

WORKFORCE DEVELOPMENT CORPORATION ("WDC")

ADDENDUM #5 – Questions and Responses

Request for Proposals:

Co-Designing and Delivering Inclusive Employment Programs with and for People with Disabilities

RFP PIN #: 2025WDC0014

Please note where WDC received the same or similar question a single comprehensive response is provided below. Note that the page limit for the Program Proposal (Program Approach) has been increased from 5-pages to 15-pages. Please review this Question and Responses for more detail.

RFP Process

General Information

1. *Given the complexity and importance of this work, we would respectfully like to request a pre-proposal conference to better understand the goals, timeline, and vision of your office for this engagement.*
 - a. We will not be holding a pre-proposal conference. However, the due date for questions and the proposals was extended to allow proposers additional time to submit questions and respond to the solicitation.
2. *Can providers submit multiple applications?*
 - a. Yes, providers may submit multiple applications if they are applying for multiple tracks. Subcontractors may submit with multiple lead applicants.
3. *Can providers participate as partners or leads on multiple applications, and in more than 1 track?*
 - a. Yes. Providers can participate as partners or leads on multiple proposals and in more than one (1) track.
4. *Who are the decision makers in the process from WDC?*
 - a. This initiative is a collaboration between the Mayor's Office of Economic Opportunity (NYC Opportunity), NYC Small Business Services (SBS), The Mayor's Office of Talent and Workforce Development (NYC Talent), The Center for Workplace Accessibility and Inclusion (CWAI), and the Mayor's Office for

People with Disabilities. The Executive Director of the WDC facilitates the process of convening the RFP review committees and overseeing the review process. The City is hiring a Program Manager to manage this initiative and support all selected vendors.

5. *Given that applicants can apply for each track separately, is WDC open to proposals that present a unified vision of project ownership across all three tracks?*
 - a. We are open to such an approach, but please note that each track will be scored separately as a standalone application, and thus each track requires a separate proposal.
6. *RFP page 7 indicates one contract is expected to be awarded for Tracks 1 and 3 and three contracts for Track 2. Is it possible for one entity to be awarded contracts for all three Tracks?*
 - a. Yes, it is possible for one entity to be awarded contracts in all three (3) tracks.
7. *Could one provider or provider partnership be selected for all three tracks?*
 - a. See response to Question 6 in this section.
8. *Do applicants need to identify all potential partners or subcontractors in the application narrative and budget, or can some be finalized after selection?*
 - a. Potential partners or subcontractors must be identified if the organizations are proposing together to meet the qualification requirements outlined in the RFP. Otherwise, applicants should identify all potential partners or subcontractors in their proposals or identify the areas of the scope in which they intend to use a partner or subcontractor.
9. *Would NYC government's collaborating agencies consider an extension to the proposal due date, given the extension provided for submitting questions and NYC's suggested April 14th response to questions? Extending the deadline for the proposal due date would allow proposers to make adjustments needed in response to the questions answered.*
 - a. As stated in Addendum #2, the due date for proposals has been extended. The new proposal due date is Thursday, May 8th, 2025, at 5:00PM EST.
10. *When will the chosen bidders be notified of the contract award?*
 - a. The anticipated contract start date is July 1st, 2025 and our goal is to notify the winning proposers as soon as practically possible when the evaluation process is complete.
11. *Should bidders who advance in the selection process expect any additional steps, such as a meeting, presentation, or additional documentation?*
 - a. After the initial evaluation, WDC, NYCO, SBS, NYC Talent, and MOPD may conduct site visits and/or interviews and/or request proposers make presentations or demonstrations, or provide additional information or Best and Final Offers as WDC deems applicable and appropriate.
12. *The latest QA document shared mentioned sharing a list of potential proposers to facilitate joint proposals by April 14th. Will the proposal deadline be extended to give organizations time to connect and collaborate meaningfully?*
 - a. See response to Question 9 in this section.

13. *Will shortlisted proposers be able to revise their proposals after initial review, particularly in the case of joint proposals?*
 - a. No.
14. *Have you all undertaken a co-design process between your entities, or with other entities, before? What worked well? What did not?*
 - a. NYC Opportunity has previously led the Designed by Community Fellowship that aimed to support community leaders and organizers in poverty-affected communities to design and develop localized solutions for their neighborhood. More information on this initiative and lessons learned from its implementation can be found [here](#) and [here](#).
15. *Can you suggest or describe an opportunity to match operators?*
 - a. Proposers are expected to independently identify and coordinate with potential partner organizations or subcontractors. WDC has also posted a list of potential proposers on its website.
16. *We are seeing so many dependencies between tracks 1, 2, and 3. Is there an expectation that a team will provide all three or will there be an intentional matchmaking process after proposals are submitted?*
 - a. There is no expectation that a single vendor will serve as the provider for all three tracks. Proposals for each track will be evaluated separately by different review committees based on the criteria outlined in the RFP for each track.

Scoring

1. *Additionally, can you please confirm whether there is a preference or requirement for MWBE participation in the final evaluation?*
 - a. There is no preference or requirement for MWBE participation in the evaluation of proposals. WDC strongly encourages qualified MWBE prime and subcontractors to apply.
2. *Are there preferences for firms that respond to more than one of the tracks? (E.g., Service Design and Employer Collaboration)*
 - a. No, there is no preference for firms that respond to more than one track.
3. *Will preference be given to proposers that respond as a joint venture? (page 8)*
 - a. No, there is no preference given to proposers that respond as a joint venture.
4. *Please clarify the instructions on page 19 "Failure to comply with any of these instructions will not make the proposal non-responsive." and page 23 "Note: All proposals accepted by the WDC will be reviewed to determine whether they are responsive or non-responsive to the requisites of this RFP. Proposals that are determined by the WDC to be non-responsive will be rejected."*
 - a. A responsive proposal is a proposal that conforms to the material terms, conditions and requirements set out by WDC in the RFP. The instructions from page 19 refers specifically to the Proposal Format instructions, as a failure to comply with them will not make the proposal non-responsive. The Note on page 23 refers to all of the instructions within the Format and Content of Proposal

section. Not following the instructions in this section may make a proposal non-responsive.

5. *Is a physical presence in New York City required? Can providers operate primarily remotely with periodic travel to New York as needed?*
 - a. While a physical presence in NYC is not a requirement and proposers may be able to operate remotely with periodic travel to New York, proposers must be able to demonstrate their commitment to the goals outlined in the RFP and organizational capability to successfully execute the initiative. As outlined in the RFP, working and understanding the NYC community is central to the initiative.
6. *NYC says you may submit RFP proposals for more than one track, including the option to submit for all tracks. Will each track have the same reviewers?*
 - a. Proposals for each track will be evaluated separately by different review committees based on the criteria outlined in the RFP for each track.

Proposal Format and Content

Proposal Format

1. *Would it be possible to submit my proposal via email instead? If so, could you please provide the appropriate steps or alternative submission process?*
 - a. It is strongly preferred that proposals be submitted electronically by email, in either Adobe PDF or Microsoft Word to Chenelle Dennis at CDennis@sbs.nyc.gov, with a copy to WDCfiscal@sbs.nyc.gov. If electronic submission is not possible, proposers must mail or personally deliver a copy of their proposal to: Chenelle Dennis at 1 Liberty Plaza, 11th Floor, New York, New York 10006. Personal delivery of proposals may be delivered only between hours of 9:00AM and 5:00PM. Please leave extra time to pass through the security checkpoints at the entrance of the building. Proposers should submit the proposal and price proposal in separately sealed envelopes. Proposals should be printed on both sides of 8.5 x 11-inch paper and should be numbered. Proposers are responsible for informing any commercial delivery service, if used, of all delivery requirements and for ensuring that the required address information appears on the outer wrapper or envelope used by such service. WDC will not provide confirmation of receipt of a Proposal, except at the request of the Proposer. WDC is not responsible for any delay in mailing or delivery of the proposals.
2. *What is the RFP Pin # (required to put it in the subject line)?*
 - a. The RFP PIN Number is 2025WDC0014 and can be found on the [WDC Contracting Opportunities webpage](#).
3. *RFP page 32 requires the Program Proposal (Attachment B) to be written in an accessible sans-serif 12-point font size and double spaced. 1. May question prompts, headers/footers, tables, charts, graphs, and graphics be single-spaced and in a smaller font as long as legible? 2. Please confirm questions/prompts may be truncated or removed. Note: the questions themselves exceed the five page limit when put in the required double-spaced format.*

- a. Yes, question prompts, headers/footers, tables, charts, graphs, and graphics may be single-spaced and in a smaller font so long as they are still clearly legible. The proposer does not need to restate the text of the question/prompt they are responding to or may truncate the text. All questions/prompts must be responded to in the proposal.
4. *RFP page 18 indicates proposals are to be attached to a single email. Our audit file alone is 17MB, which can be compress to half that size. To ensure receipt of our document, what is the maximum file size limit of your email inbox?*
 - a. Our inbox size limit is 15MB.
5. *Are figures allowed in the narrative?*
 - a. Yes.
6. *Would New York City government's collaborating agencies consider increasing the total page limit for the narrative response (i.e., Attachment B) to more than 5 double spaced pages? The proposal content requested on Attachment B is substantial and may be difficult to fully address, particularly for collaborative proposers. Alternatively, would NYC government agencies consider allowing proposers to add content to the appendices to capture additional info?*
 - a. The page limit will be increased to 15-pages. Proposals should be formatted for portrait 8 ½" by 11" paper, using an accessible sans-serif font and a 12-point minimum font size. All text should be double spaced.
7. *Are the Relevant Experience and Organizational Capacity (including list of staff and their qualifications) included in the 5 page proposal narrative limit? Or is the 5 page limit only relevant to the Proposed Approach?*
 - a. The Program Proposal (Program Approach) is subject to the new 15-page limit. The responses and supporting documentation related to Experience and Organizational Capacity is not subject to the 15-page limit.
8. *Are there editable versions of Attachments C (Price Proposal) and Attachment D (Experience Overview for Track 1)?*
 - a. Yes. Please see linked Word document versions of Attachment C and Attachment D on the website.
9. *Are visuals such as images, diagrams, tables, or gantt charts permitted to be included in the Program Proposal? We will work to make them accessible for all readers.*
 - a. Yes, visuals are permitted in the Program Proposal.
10. *Please confirm a cover, cover letter, and table of contents are not counted towards the 5-page technical response.*
 - a. Yes. The cover, cover letter, and table of contents are not counted towards the new 15-page Program Proposal (Program Approach).

Proposal Documentation

1. *Letters of recommendation: Are there particular types of letters of recommendation preferred for this proposal? For example, are you seeking letters from government partners, philanthropic partners, program participants, participants' family members, and/or employer partners?*

- a. Letters of recommendation and references are preferred, and proposers will not be penalized for not submitting them. For those proposing for Track 1: Service Design, letters of recommendation can come from past clients or others who can speak to the proposer's capabilities in facilitating collaborative design processes. For those proposing for Track 2: Workforce Innovation and Track 3: Employer Collaboration, letters of recommendation can come from government partners, CBO partners, philanthropic partners, employer partners, or others who can speak to the proposer's successes in relevant program implementation, strengths as a collaborator, and/or community ties.
2. *The question referring to this requirement in the RFP is: "Proof of organization of doing business for more than 3 years": Would the certification of incorporation be sufficient here? Would this be required for both the leading contractor and sub-contractor?*
 - a. Yes, a certification of incorporation may be provided, however, WDC reserves the right to request additional documentation or information to ascertain responsiveness to this requirement and the RFP. Proof is required of both the lead contractor and any sub-contractors where partnering organizations are collaborating to meet the required qualifications.
3. *The question referring to this requirement in the RFP is: "Audit report or Certified Financial Statement or a statement as to why no report or statement is available.": What needs to be included in the statement to explain why no report or statement? Would that statement need to be written by my CPA? What other supplementary documents might need to be included, if any?*
 - a. If an audit report or certified financial statement is not available, proposers should include a statement to explain why no report or statement is available. WDC requires sufficient information as to allow WDC to ascertain the proposer's financial, organizational, and operational capacity to perform the services requested. Such information may include details about assets, liabilities, recent bankruptcies, equipment, facilities, personnel resources and expertise, availability in consideration of other business commitments, existence of appropriate accounting and auditing procedures for control of property and funds, etc.
4. *Should Appendix A and Appendix C be completed and included in the bidder's proposal submission? Alternatively, should these Appendices be completed after award*
 - a. No, Appendix A and Appendix C and the forms contained within should not be completed and included in the bidder's proposal submission. After the award, the selected vendors will be required to complete the forms from both appendices for the final contract. Therefore, all applicants must ensure they can comply with all provisions in these appendices (A, B, and C) if awarded a contract.
5. *Please confirm that the Certificate of Insurance is to be provided after contract award and not with the proposal submission.*
 - a. Yes, the Certificate of Insurance should not be provided during proposal submission and will instead be required of the selected vendors after contract award.

Qualifications

1. *For the Service Design track, there is a criterion [that] requires at least one (1) year of demonstrated experience in any capacity engaging with the Target Population. Would you consider project work my company has undertaken in other countries?*
 - a. Yes, relevant experience in other countries will be considered. Please note the “at least one (1) year of demonstrated experience in any capacity engaging with the Target Population” outlined on page 18 is a preferred qualification.
2. *In reference to page 16, if the Service Design team has knowledge of the Quest Platform, are applicants encouraged to speak to that knowledge in the proposal?*
 - a. Yes.
3. *Regarding the Proposer's past experience/initiative, can the Proposer include past initiatives led by the Proposer in the current LLC and previous experiences led by the Proposer in the past within other organizations?*
 - a. Proposers should include all relevant experience of the proposer and partner organizations or subcontractors, if applicable, and the proposed key staff or consultants.
4. *Are staff required to have any minimum certifications or degrees?*
 - a. There are no requirements for staff to have minimum certifications or degrees.
5. *As an anti-racist design strategy firm, we approaches all of our work through an anti-racist lens. While the RFP does not explicitly highlight anti-racism as a core principle, would you be open to proposals that intentionally integrate an anti-racist approach into the engagement?*
 - a. Yes, we would be open to proposals that intentionally integrate an anti-racist approach. The selected proposers will need to ensure compliance with all applicable City, State, and Federal laws. Proposals will be evaluated based on the criteria outlined in the RFP.

Price Proposal Form

1. *Please confirm if Attachment C, in its entirety, is expected to be completed for all Tracks?*
 - a. Proposers must complete Attachment C (page 142) for whichever Track they are proposing for. Proposers are encouraged but not required to complete the second portion of Attachment C – Itemized Price Proposal (pages 143-144). As stated in the RFP, it is anticipated that the payment structure of the contract awarded from this RFP will be (1) milestone-based payments tied to outcomes for the Preparation and Co-Design phases and (2) line-item reimbursement for the Implementation phase. As stated in the RFP, proposers are also encouraged to propose innovative payment structures. The WDC reserves the right to select any payment structure that is in WDC’s best interest. Proposers will not be preferred or penalized for providing Attachment C – Itemized Price Proposal.
2. *Are there any expected differences when completing Attachment C as it relates to each specific Task?*
 - a. The price proposal should reflect the proposer’s proposed costs to successfully execute the specific Track.

3. *This section requests (1) milestone-based payments tied to outcomes for the Preparation and Co-Design phases and (2) line-item reimbursement for the Implementation phase. Is there additional detail around expectations you can provide on how this statement coincides with Attachment C Price Proposal?*
 - a. Please see response to Question 1 in this section.
4. *Is it WDC's expectation that the price proposal for the Pre-Planning and Preparation, and Co-Design phases (Year 1) will reflect a fixed-price contract inclusive of all Personnel Services (PS) and Other than Personnel Services (OTPS) with payments based on completion of deliverables as provided on page 1 of Attachment C?*
 - a. As stated in the RFP, it is anticipated that the payment structure of the contract awarded from this RFP will be (1) milestone-based payments tied to outcomes for the Preparation and Co-Design phases and (2) line-item reimbursement for the Implementation phase.
5. *Is it WDC's expectation that the price proposal for the Pre-Planning and Preparation, and Co-Design phases (Year 1) will reflect a Time & Materials (T&M) contract inclusive of all personnel services (PS) and Other than Personnel Services (OTPS) with payments based on Itemized Price Proposal on pages 2 and 3 of Attachment C?*
 - a. Please see response to Question 4 in this section.
6. *Anticipated Payment Structure – Can WDC confirm that the payment schedule shall be as submitted in Attachment C Price Proposal?*
 - a. Please see response to Question 1 in this section.
7. *If bidders are only proposing a Firm Fixed Price (FFP) budget, please confirm that the Attachment C pricing table provided on page 142 is the only table required and the other Attachment C tables are not applicable.*
 - a. Please see response to Question 1 in this section.
8. *Are there any specific formatting requirements for the Price Proposal?*
 - a. The Price Proposal must be submitted using the Price Proposal Form found in Attachment C as described in Question 1 of this section. As stated in the RFP, if proposers are also proposing an innovative payment structure, please provide that information separately.
9. *Proposer's Itemized Price Proposal: Should the estimated cost of compensating Community Co-Designers for their participation be included in the "Personnel Services" section of the Itemized Price Proposal?*
 - a. Yes.
10. *How should we document and present the utilization of existing funds in the proposal?*
 - a. Proposers may either: 1. Create an additional chart modeled after those in the Price Proposal Form in Attachment C of the RFP which indicates deliverable, personnel, or other-than-personnel-services costs related to the initiative that will be covered by existing funding sources, or 2. Add an additional column to the existing charts in the Price Proposal Form in Attachment C with costs related to the initiative that will be covered by existing funding sources. Proposers should also include information explaining the source of and any requirements around

the use of these existing funds in a budget narrative that may accompany Attachment C.

Initiative Implementation

Overall Initiative

1. *We understand that the target population is “individuals with disabilities seeking new or better employment opportunities.” Are you open to proposals that focus on a specific subset of individuals with disabilities (e.g., a specific type of disability or group of disabilities)?*
 - a. Yes, proposers are welcome to focus on a specific subset of individuals with disabilities.
2. *Can each applicant define the target population for their specific project? For example, one specific disability, ASD, Deaf, etc. or must the project be open to all people with disabilities?*
 - a. See response to Question 1 of this section.
3. *On Page 8 it lists the definition of disability as defined by the NYC Commission on Human Rights Legal Enforcement Guidance on Discrimination on the Basis of Disability. Does this exclude other definitions such as Americans with Disabilities Act?*
 - a. The NYC Commission on Human Rights Legal Enforcement Guidance is focused on the [New York City Human Rights Law \(“NYCHRL”\) protections](#). The provisions of the NYCHRL that prohibit discrimination on the basis of disability are generally broader than the Americans with Disabilities Act (“ADA”) and the Fair Housing Act (“FHA”). The NYCHRL defines disability as any physical, medical, mental, or psychological impairment, or a history or record of such impairment, and includes a full range of sensory, mental, physical, mobility, developmental, learning, and psychological disabilities— whether they are visible and apparent or not.
4. *Is there a specific job skills training program required? Can the city grant certification to businesses who train people with disabilities?*
 - a. The Program Provider will deliver the services designed by their Cohort of Community Co-Designers, which is not required to be any specific job skills training program. Any certification from the City can be discussed at a later date with the selected vendors.
5. *What is defined as “accessible formats” for the purposes of these deliverables? (page 17)*
 - a. The Mayor’s Office for People with Disabilities provides guidance and resources on accessible formats for deliverables and other items that may be produced under this RFP. Please review [MOPD](#)’s website for more information, particularly the Initiatives, Resources, and Publications tabs.

6. *Will the WDC outline the specific roles and responsibilities of the selected contractor(s) at each phase of the project, particularly in terms of coordinating efforts among key stakeholders such as government agencies, employers, and community organizations?*
 - a. Proposers should propose their approach and staffing to each phase of the project and to coordinating efforts among key stakeholders, including outlining the roles and responsibilities of individuals from your respective organizations.
7. *What are the expectations regarding the contractor's role in financial management, reporting, and resource allocation throughout the project duration?*
 - a. At the proposal phase, proposers should ensure they are including individuals or resources to financially manage the contract in their price proposal. This may include, but not limited to, tasks related to funding compliance, managing budgets and expenses, financial reporting, invoicing and payment, audits, and contract close-out.
8. *Is there an expectation for the contractor to collaborate with existing city initiatives or programs such as NYC: ATWORK or the Partnership for Inclusive Internships to develop entirely new frameworks?*
 - a. We encourage coordination and collaboration across initiatives that serve similar populations, with the goal of providing seamless and well aligned services that best meet the needs of program participants.
9. *What data collection protocols and reporting structures does WDC expect the contractor to implement to monitor program effectiveness and participant progress?*
 - a. The Service Design Provider will lead in the data collection efforts of both the Co-Design and early Implementation Phases of the Project. Employer Collaboration and Workforce Program Providers will be expected to report on their work regularly throughout all phases of the Project, including providing information on participant demographics, participation levels, outcomes, and other key metrics. Please see pages 16, 17, 30 and 44 for more information on reporting and performance monitoring for all tracks.
10. *Are there specific data security or privacy standards that must be adhered to, especially concerning sensitive information about participants with disabilities.*
 - a. Please see the Privacy Protection Rider, which will be included with the contract. Upon contract award, WDC will discuss any additional data security or privacy standards that may apply based on the negotiated scope.
11. *Is WDC or a partner agency providing space for in-person meetings and trainings? If so, who is providing space? If not, what are the expectations around sourcing meeting space for co-design processes?*
 - a. The Workforce Program Providers and Employer Collaboration Provider will be responsible for providing in-person meeting space for their respective Co-Design Cohorts. In-person meeting spaces must be fully accessible, with any necessary accommodations to ensure a positive co-designer experience for all in-person co-design activities.

12. *Is the WDC's intention that Track 2 and Track 3 are linked by following disabled workers (participants in Workforce Development) into their new places of employment and working with their new employers to develop accessible employment practices?*
- The WDC does not expect that the work of Track 2 and Track 3 providers are necessarily linked in this manner.
13. *Who will be the main WDC point of contact and decision-maker(s) across all 3 tracks? What level of engagement and collaboration with WDC and other providers is expected? (i.e., weekly / bi-weekly / monthly syncs)*
- The City is hiring a Program Manager to staff this initiative and serve as the point of contact and a key decision-maker across all 3 tracks of this initiative. This role will be responsible for coordinating across the City partner agencies. The level of engagement between the WDC and partner agencies and selected vendors will vary depending on the stage of the initiative and project needs. It may range from weekly or multiple-times-weekly meetings to monthly meetings. Providers should also expect to maintain contact via email and submit monthly and quarterly reports. Proposed level of engagement and communication should be outlined in the proposals.
14. *What level of stakeholder engagement should we expect with representative members of NYC Talent / SBS / NYC across all 3 tracks?*
- See response to Question 13 in this section.
15. *Do you expect each program provider to independently identify and provide financial and benefits counseling, transportation support, and referrals to social services, or does the WDC have recommended resources/vendors or the ability to coordinate collaboration among providers in providing access to these services?*
- Program providers are responsible for identifying and providing financial and benefits counseling, transportation support, and referrals to social services for their co-design cohorts. The City Program Manager may assist as practically possible in connecting with other City services.
16. *If a different provider is selected for each track, how will WDC facilitate coordination between each provider?*
- The WDC and the selected Design Firm will facilitate introductions and initial coordination between the other selected vendors, including convenings and joint trainings that bring together the selected vendors. Then each provider will work in coordination with the other selected providers.
17. *How accessible will key project stakeholders and points of contact be during month 1 of the project? Will this level of involvement change throughout the project?*
- The City is hiring a Program Manager to staff this initiative and serve as the point of contact to support all selected vendors for the full duration of this initiative. The Program Manager will be accessible via email during work hours and will work with vendors to determine an appropriate frequency for meetings during the first month of the project. We expect that meeting frequency will vary depending on the stage of the initiative.

18. *In addition to monthly regular reporting, will WDC POCs be available for weekly or bi-weekly check-ins to track progress and support alignment to future work?*
- See response to Question 17 in this section.
19. *What criteria will be used to determine whether a program design merits full three-year implementation funding after the co-design phase*
- As stated on Page 29 of the RFP, "Proposals will be evaluated based on their feasibility, innovation, alignment with the needs of the Target Population, and the extent to which they demonstrate a commitment to equity, accessibility, and measurable impact. Evaluation criteria will also consider: the target number of individuals within the Target Population who will be supported in securing job placements through this program, the type and quality of training provided to participants, the projected number of participants served, the sustainability of the program, including plans for long-term impact and scalability."
20. *Will providers have access to existing NYC workforce data or research to inform the labor market analysis and landscape review components of program design?*
- The City partners will share existing relevant public data and research. Proposers are also expected to conduct their own research and use publicly available research and data on current labor market, existing services for target population, etc.
21. *Are there any limitations or constraints on types of wraparound services that can be funded as part of the program model?*
- Providers may include relevant and reasonable wraparound support services in their program models.
22. *Are there any target industries or priority sectors the WDC would like to see these workforce programs focus on?*
- No, there are no target industries or priority sectors for this initiative. Target industries/sectors should be justified by labor market data.
23. *Are there any target industries, boroughs or neighborhoods, or job types the WDC would particularly like to engage?*
- No, there are no target industries, boroughs, or neighborhoods for this initiative. The only preference for job types is that they be quality employment opportunities.
24. *In reference to page 16, Conducting Co-Design Process, could you please confirm if there is a preference for how many meetings are in person or virtual?*
- There is no preference for the ratio of in person to virtual meetings. As part of developing the Co-Design Process Framework and Facilitation Plan, the Service Design Provider will work with the Service Providers to determine what mix of virtual and in-person meetings will allow Cohorts to best participate in the Co-Design Process and meet the desired objectives.
25. *Is it a requirement to hold in-person meetings? Can providers use an accessible web-based meeting as an option if the provider ensures participants have appropriate computer and web access?*

- a. There is no preference for the ratio of in person to virtual meetings, although we anticipate a mix of both (rather than 100% in only one format). As part of developing the Co-Design Process Framework and Facilitation Plan the Service Design Provider will work with the Service Providers to determine what mix of virtual and in-person meetings will allow Cohorts to best participate in the Co-Design Process. Proposers for Tracks 2 and 3 should still demonstrate the capacity to host in-person meetings.
- 26. *Can the co-design process for cohorts and the learning community for Program Providers' staff be primarily online-based if it is determined that this format would be more accessible for participants?*
 - a. See response to Question 25 in this section.
- 27. *What are the expected number of job seekers with disabilities to be served over the contract period?*
 - a. The number of job seekers with disabilities to be served will be determined during co-design phase of the initiative. It is expected to vary for each provider based on the program model being designed and implemented.
- 28. *What are the expected metrics/tracking or data collection methods required to measure/assess and report the outcomes of this program?*
 - a. Please see Question 9 in this section.
- 29. *Does WDC have specific targets or outcomes in terms of participant engagement, employment placements, or employer partnerships?*
 - a. Specific targets and outcomes are expected to be determined as part of the co-design phase.
- 30. *Can you provide more details on the expected outcomes and objectives for the pre-planning and co-design phases*
 - a. Please refer to the Summary of Initiative Phases section on pages 8-10 of the RFP for a summary of the work to be accomplished during each of these phases. Refer also to the Deliverables sections for each of the Tracks to see what deliverables (pages 16-17, 30-31, and 44-45) are expected.
- 31. *If you are a WE CARE recipient or and Employment Network are you allowed to co enroll?*
 - a. WE CARE recipients or those receiving services through Employment Network interested in serving as Community Co-Designers should work with their host Service Provider to receive benefits counseling in order to understand if and how their work as a Community Co-Designer may impact their eligibility for these services. The selected vendors may provide access to relevant wraparound services (page 26 and 41 of the RFP) to help facilitate the person's participation as a Community Co-Designer, but the final determination would be made by the person's Service Provider.
- 32. *Can you define the types of disabilities you are hoping to serve*
 - a. Disability in this RFP is defined on Page 2 in the RFP. Please also see Question 3 in this section about the definitions used.
- 33. *Do we have to specify a borough or can it be the broader NYC?*

- a. Proposers are not required to specify a borough and may submit proposals with a citywide or borough/community specific service context.
- 34. *Are all services required to be in person or can they be virtual?*
 - a. See response to Question 25 in this section.
- 35. *The RFP notes a July 2025 kickoff. Can you share the anticipated start dates for each of the three tracks?*
 - a. The anticipated start date for all three tracks is July 2025.
- 36. *Each track appears to involve facilitating co-design. What support or capacity-building will be available for providers, such as workplace inclusion specialists or workforce program providers, who may have limited experience with co-design to ensure they are well-equipped to lead these efforts effectively?*
 - a. The Service Design Provider (Track 1) is expected to facilitate a unique co-design process for Workforce Innovation and Employer Collaboration Providers. The selected vendor for Track 1 is expected to provide needed capacity building and technical assistance for those involved in the co-design process. The co-design process plan should include trainings for Cohort members covering service design strategies, co-design process, relevant labor market information and best practices in workforce development. During the Implementation Phase, the Service Design Provider and the Program Manager will also facilitate a learning community for Employer Collaboration and Workforce Program Providers' staff in implementing the co-designed programs. This learning community will serve as a space for Program Providers' staff to share lessons learned, troubleshoot programmatic challenges, and continue building their inclusive and participatory practices.
- 37. *Additionally, will a shared definition or framework for co-design be provided to all providers at the outset of the engagement to alignment?*
 - a. Co-Design is defined in this RFP on page 2 as follows: "A participatory approach to designing solutions, in which community members are treated as equal collaborators in the design process." During the Preparation Phase, the Service Design Provider will develop a Co-Design Framework and Process Facilitation Plan in consultation with the Workforce Innovation and Employer Collaboration providers.
- 38. *How are these tracks interconnected and how will providers of individual tracks coordinate? How do the tracks reinforce one another?*
 - a. The "Summary of Initiative Phases" section of the RFP on pages 8-10 detail how providers for the various tracks of this RFP will work together throughout the course of the initiative.
- 39. *Are there any materials or outputs from the research effort taken by NYC Opportunity, NYC Talent, and MOPD exploring evidence-based program models in workforce development for people with disabilities that will be agreeable with the consultant?*
 - a. None publicly available at this time.
- 40. *Is there an expectation that track 1 and track 2 providers will work together in some way?*

- a. Yes, the Service Design Provider selected in Track 1 and the Workforce Innovation Providers in Track 2 are expected to work together extensively in the co-design period. See pages 14-17 and 25-31 of the RFP for more information on the interaction between the work of these vendors. Workforce Innovation Providers in Track 2 and Employer Collaboration Providers in Track 3 are expected to participate in any joint activities planned by the Service Design Provider as part of the Co-Design Process together, and will be expected to participate in a Learning Community together (see page 16 for more information about the Learning Community).
41. *If the partner or proposer is pursuing Tracks 3, can we assume that employers will be identified through the research in Track 1 and coordinated with the Track 1 provider? Additionally, if we are only involved in Tracks 1 and 3, are we helping determine which employers will be engaged, or is that solely addressed in Track 2?*
- a. The Track 3: Employer Collaboration Vendor is responsible for identifying and recruiting employers to both participate in their Co-Design Process and to receive services from them during the Implementation Phase. If the Track 2: Workforce Innovation vendor chooses to engage with employers they will be responsible for identifying and recruiting their own employers to engage as well.
42. *Will the employer collaboration program be integrated into the service design provider's scope, or is this entirely separate?*
- a. The role of the Service Design Provider is to support the selected Employer Collaboration Provider (as well as the Workforce Innovation Providers) in conducting the co-design process.

Co-Design Cohorts

1. *On page 9 the RFP talks about Staff Co-Designers as Members of the provider's front-line and management staff with decision-making authority, selected by each provider to participate for the entire duration of the program co-design process. What is the time commitment expected for Staff Co-Designers? Can they act as a consultant or are they expected to work on this project full-time? In the case of staff turnover will we be able to replace the Staff Co-Designers?*
 - a. It is expected that Staff Co-Designers will serve as equal participants in the co-design process along with their fellow Cohort members. As stated on page 39 of the RFP, we expect hours spent by each co-designer will vary depending on individual capacity and the stage of the codesign process but are estimated to range from 10 to 20 hours per week. This range is just an estimate, the actual time commitment will be determined at a later date, and flexibility will be built into the time commitment to allow the process to be more accessible. Staff co-designers can be replaced in the case of staff turnover.
2. *If there are multiple Program Providers, are co-design cohorts expected to share learnings, or would that be welcomed as an activity across programs/cohorts?*
 - a. Co-design Cohorts are welcome and encouraged to share learnings across cohorts, and the Service Design Provider and Program Manager will support this process.

As stated on page 14 of the RFP "We expect a similar co-design framework and set of activities will be used with each Cohort and that it may even be beneficial to hold some initiative-wide gatherings and workshops with all Cohorts."

3. *Will the job seekers be referred to us, can we include our pool of clients, do we need to recruit from the community or other organizations?*
 - a. The Program Providers will be required to recruit job seekers themselves. These job seekers may be recruited from their existing pool of clients, their community, and/or other organizations.
4. *What is the expected size for the cohorts?*
 - a. The precise size should be determined by the selected vendors based on feasibility and the optimal structure to support their goals. As stated on pages 25, 26, and 39 of the RFP, Co-Design Cohorts hosted by the Workforce Program Providers will be made up of at least seven (7) Co-Designers. The Co-Design Cohort hosted by the Employer Collaboration Provider will be made up of at least eight (8) Co-Designers.
5. *What is the expected compensation for community and employer co-designers participating in the process? Is there a standard or recommended amount the City, considers fair for their time and contributions?*
 - a. There is no set standard compensation amount that the City recommends, and proposals should provide a rationale for the amount proposed. We recognize some people with disabilities selected as co-designers may face difficult issues related to benefits cliffs, and that is partially why we are not setting a specific amount at this time. The City prefers that compensation for Community Co-Designers be commensurate and at least equivalent to that of the Provider Frontline Staff Co-Designers, ensuring fair recognition of their time and expertise. RFP respondents for Tracks 2 and 3 should propose a Community Co-Designer compensation amount based on this guidance. The Employer Collaboration Provider is not required to compensate Employer Co-Designers but may choose to compensate them should they deem it beneficial.
6. *Is there room to involve more than three co-designers, if needed or appropriate for the project?*
 - a. Yes. Workforce Program Providers must have cohorts of at least seven (7) Co-Designers, of which at least five (5) must be Community Co-Designers, and the Employer Collaboration Provider must have a cohort of at least eight (8) Co-Designers, of which at least three (3) must be Community Co-Designers. All of these numbers are minimums, and Providers may elect to involve more Co-Designers if needed or appropriate.
7. *If a provider is selected for both Track 2 and Track 3, can they use the same co-design cohorts?*
 - a. No, if a provider is selected for both Track 2 and Track 3 they must host 2 separate co-design cohorts. However, these cohorts may collaborate.
8. *If a provider is selected for both Track 2 and 3, can they work with the same employers in Track 3 that disabled job seekers were placed at in Track 2?*

- a. If a provider is selected for both Track 2 and Track 3 they must host 2 separate co-design cohorts. However, these cohorts may collaborate and some cohort members may overlap if appropriate rationale is provided.
- 9. *Can providers work with co-designers (disabled individuals and employers) as subjects of Tracks 2 and 3 work (i.e., a co-designer to participate in work development as a job seeker, allow a co-designer to participate in Employer Engagement as an employer)?*
 - a. Yes, Co-Designers may be participants in/served by the programs they designed.
- 10. *Do you expect the selected firm to identify Co-Designers vs Advisory Co-Designers, or will cohort members self-select into these roles based on their availability?*
 - a. It is expected that Workforce Program and Employer Collaboration Providers, in tandem with the Service Design Provider, will develop plans for how they will recruit a diverse group of potential Co-Designers and what criteria they will use to determine who will join their Cohort. While not required, we highly encourage the engagement of additional Advisory Community Co-Designers and Advisory Employers, and Providers, in tandem with the Service Design Provider will determine how those roles are filled.
- 11. *Do you have an expected time commitment in mind for Co-Designers vs. Advisory Co-Designers?*
 - a. We estimate that Co-Designers will work 10-20 hours per week, with hours varying depending on individual capacity and the stage of the codesign process. There is no expected time commitment for Advisory Co-Designers, their contribution may range from completing a single short survey to much more in-depth, lengthier engagements.
- 12. *Is it expected that different co-designers will be involved during each track, or is there an intention to engage a consistent group of co-designers across multiple phases to support continuity and deepen insight throughout the engagement?*
 - a. Each Program Provider will be responsible for recruiting their own Cohort of Co-Designers for the Co-Design Phase. It is recommended that the same Co-Designers be engaged during the Implementation Phase of the initiative as well, but is not required so as to allow more flexibility for Co-Designers. Selected vendors should regularly collect client feedback and use that to continually improve the program throughout the implementation phase.
- 13. *Will the Workforce Program Providers each be creating two separate cohorts, one of community codesigners and a separate one of staff codesigners? Or is this intended to be a combined cohort? If the latter, it means there would be one cohort per program provider (mix of community and staff), and 4 total cohorts, one per selected program provider?*
 - a. The latter is correct. Each selected Workforce Program Provider is expected to create one cohort consisting of community co-designers and staff co-designers together. It is expected that there will be four co-design cohorts in total across all anticipated total awards in Track 2 and 3.

Track 1: Service Design

1. *Is there an established format for, and/or set of key metrics related to, the regular reports that the Service Design Provider is expected to submit to the WDC on a monthly basis?*
 - a. Both the format and finalized set of key metrics for the Service Design Provider's regular reports will be determined by the WDC, after consulting with the selected Service Design Provider, at a later date.
2. *Will the Service Design Provider be expected to conduct activities in languages other than English?*
 - a. The Service Design Provider will not be expected to conduct activities in languages other than English. The Service Design Provider will be expected to work with the Service Providers to develop a co-design process that is accessible to the co-designers in each cohort. This may include translation/interpretation services for those who use ASL or other languages. Service Providers who work with clients that speak different languages are expected to work closely with the Service Design Provider to ensure that the co-designed services are accessible for those clients.
3. *How many Program Providers would the Service Design Provider be working with? If there is more than one Program Provider, would the engagement run in parallel?*
 - a. The Service Design Provider will be working with four (4) Service Providers or Service Provider partnerships, and all engagements will run in parallel.
4. *What would the direct contact/team be from WDC to support the Service Design Track? (i.e., project management, coordination)*
 - a. The City is hiring a Program Manager in NYC Small Business Services' Citywide Workforce Opportunity Division to staff this initiative and serve as the point of contact to support all selected vendors.
5. *Implementation phase (3b) is there a maximum number of co-designed programs the Service Design Provider will be required to support?*
 - a. The Service Design Provider will support the recipients of each of the four (4) awards made in Track 2 and 3. We assume that each awardee will launch one program following the design process, but it is possible some awardees could produce more than one program. Thus, there is no maximum number of co-designed programs the Service Design Provider will be required to support. They will be expected to support all approved co-designed programs implemented by the selected Workforce Innovation and Employer Collaboration Service Providers with the funds currently allocated in this RFP.
6. *Can WDC confirm that Service Design is only required to be performed in English?*
 - a. See the response to Question 2 in this section.
7. *Request that WDC please confirm that the Service Design Provider shall determine the form and structure of the Learning Community (i.e., digital or physical).*
 - a. Yes, the Service Design Provider will determine the form and structure of the Learning Community that best meets the goals of the workstream.
8. *Deliverable 6 - Program Implementation Documentation and Storytelling: - is there a minimum or maximum number of these?*

- a. There is no minimum or maximum number of required Program Implementation Documentation and Storytelling deliverables. Instead, RFP respondents should propose a reasonable number of deliverables given the available budget and time frame.
- 9. *Should trainings in cultural competency, disability etiquette, and trauma sensitivity be designed at a beginner, moderate, or expert level? Or is there a need for tiered training offerings?*
 - a. Trainings in cultural competency, disability etiquette, and trauma sensitivity should include a beginner level training, as some co-design cohort members may not have familiarity with the content. These trainings should all be in service of facilitating an open and respectful co-design process.
- 10. *Are you looking for specific dates and locations for all activities in the final version Co-Design Process Framework and Facilitation Plan due at the end of month 1?*
 - a. Yes. We recognize plans may need to be adapted over time if unexpected changes occur.
- 11. *Storytelling assets seem critical to include in the Written, Co-Designed Program Blueprint to help other entities understand the purpose of the model and replicate it. Is there flexibility in the due date (currently end of month nine) to incorporate the final versions of the process documentation and storytelling assets?*
 - a. As stated on page 17, "The Service Design Provider will be expected to develop materials (written reports, presentations, blogposts, etc.) narrating the co-design process and reflecting on lessons learned; (estimated due date: this effort will be ongoing throughout months three to nine of the co-design process, with an additional two months dedicated to retrospective material development and a retrospective reflection)." The current due date is an estimate, and will be finalized after Providers are selected.
- 12. *Will the service provider be expected to disseminate process documentation and storytelling assets to appropriate audiences, or is this something WDC will push forward?*
 - a. The Service Design Provider will be expected to disseminate public-facing storytelling assets and documentation that they have created in collaboration with City partners. The Workforce Innovation and Employer Collaboration Service Providers are highly encouraged to disseminate public-facing storytelling assets and documentation related to the initiative.
- 13. *What types of decision-making authority will the Service Design Provider have when balancing Co-Designer input with the program constraints of the Workforce Providers?*
 - a. The Service Design Provider will facilitate the co-design process, leading the Cohorts through a series of brainstorming sessions, research activities, workshops, and more to develop comprehensive, co-created program models that are feasible to implement. The Service Design Provider is not intended to be a decision-making authority itself, as decision-making should be done by members of the Cohorts. Instead, a central part of their role will be to support the equitable co-leadership of community members with disabilities, providers of workforce

development services and employers to ensure fidelity to the power-sharing values of co-design. The Service Design Provider will establish strong working partnerships with each Program Provider to learn about their current operations and develop a shared plan for the co-design process.

14. *How closely will the WDC be involved in approving the design and facilitation plan for the co-design process?*
 - a. Approval from the Program Manager for this initiative at SBS will be required for the Co-Design Process Framework and Facilitation Plan to ensure it meets contract requirements.
15. *Can you clarify what level of technical assistance and implementation support the Service Design Provider is expected to provide during the first year of program rollout?*
 - a. After the service co-design period is complete, the role of the Service Design Provider will shift to a lower intensity support role. For the first year of implementation, the Service Design Provider will help newly co-designed programs to continue to use elements of co-design to iterate upon the program model, using tools and planned processes to engage the Target Population and collect their feedback. The Service Design Provider's role during the implementation phase is outlined on pages 15 and 16 of the RFP.
16. *Learning Community Facilitation Plan and Implementation — Will facilitation for the learning community implementation be expected to be delivered in-person, virtual, or hybrid?*
 - a. Facilitation for the learning community may take place in-person, virtually, or in a hybrid setting.
17. *What level of flexibility is there in incorporating hybrid facilitation (e.g. asynchronous design activities) to meet accessibility and capacity needs of diverse Co-Designers?*
 - a. There is no preference for the ratio of in person to virtual meetings. As part of developing the Co-Design Process Framework and Facilitation Plan the Service Design Provider will work with the Service Providers to determine what mix of virtual and in-person meetings will allow Cohorts to best participate in the Co-Design Process.
18. *When it says “the Service Design Provider will offer onboarding training for their cohorts covering...”, does “their cohorts” refer to the aforementioned cohorts formed by the Workforce Program Providers and the Employer Collaboration Providers? Or other cohorts? Who are “their cohorts?”*
 - a. Correct, "their cohorts" refers to the aforementioned cohorts formed by the Workforce Program Providers and Employer Collaboration Providers.

Track 2: Workforce Innovation

1. *Please confirm that each Workforce Innovation awardee (of which there will be 3), which may be a partnership of multiple agencies, will actually be designing their own program, for a total of 3 workforce development programs going through design and implementation.*

- a. Yes, each of the three selected vendors/partnerships will undertake a separate design process, resulting in 3 separate programs.
- 2. Can you define benchmarks specifically for track 2?
 - a. Workforce Program Providers will be expected to report on their work regularly throughout all phases of the Project, including providing information on participant demographics, participation levels, outcomes, and other key metrics. Specific targets and benchmarks are expected to be determined as part of the Preparation and Co-design Phases. Please see page 30 for more information on reporting and performance monitoring.
- 3. *Are the workforce program providers involved in all community design sessions? How many different co-design sessions / groups are expected to take place?*
 - a. Yes, the Staff Co-Designers from the Workforce Innovation Providers are expected to participate in all Co-Design Cohort activities. There is no set number of co-design sessions, this will be determined by the Service Design Provider during the Preparation Phase, but as stated on page 25 of the RFP, we estimate these Co-Designers will work 10-20 hours per week throughout the 9 month Co-Design Phase, with hours varying depending on individual capacity and the stage of the co-design process.

Track 3: Employer Collaboration

- 1. *What are WDC's expectations around who is identifying employers for Track 3 Employer Co-Design process? (Will it be the workforce providers?)*
 - a. The Employer Collaboration Provider is expected to identify employers under Track 3. Over the period of implementation, the City partners may refer interested employers to the vendor as well.
- 2. *Is there a preference for engaging either small to mid-sized business, or large enterprises?*
 - a. No, there is no preference for a specific employer size.
- 3. *For Track 3, question 3d, how should we describe compensation for community co-designers if they haven't been identified yet? If the preference is for Community Co-designers to be compensated at the hourly rate of front line staff, wouldn't this be the response to this question?*
 - a. Please respond to this question with a proposed payment rate for Community Co-Designers as well as the method by which payment will be disbursed and any other relevant information.
- 4. *For Track 3, question 3d could you please explain what you mean by "describe how you will prioritize Community Co-Designer's ability to maintain their benefits should they choose." What benefits are you referring to?*
 - a. The proposer should explore if and how the increased earnings of Community Co-Designers due to compensation for their work as part of the Cohort might impact their eligibility for any government benefits with income cutoffs, and how they might offer payment flexibility, benefits counseling, or other resources to support such Community Co-Designers.

5. *Will the Employer Collaboration Provider be creating three separate cohorts, one of community codesigners, one of staff codesigners, and one of employer codesigners? Or is this intended to be one combined employer focused cohort?*
 - a. The latter is correct. The Employer Collaboration Provider is expected to create one cohort consisting of community co-designers, staff co-designers, and employer co-designers together.
6. *Is the “Employer Collaboration Provider” described in Track 3 intended to be a direct service provider?*
 - a. Yes, the provider is expected to directly provide services to employers in NYC.
7. *Proposers responding to Track 3 are specified as being an “employer collaborative provider” which delivers services to employers. Is NYC looking for proposers to be employers, workforce service providers who deliver services to employers, or an intermediary which may lead the co-design process with employers, but may not specifically be involved in implementing the services that result from the codesign process?*
 - a. Eligible providers for Track 3 include nonprofits, for-profits and other organizations qualified to meet the goals and perform the services outlined in the RFP. The selected Employer Collaboration provider is expected to be involved in all phases of the initiative, including co-design and implementation. They will be expected to implement the technical assistance program that is designed for three (3) years with the aim of improving workplace accessibility through sustainable solutions co-designed by employers and community members with disabilities seeking employment.
8. *How will you measure success for this workstream? What would tell you that we’ve built the motivation and capacity for employers to engage this population?*
 - b. See response to Question 9 in the Initiative Implementation section.

Funding and Budget

Funding Amount

1. *Is there potential future funding for marquee initiatives or campaigns with leading companies?*
 - a. As stated on page 11 of the RFP, "It is anticipated that the total available funding awarded to selected contractors from this RFP will be up to \$6,425,000 over a four-year period, primarily consisting of City Tax Levy dollars, which is intended to cover funding for one (1) year of program co-design and three (3) years of implementation. Over time we hope to identify additional public and private funding to support this Project."
2. *RFP page 7 indicates that three contracts are expected to be awarded for Track 2 Workforce Program Provider. Page 11 indicates the approximate range of funding available for each provider for Track 2 is \$825,000 in Year 1 and \$1,275,000 in years 2 through 4. If 3 contracts are awarded, should each provider expect to receive these*

approximate funding amounts in the respective years OR will those amounts be divided between the 3 providers?

- a. For Track 2 Workforce Program Providers, the funding amounts listed on the chart on page 11 will be divided between the 3 providers. As stated in Addendum 3 to the RFP, "WDC is amending and clarifying the chart presented on page 11 of the RFP as follows: The chart details the approximate ranges of funding available based on track and phase of the Project... As stated in the RFP, final funding amounts for the Implementation Phase will be determined based on the approved co-designed program implementation proposals and budgets submitted by each of the three (3) Workforce Program Providers and one (1) Employer Collaboration Provider."
3. *Please confirm that the funding available for track 2 as outlined on page 11 represents total funds. Meaning each awardee would have approximately \$275K in Year 1 and \$425K/year in Years 2-4?*
 - a. See response to Question 2 in this section.
4. *Will you please confirm whether the dollar amounts on RFP page 11 are the overall total funding or funding per award?*
 - a. See response to Question 2 in this section.

Indirect Costs

1. *My inquiry is in regard to the indirect cost rate your institution allows. Is the rate restricted for this opportunity? I noticed a reference made to a 10% de minimis rate, however our institution does have an existing federal negotiated indirect rate with the Department of Health and Human Services and higher indirect rates. Can you provide some direction on this matter?*
 - a. Aligned with the City's current policy on indirect cost rates, WDC currently accepts a 10% de minimis indirect cost rate. Subject to negotiation and to applicable approval procedures by the City, WDC may accept an indirect cost rate higher than 10%. WDC recognizes that indirect costs are critical to delivering direct public services; WDC also prioritizes funding going directly to providing services. With that understanding, WDC strongly encourages all proposers to submit a proposal with their most competitive indirect cost rate. Proposers may also provide additional details about their federally Negotiated Indirect Cost Rate.
2. *We have a question- in the proposer's itemized price proposal, starting on page 143, it states that indirect costs are not to exceed 10% of the total budget. As a for-profit organization with a Negotiated Indirect Cost Rate Agreement (NICRA) from a cognizant agency, are we able to submit using indirect rates established by our NICRA even if higher than the 10% cap?*
 - a. See response to Question 1 in this section.
3. *Will WDC confirm that Other than Personnel Services will be reimbursed and include related indirect costs as reflected in the contractor's federally approved NICRA?*
 - a. See response to Question 1 in this section.

Budgeting

1. *Will WDC confirm that contractors can submit Personnel Services pricing based on fully-burdened rates aligned to federally approved GSA labor rates?*
 - a. The pricing should be presented as formatted in Attachment C. Please see response to Question 1 in the Price Proposal Form section.
2. *Does funding allow target population compensation for participation in the co-design processes? if so, who is responsible for stipend distribution, and what are acceptable forms of payment?*
 - a. The Workforce Innovation and Employer Collaboration Service Providers are expected to be responsible for compensating members of the target population for their participation in the co-design process. Providers should propose a form of payment. More instructions on compensation can be found on pages 26-27 and 40-42 of the RFP.
3. *Are there any budget limitations for the cost of in-person meetings? (For example, transportation for participating target population, location costs, etc.) Can food be paid out of this funding source?*
 - a. While there are no budget limitations for the cost of in-person meetings, such costs must be necessary and reasonable for the proper and efficient execution of the contract requirements. As consistent with the [SBS Fiscal Manual](#) and, as applicable to the agreement, the [NYC Comptroller's Directive 6](#) (Travel, Meals, Lodging), costs should not be prohibited by any funding source and meals and incidental should follow federal General Services Administration rates. Upon contract award, the specific items may be further discussed and negotiated.
4. *Is there an expected budget split between labor and expenses?*
 - a. No, providers may provide a budget split using the Price Proposal Form in Attachment C
5. *Can you provide more details on the specific categories and subcategories that should be included in the budget?*
 - a. The proposed budget should be submitted using the Price Proposal Form in Attachment C to the RFP. Proposers should adhere closely to the form as is, but amend as needed to present their respective price proposals.
6. *Are there any restrictions or guidelines on how the funds can be allocated across different categories?*
 - a. Proposers may review the [SBS Fiscal Manual](#) for the same or similar restrictions and guidelines that WDC will follow. There may be additional restrictions or guidelines in the final contract.
7. *What if expenses turn out to be different from the plan?*
 - a. Subject to negotiation and upon mutual agreement, the contract scope and budget may be modified in accordance with applicable rules, regulations, and policies.
8. *Breakdown of how the budget is expected to be allocated – Staff, participants, program delivery?*
 - a. The Proposer may provide their breakdown of the budget in accordance with Attachment C.

Contracting and Intellectual Property

1. *Are you open to including an appropriate cap on the overall liability of the contract to provide us with some more certainty?*
 - a. The standard terms and conditions are outlined in Appendix A, B, and C. Proposers may propose any changes to the standard terms and conditions as part of their proposal, however, it is not expected that the standard provisions with respect to liability would be revised.
2. *Work Product Licenses — Will written consent be required in order to share Work Products or overviews of Work Products as case studies (e.g. to publish on the contractor's website)? (page 12)*
 - a. Providers shall not use, transmit, display, publish, or otherwise license such Work Product without WDC's prior written consent. Please see pages 12 and 13 of the RFP and Article 6 of Appendix A for the terms and conditions related to intellectual property. Providers may include such requests for written consent as part of their proposal and will be subject to review and negotiation.
3. *Does fulfillment of this contract prevent providers from carrying out similar work with other government institutions or businesses?*
 - a. No. However, all work performed under this contract shall in no way duplicate any work performed under other agreements between WDC or the City, and the selected vendor(s), nor under any agreement with any other governmental funding source, except upon the express written permission of WDC. Costs attributable to the program and not paid for by WDC or the City are not duplication (e.g., program enhancements, unreimbursed portions of staff salaries) but are subject to the cost allocation as detailed in the SBS Fiscal Manual. Noncompliance with this requirement shall constitute a material breach of the agreement.
4. *If determined to fall within the scope of the solutions derived during the co-design process, can a provider use pre-existing tools and methodologies they have used with other clients? If so, does that preclude provider from using those tools and methodologies with other current or future clients?*
 - a. Yes, a provider can use pre-existing tools and methodologies if awarded a contract in accordance with Article 6 of Appendix A. It is the sole responsibility of the provider to comply with the applicable provisions of Article 6 of Appendix A.
5. *To what extent can providers write about or share the details of their work in fulfillment of the contract in white papers, academic papers, at conferences and other material?*
 - a. Providers are welcome and encouraged to share about their work and their involvement on this initiative. Providers should note, as stated on Page 12 of the RFP, "Any and all materials created under any contract that is entered into as a result of this RFP (the "Work Product") are the exclusive property of WDC... The providers shall not use, transmit, display, publish or otherwise license such Work Product without WDC's prior written consent."
6. *The template contract says that all work products are owned by the funder and the funder may give a license for the awardee to use them. As a charitable nonprofit research*

organization with a mission to build knowledge, we must have a license to use the work for our charitable and educational purposes. Can the funder describe the circumstances in which an awardee would be given a license?

- a. Proposers may include a request in their proposal for a license to use the Work Product. Please provide as much detail as possible to the expected use of the Work Product.