

RFP TITLE: Line Cook Apprenticeship Program
PIN: 2022WDC009

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
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New York, New York 10006
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SECTION I – TIMETABLE

A. Release Date of this RFP: June 22, 2022

Responses should be submitted electronically by email, in either Adobe PDF to Chenelle Dennis at CDennis@sbs.nyc.gov, **with a copy to** WDCfiscal@sbs.nyc.gov.

B. Question due by: July 1, 2022

All questions should be submitted via email to Chenelle Dennis CDennis@sbs.nyc.gov and WDCFiscal@sbs.nyc.gov. All questions and answers will be posted online by end of day Friday July 8, 2022.

C. Proposal Due Date: July 15, 2022

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: September 1, 2022

SECTION II – SUMMARY OF THE REQUEST FOR PROPOSALS

A. Organizational Background

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. 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.

WDC, in partnership with SBS, has developed a portfolio of workforce development programs for un- and underemployed New Yorkers that support their career advancement into high-growth occupations. These programs train New Yorkers for in-demand skills linked directly to employers’ talent needs. WDC’s goal for these programs is to connect New Yorkers to skill development, high-value training experiences, and ultimately permanent employment with family sustaining wages.

B. Context and Purpose of this Project

The NYC Food and Beverage Industry Partnership (“IP”) seeks to address the food service and hospitality industry’s skills gaps and labor shortage by promoting training opportunities that will also open the door to greater upward mobility for workers, help small businesses navigate the regulatory environment, monitor industry trends, and define operational changes businesses can implement to meet various challenges. In response to a steady demand by local food service and hospitality businesses for qualified line cooks, the IP and the WDC are expanding the First Course NYC line cook apprenticeship program (“Program”).

The Program targets New Yorkers who want to gain the technical culinary skills and professional experience in a kitchen setting required for attaining full-time employment as an entry-level line cook. This Program will serve as a sustainable model for local industry to provide foundational skills, attract new talent and refine internal onboarding and training to ensure a constant pipeline of qualified employees, equip participating business with human resources (“HR”) best practices, and open new career pathways for New Yorkers in the growing food service and hospitality industry.

The WDC is seeking an experienced organization to refine and deliver an existing curriculum for the Program, which will include classroom-based culinary skills, job preparedness, and structured on-the-job training and work-based learning components. We intend to deliver this Program to a minimum of eighty (80) qualified and eligible participants (“Participants”). Based on the existing curriculum, each

cohort is fourteen (14) weeks in duration, including eight (8) weeks of full-time hands-on skills training in a training kitchen facility (“Fundamentals Training”) followed by six (6) weeks of full-time paid on-the-job training (“OJT”) with employer partners. The total classroom and technical training currently does not exceed two hundred and eighty (280) total hours and the work-based learning does not exceed two hundred and ten (210) total hours per cohort. The WDC has an existing partnership with an employer liaison (“Employer Liaison”) to deliver human resource support and act as direct point of contact to each restaurant that partners with the Program. The Contractor would coordinate with the Employer Liaison to schedule Participant site visits to restaurant employer partners and support Participants with any personal challenges while they are in OJT.

About the Employer Liaison: A critical component of the program is to deliver human resource-building tools and processes for employer partners to improve retention rates through effective onboarding and training of new hires. It is critical that all program participants are connected with and hired by employers who are equipped to provide structured onboarding, training, and mentoring to Program Participants. The goal of this component is to embed sustainable HR system processes into each restaurant partner. The goal is accomplished via an in-depth understanding of each business’ internal talent management challenges, workshops to overcome those challenges, and on-site meetings with trainees and their supervisors to ensure success through proper implementation.

The Contractor would be responsible for overall program management, including ongoing coordination with the WDC, IP, and Employer Liaison teams, implementation of all aspects of student recruitment and assessments, enrollment and eligibility verification of Participants, securing an appropriate facility for the Fundamentals Training, delivery of the Fundamentals Training, integration of participant supportive services, employer/student matching, and administrative and reporting requirements.

We request proposals to deliver multiple cohorts of this industry-informed apprenticeship training model that trains New Yorkers and connects them to quality line cook jobs with clear pathways to advancement and higher wages. This Training Program provides access to individuals who cannot afford to pursue a high-cost professional culinary certification.

SECTION III – SCOPE OF SERVICES

A. Deliverables

The deliverables associated with implementing the Program are expected to include the following:

- 1) **Outreach & Recruitment:** The selected Contractor is expected to conduct outreach and recruitment for the Program with support from WDC and SBS' Workforce1 Career Centers ("WF1"). This entails:
 - a. The Contractor, WDC, and WF1 would promote the Program through multiple channels, including community partners, email marketing, internet advertising, social media, testimonials/success stories, etc., using WDC-approved marketing collateral.
 - b. The Contractor would engage people, community organizations, and businesses to disseminate information about the Program to the public in partnership with WDC and WF1 where appropriate.
 - c. The Contractor would purchase sufficient number of software licenses for program management and recruitment tools and a video conferencing platform for delivery of any virtual recruitment and screening services.
 - d. The Contractor would execute a recruitment strategy to effectively screen candidates and ensure those most likely to succeed are selected for the Program. The Contractor would identify key recruitment partners and platforms and implement rigorous screening activities to measure interest, aptitude, stability, and commitment of candidates. The current program model includes the following screening activities; however, proposers are encouraged to present a recruitment and screening model that in their view would be best able to deliver high-quality candidates for the Program
 - i. Information Session: The Program currently conducts bi-weekly one-hour long virtual information sessions to inform prospective candidates about the restaurant industry, the line cook career path, and the Program and its requirements.
 - ii. Program Application: If candidates find the Program to be a good fit for them after attending the info session, they are encouraged to complete a short application, which assesses their eligibility, collects basic demographic and work history information, and measures their interest. A team of at least two individuals review and score online applications submitted for the Program and select the applications to move forward in the Program's recruitment process.
 - iii. Program Interview and Assessments: The Program staff conduct an interview with candidates whose applications have been moved forward to assess fit for the Program. In addition, the Program implements three assessments, including a

- listening/following directions activity, aptitude assessment, and emotional intelligence assessment.
- iv. Employer Interviews: As a final step, the Program currently conducts virtual candidate interviews with restaurant employer partners in collaboration with the Employer Liaison. Each employer interview panel has at least two employers interviewing a single candidate, and each interview lasts 20 minutes. The employers do not interview candidates to match them with their restaurants – but rather interview to assess candidate fit for the Program and the restaurant industry at large.
 - e. As part of the recruitment process, the Contractor would collect WDC-approved online Customer Information Forms (“CIFs”) through Worksource1 (“WS1”), WDC’s recordkeeping system, to obtain relevant information about each Participant, including contact information, work history, and demographic data, and confirm all Participants’ eligibility before they are officially enrolled into the Program. All candidates must be confirmed to meet the following eligibility criteria before official acceptance, selection, and enrollment into the Program:
 - i. At least 18 years of age (verified with appropriate ID by the Contractor);
 - ii. New York City resident (verified with appropriate documentation by the Contractor);
 - iii. Authorized to work in the United States (the Contractor would ensure candidates have appropriate, unexpired documentation in place for meeting [I-9 verification](#) with restaurant employer partners);
 - iv. Meet federal [Selective Service](#) requirements, if applicable (verified with appropriate documentation by the Contractor);
 - v. If employed, currently earning an individual annualized income of \$50,000 or less (verified with a recent paystub by the Contractor);
 - vi. Fully vaccinated against COVID-19, including with booster shot if eligible (the Contractor would collect appropriate proof to verify each Participant is fully vaccinated or collect and approve any reasonable accommodation/exemption requests for this requirement);
 - vii. Able to work standing for long periods of time (unless requesting reasonable accommodation);
 - viii. Able to lift 40 lbs (unless requesting reasonable accommodation);
 - ix. Able and willing to attend in-person training full-time – and be on time to every training session;
 - x. Able and willing to work variable hours, including evenings, weekends, and/or holidays;
 - xi. Enthusiastic about food and starting work as a full-time restaurant line cook upon completing the Program;
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- xii. Demonstrate basic English language proficiency with ability to communicate in and understand the English language; and
- xiii. High school diploma or equivalency is NOT required.

- 2) **Quantitative Goals:** The Contractor would be expected to meet the following quantitative goals as a minimum, but is encouraged to propose higher goals if determined to be feasible based on the level of funding available through this RFP:
- a. The Contractor would enroll at least 80 Participants in the one-year contract period. Enrollment is defined as attending at least one (1) day of the training Program.
 - b. The Contractor would ensure that a minimum of 90% of enrolled Participants successfully complete the Program. Completion is defined as attending at least ninety percent (90%) of classroom-based and work-based learning hours.
 - c. The Contractor shall deliver Food Protection Certificate training approved by NYC DOHMH. Ensure all Participants are scheduled for the final exam, successfully pass, and acquire a NYC Food Protection Certificate.
 - d. The Contractor would ensure that at least ninety percent (90%) of completing Participants are matched with a program restaurant partner for full-time OJT at a minimum of sixteen dollars (\$16) per hour and thirty-five hours (35 hours) per week within ten (10) days of Program completion. The IP, WDC, and Employer Liaison will be responsible for providing a network of employer partners to match with the Participants. All jobs must be validated with a paystub, payroll record, or other WDC-approved documentation. For those Participants not deemed ready for OJT based on their performance in Fundamentals Training, the Contractor would help support those Participants with additional appropriate employment options in collaboration with Workforce1. For those Participants that complete OJT but are not retained by the restaurant for full-time, permanent employment, the Contractor would make best efforts in collaboration with WDC, IP, Workforce1, and the Employer Liaison to address and remedy the challenges the Participant is facing in finding employment.
- 3) **Training Topics:** The Contractor would cover topics including but not limited to the following during the Fundamentals Training utilizing the existing Program curriculum:
- a. Introduction to and the study of industry-specific terminology and relevant definitions
 - b. An overview of rights, rules, regulations, and cultural norms associated with working in a restaurant environment
 - c. Occupation specific role-plays and exercises
 - d. Workplace simulation and experience in preparation for OJT
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- e. Food and workplace safety rules and regulations
- f. How to be a valuable part of a professional kitchen team
- g. How a professional kitchen is organized
- h. How to read and follow a food order ticket
- i. Time management skills
- j. Organizational skills
- k. Knife skills and basic cuts
- l. How to set up and organize a cooking workstation
- m. How to use small and large kitchen equipment and tools
- n. Kitchen safety and sanitation measures
- o. Personal and workplace cleanliness
- p. How to read, follow, and scale a recipe
- q. How to identify many types of food ingredients
- r. How to prepare dishes utilizing primary ingredients
- s. How to implement portion control and waste prevention techniques
- t. How to communicate properly in a professional kitchen
- u. How to prepare basic stocks, soups, salads, and sauces

- 4) **Training Administration:** The Contractor would be responsible for the coordination, logistics, and delivery of the Program and its Fundamentals Training. Specifically, the Contractor would:
- a. Provide WDC and IP with and adhere to a Program cohort schedule for Fundamentals Training that is full-time, eight (8) hours per day (including lunch), five (5) days per week, and mimics actual industry shift work most prevalent in the restaurant industry.
 - b. Participate in weekly conference calls with the WDC to provide updates on the Program and the Participants, including successes and challenges.
 - c. Schedule WDC and IP staff site visits to training when requested and address any concerns raised from these visits.
 - d. Ensure that any participant issues that may impact training completion and/or employment are discovered and addressed in a timely manner.
 - e. Provide training Participants experiencing any difficulty in grasping curriculum content and course concepts with additional supports, including instructor office hours, tutoring provision, and relevant supplemental resources.
 - f. Distribute and strictly reinforce a student code of conduct agreement to set standards that Participants must adhere by, including attendance requirements, and repercussions for not adhering to Program requirements and expectations.
 - g. Develop and follow project plans and timelines.
 - h. Conduct WDC-approved Participant evaluations before, during, and/or after the training Program to collect feedback from training Participants about the Program.

- i. Participate in Program debriefs to discuss the Program’s successes and challenges with a focus on continuous refinement to deliver a high-quality and effective training experience for Participants.
- j. Support instructional staff to ensure the quality of the curriculum delivery and achievement of the expected learning objectives by observing and refining curriculum instruction in real-time.
- k. Track, analyze, and communicate candidate performance from initial recruitment through program completion for each cohort.
- l. Utilize WDC-approved monitoring and evaluation process to track each Participant’s attendance, progress, and skill attainment during and at the conclusion of each cohort.
- m. Track, analyze, and communicate supportive service utilization by Participants and associated learnings.
- n. Communicate or provide information in real-time as reasonably requested by the WDC.
- o. Research restaurant partners engaged by IP and WDC for this Program’s OJT component to provide information about each restaurant to Participants. The Contractor would propose matching process guidelines and present to IP and WDC the optimal employer/student matches for final approval by WDC.
- p. Provide WDC-approved certificates of completion to each Participant that successfully completes the full 14-week Program.

5) **Supportive Services for Participants:** All components of the Fundamentals Training and the Program are to be provided at no-cost to the Participants. The Contractor is expected to integrate supportive services throughout the Program and support Participants holistically to ensure that each Participant has the tools and resources needed to succeed while in the Program and in the long-term. Specifically, the Contractor would be expected to provide Participants, at minimum, with the following supportive services utilizing the funds available through this RFP:

- a. Roundtrip Metrocards for all days of in-person training.
- b. Professional knife kit.
- c. Professional chef jacket and aprons.
- d. One meal per each day of Fundamentals Training.
- e. Reimbursement for fees associated with acquiring the NYC Food Protection Certificate, including a maximum of two re-takes for those Participants that do not pass the exam on their first attempt.
- f. One-on-one coaching.
- g. Support with addressing of any social or emotional issues that are preventing success in the Program.
- h. Support with navigating and accessing NYC’s social services ecosystem to receive help with housing, childcare, and other public benefits.

Eligible Participants may receive a weekly stipend during the Fundamentals Training. The Contractor would not be expected to budget for or administer the delivery of these stipends but would be expected to meet stipend-related data collection and reporting requirements.

- 6) **Training Location:** The Contractor would be expected to secure an appropriate classroom and kitchen-based facility mutually agreed upon by the Contractor, IP, and WDC to deliver the Fundamentals Training in advance of the first Program cohort. The training location(s) must be equipped with the appropriate technology and equipment to facilitate the delivery of the Program curriculum. The location should provide a safe and comfortable learning environment, with appropriate lighting and temperature and must not have any outstanding permits, violations, or construction-related work. Proposed facilities are expected to be able to accommodate at least twenty-five (25) Participants at any given time, be easily accessible by public transportation, and be available throughout the duration of the Program and term of the contract. The proposed facilities must be compliant with the Americans with Disabilities Act (ADA). The work-based learning/OJT portion of the Program is expected to take place at individual employer partner sites.

- 7) **Data Management:** The Contractor would be expected to be highly detailed and organized in collecting, managing, reporting, and discussing data before, during, and after the training Program to perform data-driven outcomes review and analysis. Specifically, the Contractor would:
 - a. Provide WDC with extensive recruitment data for candidates engaged at each step of the recruitment process.
 - b. Provide WDC with Participant enrollment and completion outcomes within seven (7) calendar days after their occurrence.
 - c. Provide WDC-approved attendance tracker, instructor evaluations, and student evaluations on a weekly basis during Fundamentals Training.
 - d. Make recommendations for improving the Program model based on suggestions received from employers, Participants, and/or other stakeholders. All survey data and recommendations must be provided within seven (7) calendar days of survey administration.
 - e. Develop and summarize Program reports and end-Program evaluations and propose recommendations for improvements to and reinvestments in the Program.
 - f. Use data to inform Program design and decision-making in collaboration with the WDC.

- 8) **Personnel:** The Contractor would hire or assign the appropriate number and level of programmatic staff to accomplish the goals and provide the services outlined for this Program with a clear hierarchy and reporting structure for each

staff member. At minimum, the Contractor would assign the following personnel:

- a. Program Manager: Duties of the Program Manager include but are not limited to:
 - i. Serve as the official point-of-contact for the IP and the WDC and conduct regular check-ins to ensure services, activities, deliverables, and related performance expectations are met or exceeded.
 - ii. Oversee coordination and communication with the Instructional Staff and Social Worker, described below, as well as with the IP and the WDC to ensure effective ongoing delivery of the Program.
 - iii. Follow the program management timeline and lead the recruitment, assessment, and selection of candidates.
 - iv. Provide logistical support for the Program, including, but not limited to, securing facilities, communicating Program schedules and details, overseeing the seamless integration of classroom-based training, work-based learning, and OJT training, and monitoring, evaluating, and reporting on Program progress to ensure all performance expectations are met.
 - v. Collaborate with the IP and the WDC to implement the Program's rigorous recruitment process.
 - vi. Collaborate with Program staff to complete matching of Participants with employers for OJT.
 - vii. Coordinate with the Employer Liaison to schedule professional guest appearances at designated points during Fundamentals Training.
 - viii. Proactively and professionally respond to and resolve student issues that arise in collaboration with the Social Worker.
 - ix. Perform inventory management and maintain communication with instructors and kitchen assistants to ensure all necessary materials and supplies, including food items, curriculum handouts, Metrocards, etc., are available for workshops and classes.
 - x. Troubleshoot and resolve any conflicts that arise among students or between students and staff during Fundamentals Training.
 - xi. Ensure all instructors and students complete weekly evaluations during the classroom training and send to WDC on the agreed upon schedule.
 - xii. Supervise the Social Worker and instructional staff to ensure internal staff dynamics work towards a productive and positive work culture and environment.
 - b. Instructional Staff: It is expected that Contractor will staff a minimum of one (1) Lead Instructor, one (1) Assistant Instructor, and one (1) to two (2) Kitchen Assistants on each day of Fundamentals Training. Instructional Staff duties and requirements include but are not limited to:
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- i. Possess a minimum of five (5) years of experience in a full-service restaurant kitchen. The Lead Instructor and Assistant Instructor should additionally have strong experience with providing engaging instruction that supports student learning acquisition and skill development.
 - ii. Work with the IP and the WDC to modify, refine, and adapt the curriculum, as needed.
 - iii. Deliver the curriculum to at least one hundred (100) qualified and eligible Participants across four successive cohorts.
 - iv. Administer assessments within the curriculum to measure Participant learning acquisition.
 - v. Provide remediation support to Participants needing help in keeping pace with learning acquisition milestones as determined by the aforementioned assessments.
 - vi. Participate in weekly check-in calls with Contractor, WDC, and IP.
 - vii. Provide Participants with a strong understanding of and preparation for work in a professional restaurant kitchen.
 - viii. Complete weekly evaluations of each Participant enrolled in the Program during Fundamentals Training.
 - ix. Follow existing matching process guidelines and present to WDC and IP for final approval the optimal employer/student matches for OJT.
 - x. Directly report to the Program Manager
 - c. Social Worker: The Social Worker supports participants throughout all parts of the Program. The primary goal of the Social Worker is to assist in removing barriers that may impede participants from succeeding in the Program and successfully support participants as they enter full-time employment. The Social Worker is expected to have strong, existing knowledge of and relationships with NYC's social service organizations and resources to address any personal barriers to program completion students may encounter. The Social Worker would not be expected to be formally licensed but should be able to demonstrate past work experience helping at-risk and underserved populations dealing with challenges such as homelessness, lack of access to childcare, financial insecurity, substance use, and/or other personal challenges. The Social Worker is expected to, at minimum:
 - i. Be on-site each day to support and track progress of Participants during Fundamentals Training.
 - ii. Record and report student attendance on a weekly basis.
 - iii. Observe student behaviors and interactions.
 - iv. Be on-site to mitigate incidents in real time.
 - v. Be on-site for and contribute to all regular check-ins with WDC to ensure that the appropriate supportive services are being provided to Participants.

- vi. Meet regularly in-person, one-on-one with each participant (at least once weekly) to identify strengths and anticipated challenges to success and create a plan of action aimed at providing the support services needed for the Participant to overcome those barriers. These meetings are expected to take place outside of instruction.
- vii. Consistently communicate with the Project Manager and WDC about student progress and issues/concerns and implement positive interventions when student issues arise.
- viii. Create detailed reports using existing tools provided by WDC.
- ix. Utilize strong referral sources, linkages, and other resources that can be used to provide additional support services to Participants and anticipate and address barriers to Program participation and completion.
- x. Develop additional referral sources where gaps exist.
- xi. Support the development of each Participant's professional identity by incorporating workshops that develop work ethic, communication skills, time management, job preparedness, expectations in workplace onboarding, and self-confidence so that Participants can be successful in the workplace.
- xii. Ensure that Participants have all required documentation to begin OJT and prepare Participants to complete necessary employment forms (e.g. I-9, W-4, etc.).
- xiii. Where needed, assist students in opening personal bank accounts prior to OJT to enable receipt of direct deposit from employers.
- xiv. Ensure each Participant completes weekly evaluation and mid-point and endpoint surveys while in the Fundamentals Training.
- xv. Work closely with the Program Manager and instructional staff to ensure that all relevant feedback is compiled and utilized to develop a unique action plan for all students requiring support. All information gathered through instructor and student performance evaluation surveys should be used regularly to support this work.
- xvi. Directly report to the Program Manager.

- 9) **Budget Management:** The expected Contractor would perform the following functions as they pertain to budget management:
- a. The Contractor would operate the Program with a budget based on the anticipated available funding.
 - b. The Contractor's costs would enable the effective delivery of services described in this RFP.
 - c. The Contractor would be required to manage payroll for all Program staff and will have to prepare line-item invoices to be submitted to the WDC on a monthly basis.

- d. The Contractor would have sufficient financial and human resources to initiate the Program and cover programmatic costs between each monthly reimbursement period.
- e. The Contractor would keep track of current spending data and project future spending based on expected Program expenses.

B. Anticipated Contract Term

It is anticipated that the term of the contract awarded from this RFP will be a **total of five (5) years** including any renewals and is subject to negotiation with the selected proposer, with commencement upon Contractor's receipt of a written notice to proceed from the WDC. Proposers will need to provide a price for the full five (5) years. 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.

C. Anticipated Available Funding

It is anticipated that the maximum available funding for the contract awarded from this RFP will be one million (**\$1,000,000**) in City Tax Levy and/or federal funding *per each one-year contract period*. The funding allocation and final contract amount is dependent upon the availability and appropriation of funds and is subject to change. In addition, the WDC reserves the right to modify the funding allocation in the best interests of the WDC.

D. Anticipated Payment Structure

It is anticipated that the payment structure of the contract awarded from this RFP will be fully line-item budget for the first contract year, with the option to move to a deliverable-based model for contract renewals. The WDC reserves the right to select any payment structure that is in the WDC's best interest. 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.

E. Minimum Qualification Requirements

Below are the Minimum Qualification Requirements for this solicitation. Proposals that fail to meet any of these requirements may be found non-responsive and rejected.

- Proposer has been in operation for at least two (2) years.

- Proposer has two (2) years of experience delivering curriculum focused on kitchen-based food service training or would be able to hire staff that demonstrate this experience

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

SECTION IV – FORMAT AND CONTENT OF THE PROPOSAL

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

a. **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.

- b. **Program Proposal** -- Please provide a clear and concise narrative which addresses the following:
 - i. **Experience** – Describe the successful relevant experience of the proposer and the proposed key staff in providing the work described in Section III – Deliverables and Outcomes. Specifically address the following:
 - a. Proposer’s mission, commitment, and organizational strengths as they relate to the goals of the project.
 - b. Prior experience delivering training for individuals interested in a restaurant career path.
 - c. Prior experience demonstrating understanding of and expertise in the food service sector and the specific candidate populations to be served.
 - d. Prior experience conducting trainings with frontline staff working with job seeking customers to deliver workforce development programming.
 - ii. **Organizational Capability** – Describe the proposer’s organizational capacity to provide the work described in Section III – Deliverables. Specifically, address the following:
 - a. Name(s), qualifications, and relevant experience of the lead contact/organizer responsible.
 - b. Attach a resume and/or description of the qualifications required for each lead contact/organizer and a statement certifying that the proposed staff will be available for the duration of the project.
 - c. Demonstrate the proposer has sufficient resources, including financial and human resources, to begin the Program by the expected contract start date and cover costs between each reimbursement period. Note: Reimbursements occur on a 30–60-day period.
 - iii. **Deliverables** – Describe in detail how the proposer will provide the work described in Section III – Deliverables and demonstrate that the proposed approach will fulfill WDC’s goals and objectives. Specifically, proposals should address the following:
 - a. Rationale as to why the proposer’s approach will be successful at achieving the objective of improving access to careers in restaurant line cook positions through the provision of effective Participant training and preparation services.
 - b. Overview of the proposed content and format of each deliverable request
 - c. Overview of how the deliverables will incorporate the Project Overview stated in Section II.
 - d. Rationale as to why the proposer’s approach will be successful at achieving the objective of improving entry into the restaurant sector for low-income communities.

- e. Overview of the proposed recruitment plan, including a sample recruitment plan for engaging New Yorkers who are interested in working in the food service sector.
- f. Project Timeline: Proposers should provide a schedule for completion of the deliverables proposed in Section III, including identification of key dates, deadlines, or timeframes for submission of deliverables.
- g. Overview of planned documentation and analysis
- h. Provide a detailed budget utilizing the attachment provided, outlining how funds will be spent.
- i. Description in clear and concise narrative of the proposed partnerships with relevant community-based organizations to support recruitment efforts for the Program.

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.

- c. **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.

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

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 WDC.

i. ELECTRONIC SUBMISSIONS ONLY:

- a. One PDF or Word document labeled "Program Proposal [Proposer Organization Name]"
- b. Proposal Cover Sheet (Attachment A)
- c. Program Proposal (Attachment B)
 - o Narrative
 - o References for the Proposer and, if applicable, each Subcontractor
 - o Resumes and/or Description of Qualifications for instructors and key Staff Positions
 - o Organizational Chart
 - o Budget
 - o Partnership letters of support
 - o Proof of organization of doing business for at least 2 years
 - o Audit report or Certified Financial Statement or a statement as to why no report or statement is available

- One email with previous file attached, which includes:
 - i. A subject line with the following format: Title of RFP, RFP Pin #
 - ii. 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.
 - iii. CDennis@sbs.nyc.gov in the recipient ("To") field, JWeis@sbs.nyc.gov in the "cc" field, Line Cook Apprenticeship Program proposal: [insert organization name] in the subject line.

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

* Demonstrated quantity and quality of successful relevant experience: 30%

* Demonstrated level of organizational capability: 30%

* Quality of proposed approach: 40%

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 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.

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.
- 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.

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 5 pages**

ATTACHMENT C
PRICE PROPOSAL FORM

TOTAL PRICE: \$ _____

TOTAL PRICE IN WORDS:

Budget	
Total Wages	
Total Fringe	
Total Personnel (PS) Costs	
Total Other Than Personnel (OTPS) Costs	
Total Direct Costs (PS + OTPS)	
Grand Total	

Printed Name of Proposer

Signature of Proposer

PLEASE COMPLETE ITEMIZED BUDGET ON NEXT PAGE

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

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

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

Total PS Costs		
Total OTPS Costs		
Total Budget (PS + OTPS)		