Human Resources Administration
Department of Social Services

Scope of Work

APS Community Guardian Program (CGP) Training RFx
EPIN: 06927P0001

Table of Contents

I. Program Background

A. Program Purpose & Objectives
B. Anticipated Operational & Systemic Impact Areas

II. Scope of Work & Detailed Training Architecture

Component A. New Worker Self-Directed Online Training
Component B. The NYC Community Guardianship Training Institute
Component C. Post-Training Reflection, Assessment & Skills Practice Reinforcement

A. Project Implementation Timeline & Milestone Chart
B. Contract Deliverables & Fiscal Sustainability Model

III. Program Expectations

A. Proposed Approach and Training Methodology	30 Points
B. Qualifications and Relevant Experience	15 Points
C. Organizational Capability	15 Points
D. Staffing Plan and Key Personnel	15 Points
E. Project Implementation and Contract Deliverables	15 Points
F. Budget Management and Pricing	10 Points

IV. Evaluation Procedures and Basis for Contract Award

A. Proposal Evaluation
B. Evaluation Criteria
C. Contract Award

Basic Information

General Guidelines	• To respond to this Request for Proposals (RFP)/RFx, organizations must have an account in PASSPort. Proposals will **ONLY** be accepted through PASSPort. If you do not have a PASSPort account, please visit www.nyc.gov/passport to get started. Please submit your proposals by both acknowledging the receipt of the RFP in the acknowledgement tab and completing your response in the manage Responses tab of the PASSPort. • Vendor resources such as user guides and videos can be found within the Resources Library | MOCS. If you need additional technical assistance with PASSPort, please contact the MOCS Service Desk at www.nyc.gov/mocshelp. • Please allow sufficient time to complete and submit proposals, which include entering information, uploading documents, and entering log-in credentials. • Providers are responsible for the timely electronic submission of proposals.
Anticipated Contract Term	The anticipated contract term is twenty-four (24) months, and will begin on 7/1/2027, and end on 6/30/2029. There are no renewal options.
Anticipated Funding and Payment Structure	• Anticipated total **maximum** available funding: **$578,011.00** over the two (2) year contract term. • Anticipated **annual** funding will not exceed **$289,172**. • Anticipated number of contracts: One (1) • Payment structure: It is anticipated that the payment structure of the contract awarded from this solicitation would be time card based reimbursement, calculated using the proposer's hourly rate(s) as approved by HRA/APS, based on submitted timesheets and corresponding supporting documentation.
Questions Regarding this RFx	• Questions regarding this RFx must be sent in writing to the Agency Contact Person. • Questions received at least one (1) day before the Pre-Proposal Conference will be answered at the Conference. • Substantive information/responses to questions addressed at the Conference will be released in an addendum to the RFx to all organizations that are prequalified to propose to this RFx through PASSPort.

Subcontracting Information	• Subcontractors may be used with the Agency's prior written approval. • All subcontractors must be fully approved by HRA prior to starting any work. • While subcontracting is permitted, there must be one lead agency. Strong partnerships with complementary community organizations and businesses are strongly encouraged. • Requirements, as set forth in the Program Expectations and other sections of this RFx, apply equally to any proposed subcontractor(s). • All contractors and subcontractors shall be subject to HRA approval before expenses are incurred, and payments are made through PASSPort.

Proposal Documents		
Required Documents	**Document Type**	**Description**
	Proposal Cover Sheet	Completed Proposal Cover Sheet
	Sample Training Materials	Representative samples of training modules or materials demonstrating the proposer's proposed training approach and methodology
	Project Work Plan and Timeline	A proposed work plan identifying the major activities, deliverables, milestones, and anticipated completion dates for Components A, B, and C. If proposed is using subcontractors, the proposer must clearly describe the proposed structure and allocation of responsibilities
	Price Proposal Template	A completed Agency-provided Price Proposal Template, including a detailed line-item budget for each contract year and a brief budget narrative.
	Key Staff Resumes	Resumes or descriptions of the qualifications of proposed key personnel, together with an organizational chart identifying proposed roles and reporting relationships.
	Relevant Experience and References	A description of up to three (3) comparable projects completed by the proposer for government and/or non-government clients, including the client's name, project description, period of performance, and current contact information for each reference.
	Staffing Plan	A proposed staffing plan identifying the positions, responsibilities, anticipated assignments, level of effort, and availably of personnel necessary to perform the required services.
Optional Documents	IRS Documentation Letter [501(c)(3)]	Proof of non-profit organization status

Additional Requirements for all Documents	Proposal document file size cannot exceed 12 MB. Proposal documents must be submitted in one of the following file formats, as applicable: Word (.doc, .docx), PDF (.pdf), and Excel (.xls, .xlsx).

I. Program Background

A. Program Purpose & Objectives

The New York City Department of Social Services (DSS)/Human Resources Administration (HRA), through Adult Protective Services (APS), seeks an appropriately qualified vendor to develop, implement, and support a sustainable professional training framework for community guardianship in New York City though this Request for Proposals (RFP)/RFx.

The selected vendor will equip New York City Community Guardian Program (CGP) staff. The NYC Community Guardian Program (CGP) is a court-appointed legal guardianship framework designed to protect vulnerable, incapacitated adults living across New York City's five boroughs, administered under Article 81 of the New York State Mental Hygiene Law, and the Human Resources Administration (HRA) Adult Protective Services (APS). It specifically assists former Adult Protective services clients, who are often mentally impaired, elderly, or homeless individuals who have no capable friends or relatives to advocate for them. Program caseworkers and attorneys manage essential everyday needs, coordinate medical care, oversee financial assets, and provide housing advocacy to keep these vulnerable adults safe, stable, and living independently within their communities rather than in institutions.

This initiative is designed to promote consistency across contracted CGP provider agencies, strengthen service delivery, and support compliance with applicable legal, regulatory, court, contractual, and HRA/APS requirements. The primary objectives are to:

- Establish consistent standards of practice across all contracted Community Guardian provider agencies operating within the five boroughs.
- Strengthen staff understanding and practical application of the legal, clinical, and statutory requirements associated with serving the specialized and vulnerable APS client population.
- Foster multi-systems collaboration among relevant legal, medical, court, and social service stakeholders.
- Position New York City as a leading municipality in evidence-based community guardianship workforce development.

B. Anticipated Operational & Systemic Impact Areas

The selected vendor must develop and deliver a training program intended to support measurable improvements across four (4) core Agency impact areas:

- Streamline processes to eliminate duplicate tasks, reduce redundant workflows, and accelerate case management timelines.
- Standardize frontline field practices to ensure vulnerable clients receive a consistent, elevated level of care regardless of the assigned vendor.

- Simplify reporting requirements to significantly reduce the paperwork and administrative load on case managers and supervisory staff.
- Establish uniform training structures that align all external vendors with current APS compliance benchmarks.

II. Project Scope of Work & Detailed Training Architecture

The selected vendor shall design, develop, and deliver a comprehensive three-tiered workforce training architecture for an initial target cohort of approximately 120 CGP participants. Final budget numbers will be finalized pending exact participant enrollment data.

Component A: New Worker Self-Directed Online Training

The vendor shall create an asynchronous, companion digital curriculum hosted on a user-accessible Learning Management System (LMS) dedicated to newly onboarded NYC CGP staff.

- Target Outcome: Bridge the immediate knowledge gap from a staff member's date of hire until they attend the live Training Institute.
- Functional Requirement: Ensure new hires are rapidly prepared for immediate baseline fieldwork, initial case management support, and crisis identification.

Component B: The NYC Community Guardianship Training Institute

The vendor shall engineer a core, in-depth curriculum focused on advanced skill-building for working with individuals judicially determined to lack capacity due to severe mental, cognitive, or physical impairments. This Institute must cover five (5) core thematic modules:

- **Module 1: Foundations of Article 81 & APS Statutory Requirements:** Deep dive into New York Social Services Law, Article 81 of the Mental Hygiene Law, and corresponding New York State regulations. Differentiate clearly between the execution of powers for a Guardian of the Person versus a Guardian of the Property. Instruct staff in meeting specific NYC HRA/APS contract requirements, mandated reporting, and judicial timelines. Train staff to interpret the exact scope, limitations, and appropriate legal execution of court-assigned powers.
- **Module 2: Financial Fiduciary Obligations & Property Management:** Establish standardized, step-by-step field procedures for locating, securing, freezing, and inventorying client assets. Deliver training on preparing, balancing, and filing Initial, Annual, and Final Accountings for judicial review. Provide expert workflows for managing and maintaining complex government entitlements (Medicaid, Medicare, SSI, SSDI, SNAP). Train staff on resolving back rent, managing intensive utility arrears, and protecting real/personal client property.
- **Module 3: Clinical Insights & Person-Centered Client Engagement:** Build operational understanding of severe psychiatric diagnoses, cognitive impairments

(e.g., advanced dementia), and complex physical comorbidities. Train staff on modifying communication techniques for non-verbal, paranoid, or highly service-resistant clients. Embed practice standards that maximize client self-determination, independence, and dignity within court-ordered confines. Integrate trauma-informed care principles and field-tested crisis de-escalation models.

- **Module 4: Healthcare Advocacy & Medical Decision-Making:** Provide clear guidance on navigating complex medical choices, surgical consents, and end-of-life care within court-ordered limits. Establish protocols for interfacing dynamically with hospitals, skilled nursing homes, home care agencies, and inpatient psychiatric facilities. Instruct staff on developing, implementing, and monitoring comprehensive, individualized community-based care plans.
- **Module 5: Ethical Dilemmas & Professional Boundaries:** Train staff to balance client preferences against immediate safety risks (Substituted Judgment vs. Best Interest standards). Equip staff to manage high-stakes disputes between clients, estranged family members, hostile landlords, and external agencies. Deliver concrete tools to mitigate secondary traumatic stress, build staff resilience, and enforce rigid professional boundaries in high-stress casework.

Component C: Post-Training Reflection, Assessment & Skills Practice Reinforcement

The vendor shall implement a structured methodology to successfully bridge classroom training and daily field practice.

- **Mechanisms**: Integrate formal, competency-based knowledge checks with facilitated group discussions.
- **Case Synthesis:** Utilize real-life, NYC-specific complex case examples to ensure theoretical training translates directly into measurable improvements in daily community service delivery.

***Intellectual Property & Ownership**: Upon development, all materials, content, modules, source code, graphics, and curriculum designed for this project shall become the sole and exclusive property of the Human Resources Administration Adult Protective Services (HRA APS). The vendor shall transfer all rights, titles, and interests to HRA APS upon completion, ensuring HRA APS retains unrestricted modification and usage rights.

A. <u>Project Implementation Timeline & Milestone Chart</u>

Anticipated Implementation Timeline: July 1, 2027 – June 30, 2029

All components of the training structure, including frequencies, specific curriculum focal points, and location spaces, are subject to change and modification at the sole

discretion of NYC HRA/APS. Operational paths may adjust dynamically based on evolving municipal resources, registration volume updates, or policy shifts.

1. Annual Training Structure Matrix

Training Tier	Frequency	Curriculum Focus	Location Logistics
Foundational Training	TBD *(Finalized in Q1 based on data)*	Full curriculum: • legal frameworks, • Risk assessment, • Client engagement, • Financial fiduciary duties, • Court powers, • and Systemic service needs.	Training locations will be at DSS/ HRA facilities.
Continuous Learning	TBD *(Finalized in Q1 based on updates)*	• Legal updates, • Reporting best practices, • Foundational refresher sessions, • and Operational feedback loops.	Training locations will be at DSS/ HRA facilities.
Advanced Training	4 Sessions Total	Deep dives: • specialized engagement skills, • ethical dilemmas, • complex risk scenarios, • and tactical use of court powers.	Training locations will be at DSS/ HRA facilities.

2. Detailed Anticipated Implementation Timeline

Phase 1: Assessment, Stakeholder Alignment & Facility Logistics
(July 1, 2027 – December 31, 2027)

- July 2027: Convene post-award kickoff meeting with NYC HRA/APS leadership. Finalize the Project Charter, communications plan, and technical governance structure.

- August 2027: Conduct a comprehensive training needs assessment across the existing CGP workforce to establish baseline operating frequencies for Foundational and Continuous Learning tiers.
- September 2027: Submit the Final Training Architecture Blueprint, finalized facility logistics/permits, and core competency mapping document.

▪ **Milestone 1:** Workforce Needs Assessment Report, Site Approvals & Curriculum Blueprint Clearance (December 31, 2027).

Phase 2: Curriculum Engineering & LMS Integration
(Jan 2028 – May 2028)

- January 2028: Build instructional scripts, user experience storyboards, and interactive multimedia graphics for Component A (Online Portal).
- February 2028: Draft technical text, core content modules, and facilitator guides for Component B (Foundational Training Tier).
- March 2028: Record audio learning assets and integrate initial AI-supported practice simulations. Stand up the dedicated Learning Management System (LMS) workspace.
- April 2028: Draft specialized curriculum materials for the 4 Advanced Training sessions (Deep dives into engagement, ethics, complex risk, and court powers).
- May 2028: Conduct rigorous alpha testing of Component A modules with a target pilot group of new workers.

▪ **Milestone 2:** Component A LMS Infrastructure & Full Foundational/Advanced Curriculum Delivery (May 31, 2028).

Phase 3: Phased Launch, Facility Activation & Implementation
(Jun 2028 – Sep 2028)

- June 2028: Formally launch Component A (Asynchronous Online Training) across all three NYC CGP vendor agencies. Secure, permit, and configure the chosen classroom environments at the designated training spaces at DSS/HRA facilities.
- July 2028: Deliver Cohort 1 of the live, multi-day Foundational Training Institute at the finalized classroom site. Launch the post-training reflective practice and case synthesis sessions (Component C).

- August 2028: Deliver Cohort 2 of the live Foundational Training Institute to remaining baseline staff. Launch the first of the 4 scheduled Advanced Training deep-dive sessions.
- September 2028: Gather initial data from the field loops. Run a mid-pilot stakeholder debrief to integrate immediate program updates before the final phase.

- **Milestone 3:** Successful Launch of Digital Portal & Phased Classroom Cohort 1/2 Completion (September 30, 2028).

Phase 4: Advanced Tracks, Evaluation & OMB Reporting
(Oct 2028 – Dec 2028)

- October 2028: Deliver the remaining Advanced Training sessions, focusing on complex risk scenarios and ethical dilemma resolution.
- November 2028: Roll out the Continuous Learning modules covering recent legal updates, reporting best practices, and operational feedback. Host the Annual NYC Community Guardianship Workforce Development Conference.
- December 2028: Aggregate data loops from the LMS, knowledge checks, and stakeholder feedback surveys. Submit the Quality Assurance & System-Wide Impact Evaluation Report.
- December 2028: Upon final completion, the comprehensive evaluation results will be shared directly with the Office of Management and Budget (OMB). Hand over full curriculum ownership and transfer SCORM/xAPI assets to HRA/APS.

- **Milestone 4:** All 4 Advanced Sessions Completed, Final Evaluation Transmitted to OMB & Asset Ownership Transferred (December 31, 2028).

Phase 5: Transition & Close-Out
(January 2029 – June 2029)

- January 2029: Conduct a final content audit to align all training materials with current NYS legal statutes and court rules.
- February 2029: Push final LMS system updates, user patches, and technical security upgrades ahead of transfer.
- March 2029: Re-certify facilitators and finalize documentation of all facility lease/permit for the designated training spaces at DSS/HRA facilities.

- April 2029: Complete a final refresh of the AI simulation prompts and case banks with de-identified, real-life NYC cases.
- May 2029: Compile all technical documentation, user guides, and administrative access credentials for the LMS platform.
- June 2029: Transfer full curriculum ownership, LMS administrative access, and SCORM/xAPI assets to HRA/APS.
- **Milestone 5:** Final Transition Package Delivered & Full Ownership Confirmed (June 30, 2029).

B. Contract Deliverables & Fiscal Sustainability Model

1. Deliverables (One-Time Pilot Phase Costs)

The contract value covers the development, pilot testing, and deployment of the baseline training infrastructure, encompassing:

- **Curriculum Engineering:** Upfront creation of the core in-person and online training curriculum.
- **Baseline Fleet Training:** Bulk training of approximately 120 current CGP social service staff members.
- **Advanced Tracks:** Delivery of 4 advanced or basic skills training sessions.
- **Pilot Operations & Feedback Loop:** A pilot phase launched with a test group, followed by a stakeholder debrief and a comprehensive outcome report to guide leadership updates. This feedback loop ensures that final program revisions and enhancements directly align with operational realities before full-scale deployment.

Payment for these deliverables will be made on a time card basis, using the proposer's hourly rate(s) as approved by HRA/APS, as described in the Basic Information section.

2. Intellectual Property & Content Ownership

- APS will retain 100% full ownership of the developed in-person and online educational materials, scripts, portfolios, and digital learning assets.
- This ownership framework eliminates future third-party licensing or content creation fees for subsequent operations.

III. Program Expectations

A. Proposed Approach and Training Methodology (30 Points)

1. Program Expectations

The Proposer would describe the organization's proposed approach and methodology for designing, developing, implementing, and evaluating Community Guardian Program training services.

a. Training Components

The proposed approach would address the complete training architecture described in the Scope of Work, including the following components:

(1) **New Worker Self-Directed Online Training.** The Proposer would develop an accessible, self-directed online training curriculum designed to prepare newly hired Community Guardian Program staff for their assigned responsibilities. The curriculum would bridge the knowledge gap between a staff member's date of hire and their attendance at the live Training Institute, and would rapidly prepare new hires for baseline fieldwork, initial case management support, and crisis identification.

(2) **The NYC Community Guardianship Training Institute.** The Proposer would design and deliver instructor-led training covering the required legal, financial, clinical, ethical, operational, and client-engagement subject areas identified in the Scope of Work, including the following:

Three-Tier Training Structure (Foundational, Continuous Learning, and Advanced Training): The Proposer would describe its approach to delivering training across three tiers: Foundational Training (full curriculum covering legal frameworks, risk assessment, client engagement, financial fiduciary duties, court powers, and systemic service needs); Continuous Learning (legal updates, reporting best practices, foundational refresher sessions, and operational feedback loops); and Advanced Training (four sessions covering specialized engagement skills, ethical dilemmas, complex risk scenarios, and the tactical use of court powers).

Foundations of Article 81 & APS Statutory Requirements: The Proposer would provide a deep dive into New York Social Services Law, Article 81 of the Mental Hygiene Law, and corresponding New York State regulations, and would clearly differentiate between the execution of powers for a Guardian of the Person versus a Guardian of the Property. The Proposer would instruct staff on meeting specific NYC HRA/APS contract requirements, mandated reporting, and judicial timelines, and

would train staff to interpret the exact scope, limitations, and appropriate legal execution of court-assigned powers.

Financial Fiduciary Obligations & Property Management: The Proposer would establish standardized, step-by-step field procedures for locating, securing, freezing, and inventorying client assets, and would deliver training on preparing, balancing, and filing Initial, Annual, and Final Accountings for judicial review. The Proposer would provide workflows for managing complex government entitlements (Medicaid, Medicare, SSI, SSDI, SNAP), and would train staff on resolving back rent, managing intensive utility arrears, and protecting real and personal client property.

Clinical Insights & Person-Centered Client Engagement: The Proposer would build operational understanding of severe psychiatric diagnoses, cognitive impairments (e.g., advanced dementia), and complex physical comorbidities, and would train staff on modifying communication techniques for non-verbal, paranoid, or highly service-resistant clients. The Proposer would embed practice standards that maximize client self-determination, independence, and dignity within court-ordered confines, and would integrate trauma-informed care principles and field-tested crisis de-escalation models.

Healthcare Advocacy & Medical Decision-Making: The Proposer would provide clear guidance on navigating complex medical choices, surgical consents, and end-of-life care within court-ordered limits, and would establish protocols for interfacing dynamically with hospitals, skilled nursing homes, home care agencies, and inpatient psychiatric facilities. The Proposer would instruct staff on developing, implementing, and monitoring comprehensive, individualized community-based care plans.

Ethical Dilemmas & Professional Boundaries: The Proposer would train staff to balance client preferences against immediate safety risks (Substituted Judgment vs. Best Interest standards). Equip staff to manage high-stakes disputes between clients, estranged family members, hostile landlords, and external agencies. Deliver concrete tools to mitigate secondary traumatic stress, build staff resilience, and enforce rigid professional boundaries in high-stress casework.

(3) **Post-Training Reflection, Assessment, and Skills Practice.** The Proposer would provide structured opportunities for participants to demonstrate knowledge, practice applicable skills, receive feedback, and apply the training to realistic Community Guardian Program scenarios. This would include competency-based knowledge checks integrated with facilitated group discussions, and the use of real-life, NYC-specific complex case examples to ensure that classroom training translates into measurable improvements in daily community service delivery.

b. Proposed Approach Requirements

The proposed approach would:

(1) Apply adult-learning principles and accessible instructional-design practices.

(2) Integrate instructor-led, online, and applied-learning activities.

(3) Provide appropriate instructional materials, participant resources, and facilitator materials.

(4) Include methods for measuring participation, knowledge acquisition, skills development, and training effectiveness.

(5) Describe how participant feedback and assessment results would be used to improve the curriculum.

(6) Include quality-assurance procedures for reviewing and updating training content.

(7) Address the delivery of training to approximately 120 participants, subject to final enrollment information provided by the Agency.

(8) Describe how the Proposer would coordinate with HRA/APS, Community Guardian Program providers, and other relevant stakeholders throughout implementation.

2. Evaluation

This section will be evaluated based on the quality, clarity, feasibility, and completeness of the proposed approach and training methodology; its alignment with the Scope of Work; the appropriateness of the instructional methods; and the extent to which the proposed approach demonstrates an understanding of the Community Guardian Program training needs.

This section is worth a maximum of 30 points, representing 30% of the total proposal score.

B. Qualifications and Relevant Experience (15 Points)

1. Program Expectations

The Proposer would explicitly document and provide verifiable evidence demonstrating the following qualifications and relevant experience:

(1) **Proven Record of Building Statewide or Large-Scale Learning Systems for APS and/or Article 81 staff/programs**. The Proposer would demonstrate experience designing, deploying, and managing complex, integrated learning systems for public human-services professionals serving APS clients. The Proposer’s experience would include workforce-development initiatives involving APS new-worker onboarding,

advanced-practice training, quality-assurance mechanisms, evaluation measures, and sustainable curriculum-maintenance plans.

(2) **Relevant Systems Experience Across APS and Guardianship**. The Proposer would demonstrate an advanced system-level perspective and relevant experience designing human-services workforce-development programs for APS population, including self-neglect interventions, multidisciplinary teams, and the translation of complex statutory and policy requirements into practical frontline tools.

(3) **Adult Learning and Instructional Design.** The Proposer would demonstrate experience in adult-learning theory and modern, accessible instructional-design methods, including competency-based or case-based instruction, multiple instructional modalities, simulation, coaching, performance-support tools, and professional communities of practice.

(4) **Workforce Development Continuum.** The Proposer would demonstrate experience developing a coordinated professional-development pathway that may include self-directed orientation, instructor-led training, advanced-practice sessions, supervisory or managerial development, and ongoing quality-improvement activities for APS and/or Article 81 providers.

(5) **Innovation Grounded in Practice.** The Proposer would demonstrate experience developing practical and accessible learning resources, which may include audio-learning resources, educational podcasts, managed artificial-intelligence-supported learning tools, simulation-based activities, and reflective-practice tools, as applicable, for APS and/or Article 81 providers.

(6) **Comparable Government and/or Non-Government Experience and References.** The Proposer would provide descriptions of up to three comparable projects completed for government and/or non-governmental clients. Each description would include the client's name, project description, period of performance, relevant outcomes, and current contact information for each reference.

The Proposer would identify the number of years during which the relevant experience was obtained. The experience presented should have been obtained within the preceding five years, unless the Proposer explains why earlier experience remains relevant to this procurement.

2. Evaluation

This section will be evaluated based on the relevance, depth, and quality of the Proposer's qualifications and experience; demonstrated performance on comparable projects; experience with adult learning and human-services workforce development; and the quality and relevance of the government and/ or non-government references provided.

This section is worth a maximum of 15 points, representing 15% of the total proposal score.

C. Organizational Capability (15 Points)

1. Program Expectations

The Proposer would describe its organizational structure and capacity to implement and support the proposed training program. The response would:

(1) Describe the Proposer's organizational structure, management framework, and available operational infrastructure.

(2) Identify the organizational units that would support instructional design, curriculum development, training delivery, technology, quality assurance, evaluation, and contract administration.

(3) Describe the Proposer's capacity to coordinate simultaneously with HRA/APS, Community Guardian Program providers, instructors, consultants, subcontractors, and other stakeholders.

(4) Describe the governance and decision-making structure that would be used to manage the project.

(5) Explain how the Proposer would maintain continuity of operations and address changes in enrollment, training schedules, locations, staffing, or Agency requirements.

(6) Identify any existing facilities, learning-management systems, technology platforms, or other resources that would support the program.

(7) Describe the internal controls and quality-assurance procedures that would be used to monitor performance and resolve operational concerns.

(8) Identify any proposed subcontractors or consortium members and explain their organizational relationships to the Proposer.

2. Evaluation

This section will be evaluated based on the Proposer's organizational capacity, management structure, operational resources, internal controls, ability to coordinate the required activities, and demonstrated ability to support the proposed program throughout the contract term.

This section is worth a maximum of 15 points, representing 15% of the total proposal score.

D. Staffing Plan and Key Personnel (15 Points)

1. Program Expectations

The Proposer would submit a staffing plan identifying the personnel necessary to perform the proposed services. The Agency is not prescribing specific job titles; the Proposer would determine the positions and staffing configuration appropriate to its proposed approach.

a. Proposed Positions & Key Personnel

The staffing plan would:

(1) Identify each proposed position or functional role.

(2) Describe the responsibilities and proposed functions of each position.

(3) Identify whether each position would be filled by an employee, consultant, or subcontractor.

(4) Describe the qualifications, relevant experience, and specialized knowledge required for each position.

(5) Identify proposed key personnel and include resumes or descriptions of their qualifications.

(6) Include an organizational chart showing reporting relationships and lines of authority.

(7) Identify the anticipated level of effort and availability of each proposed position.

(8) Describe the plan for staffing qualified personnel who can demonstrate successful paid or volunteer experience serving mentally and/or physically impaired individuals in a mental health facility or agency setting.

b. Staffing Approach, Continuity, & Subcontractor Personnel

The staffing plan would also:

(9) Describe the staffing approach for instructional design, curriculum development, training delivery, evaluation, project management, quality assurance, technology support, and contract administration, as applicable.

(10) Describe how vacancies, staff turnover, absences, and substitutions of key personnel would be addressed.

(11) Explain how the Proposer would maintain adequate staffing and continuity throughout the contract term.

(12) Identify any personnel proposed through subcontractors and describe how their performance would be supervised and integrated into the overall staffing structure.

2. Evaluation

This section will be evaluated based on the quality and adequacy of the proposed staffing plan; the qualifications and relevant experience of proposed key personnel; the appropriateness of assigned responsibilities and levels of effort; and the Proposer's plan for staffing continuity, supervision, and accountability.

This section is worth a maximum of 15 points, representing 15% of the total proposal score.

E. Project Implementation and Contract Deliverables (15 Points)

1. Program Expectations

The Proposer would submit a detailed project work plan describing how the proposed services would be implemented and managed. The work plan would:

a. Project Planning & Deliverables

(1) Identify the principal project phases, activities, deliverables, milestones, and anticipated completion dates.

(2) Address the implementation of each training component identified in the Scope of Work.

(3) Describe the proposed process for curriculum planning, instructional design, content review, pilot testing, training delivery, assessment, evaluation, and final acceptance.

(4) Describe the formats/tools used to develop training content and the process for transferring full ownership of all materials and digital assets to HRA/APS upon completion, consistent with the Scope of Work's Intellectual Property requirements.

b. Coordination, Responsibilities, & Reporting

(5) Identify dependencies, required Agency decisions, and information or resources needed from HRA/APS.

(6) Describe the process for scheduling and coordinating meetings, training sessions, stakeholder reviews, and approvals.

(7) Identify the party responsible for each major activity and deliverable.

(8) Describe how progress would be documented and reported to the Agency.

c. Implementation Controls & Risk Management

(9) Include quality-control and quality-assurance procedures for reviewing deliverables before submission.

(10) Describe how comments, requested revisions, performance concerns, and corrective actions would be tracked and resolved.

(11) Identify any activities or deliverables to be performed by proposed subcontractors or consortium members.

(12) Describe how the Proposer would manage schedule changes, implementation risks, and circumstances that could affect timely performance.

(13) Include a proposed implementation timeline and milestone chart consistent with the anticipated contract term.

2. Evaluation

This section will be evaluated based on the completeness, feasibility, and clarity of the proposed work plan; the appropriateness of the implementation schedule and milestones; the quality of the proposed project-management and quality-assurance procedures; and the Proposer's demonstrated ability to complete the required deliverables within the anticipated contract term.

This section is worth a maximum of 15 points, representing 15% of the total proposal score.

F. Budget Management and Pricing (10 Points)

1. Program Expectations

The Proposer would submit a complete price proposal using the Agency-provided Price Proposal Template. The price proposal would present the complete cost of performing the proposed services and would be consistent with the technical proposal, staffing plan, work plan, and anticipated contract term.

a. Price Proposal Components

The price proposal would include, as applicable:

(1) Personnel positions or functional roles.

(2) Annual salary, hourly rate, or other compensation for each proposed position, as applicable

(3) Number of employees or full-time equivalents.

(4) Annual personnel costs and total contract personnel costs.

(5) Fringe-benefit costs and the applicable fringe-benefit rate.

(6) Other than Personal Services, as applicable.

(7) Subcontractor or consortium costs.

(8) Indirect/overhead costs, if not already included in the proposed compensation basis, and the applicable rate or allocation methodology.

(9) Annual costs for each contract year.

(10) Total proposed contract amount.

(11) Any assumptions used in preparing the price proposal.

b. Budget Narrative

The Proposer would also provide describe:

(1) Payments will be made on a time card basis, paid on a fully loaded rate. Proposals should show how the proposed rates and documentation below support the services and deliverables described in the proposal.

(2) The basis used to calculate the rates and titles, including but not limited to personnel, fringe, and subcontractor costs.

(3) The relationship between proposed staffing levels, activities, deliverables, and costs.

(4) The internal fiscal controls that would be used to monitor staff utilization and prevent cost overruns.

(5) How the Proposer would maintain accurate records and provide supporting documentation for invoiced expenditures.

(6) Any cost assumptions, exclusions, donated resources, or in-kind contributions included in the proposal.

c. Funding Limits & No Renewal Option

The proposed annual amount would not exceed the annual funding stated in the RFx, and the total proposed amount would not exceed the maximum available funding stated for the anticipated contract term. This RFx does not include a renewal option.

2. Evaluation

This section will be evaluated based on the completeness, reasonableness, realism, and clarity of the proposed budget and pricing; consistency between the price proposal and the

proposed technical approach, staffing plan, and deliverables; the adequacy of the budget narrative; and the Proposer's demonstrated fiscal-management capacity.

This section is worth a maximum of 10 points, representing 10% of the total proposal score.

IV. Evaluation Procedures and Basis for Contract Award

A. Proposal Evaluation

All Proposals accepted by HRA will be reviewed to determine whether they are responsive or non-responsive to the requirements of this RFP. Proposals which HRA determines to be non-responsive will be rejected. HRA's Evaluation Committee will evaluate and rate all remaining proposals based on the Evaluation Criteria outlined in this RFP. HRA reserves the right to conduct site visits, to conduct interviews, or to request that Proposers make presentations, as deemed applicable and appropriate. Although HRA may conduct discussions with proposers submitting acceptable proposals, it reserves the right to award contracts on the basis of initial proposals received, without discussion; therefore, the Proposer's initial proposal should contain its best programmatic terms.

B. Evaluation Criteria

HRA's Evaluation Committee(s) will evaluate and rate each responsive proposal based on the criteria and relative weights set forth below. The evaluation will be based on the information submitted in response to this RFx and requested by HRA.

A. Proposed Approach and Training Methodology	30%
B. Qualifications and Relevant Experience	15%
C. Organizational Capability	15%
D. Staffing Plan and Key Personnel	15%
E. Project Implementation and Contract Deliverables	15%
F. Budget Management and Pricing	10%
TOTAL	100%

C. Contract Award

A contract award will be made to the responsible proposer whose proposal is determined to be the most advantageous to the City, taking into consideration the price and such other factors or criteria that are set forth in this solicitation. Award selection will be based on the

highest technically rated proposal whose price does not exceed the maximum cost set forth in this solicitation. The service area for this RFx is Citywide. DSS/HRA will award one (1) contract Citywide, NY.

Contract awards shall be subject to the timely completion of contract negotiations between the Agency and the selected proposers and a determination of both vendor responsibility and administrative capability.

However:

- DSS/HRA reserves the right to award less than the full amount of funding requested based on the proposer's demonstrated organizational capability, programmatic distribution, geographic distribution, and the best interests of the City.

- DSS/HRA reserves the right prior to contract award, to determine the length of the initial contract term and each option to renew, if any, as allowed by the New York City Procurement Policy Board Rules.
- Should any additional funding become available prior to the beginning of the contract, negotiations may also include capacity increases as compared to the proposed capacity criteria set forth in the RFx.
- DSS/HRA reserves the right to award less than the full amount of funding requested based on the proposer's demonstrated organizational capability and the best interests of the City.