-landscape-report.pdf>

Category <sup>1</sup>	Threshold Criteria	Best Practice
Opportunity	<ul style="list-style-type: none"> <li>• Commitment to accessibility and a programmatic design that supports people from a diversity of backgrounds</li> <li>• Program design should recruit broadly and in ways that address historic disparities</li> </ul>	<p>Ensure apprenticeship includes key practices, including but not limited to:</p> <ul style="list-style-type: none"> <li>• Measurable commitment and goals internally and externally</li> <li>• Incorporation of participant voice in program design</li> <li>• Intentional recruitment efforts across wide range of education, community and workforce partners</li> </ul>
Compensation	<ul style="list-style-type: none"> <li>• Earn-and-learn (i.e., paid wages) throughout apprenticeship</li> <li>• Increased wages as skills and productivity increase; pathway to a living wage</li> </ul>	<ul style="list-style-type: none"> <li>• Living wage (or above) based on the cost of living in apprenticeship location and benefits such as health insurance</li> </ul>
Training	<ul style="list-style-type: none"> <li>• Formal structured learning (i.e., industry-aligned curriculum in the form of instructor-led classroom courses, web-based academic trainings, webinars) either via in-person or virtual, combined with on-the-job training</li> </ul>	<ul style="list-style-type: none"> <li>• Portable credential (industry or academic) achieved at the end of the apprenticeship, such as a certificate or associate degree</li> <li>• 144 hours of training time (structured learning only)</li> </ul>
Apprentice Support	<ul style="list-style-type: none"> <li>• Established supervisor relationship and dedicated mentorship</li> </ul>	<ul style="list-style-type: none"> <li>• Soft skills development, cohort programming, stipends for transportation/childcare, mental health, services, covering program costs such as uniforms/exams fees, support to access benefits such as SNAP</li> </ul>
Duration	<ul style="list-style-type: none"> <li>• Can be time-based, competency-based or hybrid</li> <li>• If time-based, approximately 12 months or 2,000 hours minimum</li> <li>• If competency-based (and does not meet 2,000 hours requirement) must use formal competency framework</li> </ul>	<ul style="list-style-type: none"> <li>• Competency-based assessments aligned with national frameworks / processes, such as USDOL</li> </ul>

**EXHIBIT C:**  
**Occupations Identified by NYC Talent as**  
**a Good Candidate for an Entry Level or Advancement Apprenticeship**

SOC Codes <sup>2</sup>	Occupations	Entry Salary	Median Salary	Experienced Salary	NYC Jobs 2023
11-3013	Facilities Managers	\$82,474	\$130,635	\$168,692	3,720
11-3071	Transportation, Storage, and Distribution Managers	\$88,073	\$130,409	\$177,358	1,900
13-1071	Human Resources Specialists	\$55,027	\$82,821	\$113,611	29,780
13-1082	Project Management Specialists	\$76,352	\$114,718	\$153,053	34,630
13-1111	Management Analysts	\$76,943	\$113,414	\$158,611	37,200
13-1161	Market Research Analysts and Marketing Specialists	\$59,665	\$98,349	\$122,398	54,460
15-1211	Computer Systems Analysts	\$84,251	\$131,770	\$156,983	10,070
15-1212	Information Security Analysts	\$96,342	\$144,713	\$186,206	4,530
15-1231	Computer Network Support Specialists	\$62,273	\$87,909	\$116,605	4,190
15-1241	Computer Network Architects	\$105,719	\$148,170	\$183,707	6,040
15-1242	Database Administrators	\$69,924	\$114,230	\$150,712	2,420
15-1243	Database Architects	\$94,888	\$144,380	\$175,635	2,520
15-1244	Network and Computer Systems Administrators	\$77,571	\$112,124	\$144,772	11,460
15-1252	Software Developers	\$101,527	\$146,062	\$186,721	60,630
15-2051	Data Scientists	\$84,072	\$135,682	\$171,784	10,100
21-1029	Social Workers, All Other	\$61,698	\$79,918	\$94,636	670
29-1031	Dietitians and Nutritionists	\$63,066	\$81,006	\$98,630	2,150
29-1122	Occupational Therapist	\$73,067	\$104,845	\$128,775	2,830
29-1123	Physical Therapist	\$82,074	\$106,614	\$137,382	5,180
29-1126	Respiratory Therapists	\$84,570	\$103,640	\$110,716	2,660

<sup>2</sup> The data for these occupations was sourced from the New York State Department of Labor: [https://www.bls.gov/oes/current/oes\\_ny.htm](https://www.bls.gov/oes/current/oes_ny.htm)

SOC Codes <sup>2</sup>	Occupations	Entry Salary	Median Salary	Experienced Salary	NYC Jobs 2023
29-1141	Registered Nurses	\$86,935	\$108,976	\$126,111	79,350
29-2034	Radiologic Technologists and Technicians	\$72,717	\$86,353	\$98,802	5,030
29-2035	Magnetic Resonance Imaging Technologists	\$88,402	\$104,959	\$112,141	1,210
29-2055	Surgical Technician	\$52,353	\$66,976	\$78,871	2,390
29-2061	Licensed Practical Nurse	\$54,761	\$65,378	\$70,786	12,410
29-2072	Medical Records Specialists	\$40,800	\$56,270	\$70,754	3,660
31-2011	Occupational Therapy Assistants	\$60,600	\$74,931	\$88,243	720
31-2021	Physical Therapist Assistants	\$58,067	\$68,179	\$76,743	1,250
31-9092	Medical Assistant	\$38,940	\$46,921	\$51,852	15,410
35-2019	Cooks, All other	\$38,140	\$53,232	\$64,160	N/A
47-2031	Carpenters	\$48,110	\$74,374	\$99,853	13,460
47-2061	Construction Laborers	\$40,042	\$59,976	\$80,583	15,330
47-2111	Electricians	\$52,774	\$88,374	\$114,096	16,920
47-2121	Glaziers	\$44,189	\$73,635	\$98,910	1,070
47-2141	Painters, Construction and Maintenance	\$42,554	\$59,768	\$76,686	5,620
47-2152	Plumbers, Pipefitters, and Steamfitters	\$50,522	\$81,189	\$109,991	10,380
47-2181	Roofers & Water proofers	\$42,791	\$58,671	\$80,007	950
47-2221	Structural Iron and Steel Workers	\$61,986	\$103,287	\$116,051	1,370
47-4011	Construction and Building Inspectors	\$59,144	\$83,305	\$103,297	3,570
49-3011	Aircraft Mechanics and Service Technicians	\$64,745	\$83,780	\$103,010	2,150
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	\$51,948	\$80,663	\$86,301	4,680
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	\$50,207	\$77,778	\$92,938	7,280
49-9041	Industrial Machinery Mechanics	\$49,071	\$64,922	\$87,152	1,820

SOC Codes <sup>2</sup>	Occupations	Entry Salary	Median Salary	Experienced Salary	NYC Jobs 2023
49-9051	Electrical Power-Line Installers and Repairers	\$80,294	\$109,662	\$123,913	N/A
49-9071	Maintenance and Repair Workers, General	\$38,301	\$53,322	\$68,281	66,590
51-4041	Machinist	\$40,562	\$60,974	\$76,665	740
51-4121	Welders	\$43,804	\$60,937	\$81,556	1,480
53-3032	Heavy and Tractor-Trailer Truck Drivers	\$44,388	\$60,548	\$74,083	15,700

**ATTACHMENT A**  
**PROPOSAL COVER SHEET**

**RFP TITLE:**

**PIN:**

**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:** \_\_\_\_\_

## **ATTACHMENT B**

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

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.

The "Proposed Approach" description submitted by each proposer should not exceed 10 single-spaced pages with one-inch margins using 12-point Times New Roman font.



**ATTACHMENT C**

**PRICE PROPOSAL FORM**

Note: Please either use this form or recreate it and include all of the requested elements, clearly labelling it Attachment C.

TOTAL PRICE: \$

TOTAL PRICE IN WORDS:

<b>Cost Category</b>	<b>Funding Requested from this RFP</b>	<b>Funding Leveraged from Other Sources</b>	<b>Total Project Cost</b>
<b>Total</b>			

\_\_\_\_\_  
**Printed Name of Proposer**

\_\_\_\_\_  
**Signature of Proposer**

**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.