Allegheny County
Request for Proposals Q&A

RFP to Develop and Conduct a Leadership Development Series for DHS Supervisory,
Management and Leadership Staff

Office Hours

May 1, 2024

1. **Is this an annual grant or a regular leadership piece that will cover a month, two months, or three months? Moreover, what is the scale in terms of the funding for this grant opportunity?**

The contract award is for a term of 3-years with an anticipated budget not to exceed $200,000 per year. DHS is seeking the Successful Proposer(s) to coordinate, deliver, design and evaluate a training development series on a supervisory, managerial and leadership level at DHS.

2. **Will there be any opportunities for off-site training(s)?**

Please propose any approach that you feel would contribute to successful implementation of the training. The Evaluation Committee will review and choose the proposed plan/curricula that best aligns with the goals stated in the RFP and negotiate all final contract terms with the Successful Proposer(s).

3. **Regarding the adult learning principles, are you open to the consultant surveying your staff to fine tune the teaching and learning modalities that works best for them?**

Yes. Additionally, please review our response to question #6 for more information.

4. **Usually, when people need training, it's because of specific gaps that are occurring. Could you share what's going on to aide Prospective Proposers when writing our Proposals, specifically, are there any gaps that you're trying to fill or make sure that don't exist?**

Overall, DHS has not had structured leadership development training that we've been able to offer across the entire organization. This is significant because many people who may have started their careers with DHS and transitioned to leadership roles may not have been equipped as well as possible for their transition.

We're also interested in improving our overall process for performance management and evaluation. For example, part of our performance evaluation process includes having employees create Specific, Measurable, Achievable, Relevant, and Time-Bound (SMART) goals and

milestones, but we've never explicitly trained staff how to do this. We would like to be able to give staff tools to support their development.

Additionally, recruitment and retention is a big priority for us. Research has shown that supervisors are a key factor to retaining and supporting the development of staff, so we want to ensure our leadership staff are equipped with the tools necessary to retain and support their staff. This includes helping staff build the necessary competencies to continue to progress in their careers.

5. **Does DHS and/or Allegheny County assess and measure leadership quality, employee engagement, and organizational culture? Do you have any metrics pertaining to those? If so, how are you measuring that and is that data available to us as part of this proposal response process?**

DHS is currently exploring the implementation of various employee engagement tools and related metrics. Currently, we are analyzing the results of a bi-annual institutional assessment which includes workplace culture related questions. DHS will work with the Successful Proposer(s) to establish an objective baseline and methods for measuring improvements and share the results of the assessment with the Successful Proposer(s). Please review the subsection "Outcomes" in Section 2: "What DHS Is Looking For" for more details on the objectives for this RFP.

6. **Have you guys used any leadership or psychometric assessments within your organization at this point? If so, what have you used, historically?**

Currently, we use predictive index across DHS, but not exclusively for leadership.

7. **Regarding supervisory training, would you anticipate segmenting individuals between new supervisors and supervisors, considering that some may have more experience, therefore making the training different between them?**

We don't currently anticipate the need for that nuance, but it is possible. Please propose any approach that you feel would contribute to successful implementation of the training. The Evaluation Committee will review and choose the proposed plan/curricula that best aligns with the goals stated in the RFP and negotiate all final contract terms with the Successful Proposer(s).

8. **Regarding the trainer, would we be partnering with some of your internal trainers, like training the trainer, to help cut down costs for DHS?**

We do not necessarily anticipate providing or training internal staff to facilitate the training, and that was not outlined in the RFP, but we are open to reviewing unique proposed approaches and the justification behind them. The Evaluation Committee will review all Proposals and choose the proposed plan/curricula that best aligns with the goals stated in the RFP and negotiate all final contract terms with the Successful Proposer(s).

9. **Regarding the created smart goal(s) and milestone(s), will that document be made available prior to submitting a Proposal? Or would that be something you want the Successful Proposer(s) to consider and then develop their program concept?**

We're interested in equipping supervisors, managers and leaders with the skills to establish appropriate goals for their teams and how to establish those benchmarks. Currently, these are pieces of our performance evaluation process, but this is not a skill that has been taught organization wide. We will work collaboratively with the Successful Proposer to provide any relevant information/context we can for successful implementation of the training.

10. **Regarding the various asynchronous platforms, do you have a system that you want to be used or a system that you would hope that the Successful Proposer(s) would share with you, such as canvas or similar to that?**

If asynchronous learning is proposed, DHS is interested in reviewing the platform proposed by the Proposer, and would expect them to have significant expertise with the proposed platform. DHS currently utilizes Cornerstone LMS and would be open to the Successful Proposer utilizing our platform, if requested. The final platform chosen for any asynchronous offerings will be decided collaboratively between the DHS Learning and Development Team and the Successful Proposer.

11. **For conducting classroom sessions, will the Successful Proposer(s) or the County be responsible for booking these?**

DHS will collaborate with the Successful Proposer(s) to establish an appropriate system/protocol for requesting space for training.

12. **We are MBE in California; do we need to comply with the MWDBE and VOSB requirements?**

Yes, all organizations contracted with the County must abide by these requirements. If you're an MBE in California, you're welcome to submit documentation counting yourself towards that goal, however, our Office of Equity and Inclusion accepts out of state certifications only on a case-by-case basis. Please complete the documentation to the best of your ability. If there is anything that needs to be corrected or additional information that needs to be provided, the County will reach out to notify you.

13. **Is the agency's Executive Director included as part of the leader cohort in this or have you thought about that at all?**

While we cannot guarantee the Executive Director's participation at this time, we do anticipate she will take part.

14. **What are some of the client facing outcomes that DHS employees are working towards?**

In general, as an integrated Human Services organization serving some of the most vulnerable individuals in Allegheny County, we want to ensure we can provide necessary services and supports for all individuals in need, increase access to services and supports, and reduce the coerce services and/or adverse impacts on disproportionate impacted communities. A well-trained staff will assist us in accomplishing these goals.

15. Will there be any demographic information available in regard to the race and gender of the supervisors and managers?

Demographic information regarding DHS staff can be found here.

16. Will there be job descriptions available for those positions that they hold?

We anticipate job descriptions may vary greatly per cohort, but we will work collaboratively with the Successful Proposer to provide any relevant information/context we can for successful implementation of the training.

17. Assuming this will be a mandated training, how many hours is DHS willing to afford us per week or per month to offer these services?

We envision bringing cohorts together for at least 1 in-person session per quarter, with asynchronous content being offered before and in between in-person sessions. Proposer's proposed training frequency should take into account the workloads of supervisors, managers and leadership team members. That said, we're interested in reviewing the training frequency Proposers feel is best practice for the content developed. The final structure will be agreed upon collaboratively between DHS and the Successful Proposer prior to implementation.

May 2, 2024

18. Is there a current training plan with a competency model?

Please see the goals of this training series at the bottom of Page 4 of the RFP.

19. What is the implementation plan for the training?

Please see the Implementation Timeline at the top of Page 9 of the RFP.

20. Have leaders completed a personality assessment previously? If so, is the data available?

DHS Utilizes the Predictive Index (PI). PI assessment information will be made available to the successful proposer to help inform the training plan.

21. How were the learning needs identified?

Learning needs were identified through assessment and dialogue with the DHS leadership team. Providing broad leadership development opportunities was a core theme that arose from that assessment and ties-in with DHS' broader efforts to rollout agency-wide professional development opportunities.

May 9, 2024

22. What is the preferred cohort size for each category?

Please review Section 2: "What DHS Is Looking For" under the section labeled "Learning Experiences and Training Curriculum" for more details regarding cohort sizes.

23. As discussed in pre-bid conference, the County will provide the classroom for training, correct?

Yes.

24. How many training days for each category?

Please review Section 2: "What DHS Is Looking For" under the section labeled "Specific Responsibilities," item 2 "Deliver" for more details.

25. We are MBE in California; do we still need to comply with this MWDBE and VOSB Requirements?

Please see our response to question #17

26. To fulfill the County's MWDBE Program Goals, must the MBE/WBE/VOSB firms be certified in PA? Or will certifications from other states be accepted?

Certifications from other states may be submitted but are accepted on a case-by-case basis. Please complete the documentation to the best of your ability. If there is anything that needs to be corrected or additional information that needs to be provided, the County will reach out to notify you.

May 16, 2024

27. If the consultant team develops content including asynchronous virtual content, at the end of the contract term, will that content be used until some indefinite date? Could you provide more information on the expectations around content ownership?

DHS would prefer to own the rights to any content produced to distribute it as necessary in perpetuity, but this may be more directly negotiated with the Successful Proposer(s) in the contract and negotiation stage.

28. **We are located in Westmoreland County, and are wondering if that creates a problem for the workforce to commute to Ligonier for experiences?**

All in-person trainings will need to take place in Allegheny County.

29. **What facilities does DHS have available for the selected provider to deliver in-person training? How many people can DHS accommodate in the available facilities? Are there any restrictions that the provider should be aware of in terms of access and use of these facilities?**

DHS has conference rooms of various sizes throughout Allegheny County that may be utilized for in-person trainings. The largest room accommodates up to 100 people. DHS will collaborate with the Successful Proposer(s) to establish an appropriate system/protocol for requesting space for training.

30. **Does DHS have a preferred platform for virtual training? Would DHS like providers to use DHS provided licenses for virtual delivery or would DHS prefer the selected provider offer their own license/accounts for scheduling and delivering virtual training?**

Please review our response to question #14.

31. **DHS has requested that Proposers provide their 12-page proposal response within the Leadership Training RFP Response Form. Would DHS consider allowing Proposers to provide this response as a separate Attachment within their own proposal template? If so, we'd like to suggest that a cover page, cover letter, and table of contents be excluded from the 12-page limit.**

All Proposers must use the provided RFP Response Form to submit their Proposal which should not exceed the 12-page limit. The 12-page limit is specifically for your response to the written questions/prompts on the Response Form.

32. **Can DHS clarify the need for translation services? Do you expect the selected provider to request support from DHS for interpreters and translations services? Or are we to provide the interpreters and translation services? If the latter, can DHS summarize the number of staff that may require support and the type of support that will be needed?**

If any resources for individuals with limited English proficiency or other communication barriers are necessary, DHS will collaborate with the Successful Proposer(s) to make these resources available. The Successful Proposer(s) must ensure they will collaborate with DHS to

successfully meet this standard. This is a DHS standard for contracting, but it will not be used to evaluate or disqualify your Proposal.

> **33. Can DHS provide general guidance relative to the time commitment expectations for supervisors, managers, and leadership to participate in a resulting leadership development training series? What is a reasonable commitment of time we can expect from employees in each of these three categories on a monthly or annual basis?**

Please review Section 2: What DHS is Looking for and the Q&A document which contains all the questions we've received and responded to for this RFP. We envision bringing cohorts together for at least 1 in-person session per quarter, with asynchronous content being offered before and in between in-person sessions. Proposer's proposed training frequency should take into account the workloads of supervisors, managers and leadership team members. That said, we're interested in reviewing the training frequency/duration Proposers feel is best practice for the content developed.

Please propose any approach that you feel would contribute to successful implementation of the training. The Evaluation Committee will review and choose the proposed plan/curricula that best aligns with the goals stated in the RFP and negotiate all final contract terms with the Successful Proposer(s).The final structure will be agreed upon collaboratively between DHS and the Successful Proposer prior to implementation.

> **34. Are there guidelines pertaining to the structure/format for the training (i.e. 1 day, half a day, online, etc.)**

Please review our response to question #33.

> **35. What is the total number (or a close estimate) is for trainees, specifically how many managers, leaders, and supervisors?**

We're looking for the Successful Proposer(s) to provide leadership trainings for up to 200 supervisors, 60 managers, and 40 leaders.

> **36. Must a consultant be WMBE certified in the state of Pennsylvania?**

Please review our response to question #26.

> **37. What does "providing training" in question 1 specifically mean? Does it mean facilitate training? Or offer generic e-learnings or trainings through a Learning Management System?**

Please provide information on your organization's experience providing training(s). This may include in-person trainings, asynchronous trainings, online trainings, or any other method of training your organization has experience offering. We are interested in understanding your

experience in developing and facilitating a training that prepares newly promoted supervisors, managers and leaders.

| May 29, 2024 |

38. Are participants located locally within the county or all throughout the state?

Our DHS workforce is located within Allegheny County.

39. Have the participants' line managers allotted a specific number of hours that can be dedicated for this development program on a weekly/monthly basis?

We envision bringing cohorts together for at least 1 in-person session per quarter, with asynchronous content being offered before and in between in-person sessions. Proposer's proposed training frequency should take into account the workloads of supervisors, managers and leadership team members. That said, we're interested in reviewing the training frequency/duration Proposers feel is best practice for the content developed. Please propose any approach that you feel would contribute to successful implementation of the training. The Evaluation Committee will review and choose the proposed plan/curricula that best aligns with the goals stated in the RFP and negotiate all final contract terms with the Successful Proposer(s).The final structure will be agreed upon collaboratively between DHS and the Successful Proposer(s) prior to implementation.

40. In order to propose a training frequency that takes into account the workloads of participants, can you offer guidance as to their general availability throughout the calendar year?

Please review our response to question #39.

41. Regarding the implementation timeline on page 9 of the RFP, what is the expected on-site commitment of the Successful Proposer(s) during the Award and Contracting Phase and the Planning Phase? Additionally, what is the anticipated frequency of on-site visits during these phases?

Please review our response to question #33.

42. Under Section 3: Proposal Requirements and Evaluation Criteria, in the "Evaluation" section, it says 5 points are awarded for "Plan to share evaluation data with DHS". Please clarify whether this is an expectation that the evaluator will share actual data files (necessitating a Data Sharing Agreement) or if this request is for evaluation results/findings.

We expect the Successful Proposer(s) to share their evaluation results/findings with DHS, however if the Successful Proposer(s) is interested in sharing actual data files, DHS would not be opposed to that either.

43. My organization is a business unit of a larger institution. For the 'Required Contacts', do you want the institutional contacts or the project-specific contacts (e.g. the institution's CFO or the project's Financial Manager who will manage the project if awarded?)

Please complete the "Required Contacts" table to the best of your capability. DHS will collaborate with the Successful Proposer(s) to obtain additional contact information, if necessary.

44. Should the budget and budget narrative be broken out by year?

Yes. All line-item costs must be justified and explained in the budget narrative. DHS will consider all proposed costs and negotiate and agree upon a final budget with the Successful Proposer(s).

45. The Response requests proposed curriculum – please confirm the proposed curriculum is exempt from the page limitations

Correct, the proposed curriculum is exempt from the 12-page limit. Please include the proposed curriculum as an attachment to your Proposal.

46. What does success look like for this project?

Please review Section 2: "What DHS Is Looking For" under the section labeled "Outcomes" for more details on the objectives of this RFP.

47. What languages, besides English does DHS anticipate needing content for?

If any resources for individuals with limited English proficiency or other communication barriers are necessary, DHS will collaborate with the Successful Proposer(s) to make these resources available. The Successful Proposer(s) must ensure they will collaborate with DHS to successfully meet this standard. This is a DHS standard and will not be used to evaluate or disqualify your proposal.

48. How is DHS defining supervisors, managers, and leaders?

Supervisors – team members who manage our most direct, frontline employees

Managers – team members who manage 1 or more supervisors

Leadership – team member who manage 1 or more managers or administrators

49. Will Allegheny accept out of state certification as a woman owned small business to meet the county's 2% participation goals for Women Business Enterprises?

Certifications from other states may be submitted but are accepted on a case-by-case basis. Please complete the documentation to the best of your ability. If there is anything that needs to be corrected or additional information that needs to be provided, the County will reach out to notify you.

50. Did the most recent bi-annual institutional assessment and Predictive Index reveal any insights/trends regarding DHS culture or participant strengths/gaps not already shared in the RFP?

DHS will share any relevant information/findings with the Successful Proposer(s).

51. The RFP identified several competencies (e.g. inclusivity) of interest. Should we assume that the leaders, managers, and supervisors do not have any prior experience or training in these subjects? Or are there instances where they have baseline proficiency?

DHS provides a variety of resources to all employees focused on diversity, equity, and inclusion. This includes facilitated workshops, along with a curated speaker's series. It can be safely assumed that most DHS managers have a baseline understanding on diversity equity and inclusion, along with SOGIE-sexual orientation, gender identity and expression; however, we'd be interested in training on how to manage in an inclusive environment.

As far as other management competencies are concerned, it's likely that many of our managers have participated in ad hoc training covering a variety of topics. We are most interested in in establishing a standardized approach to leadership development.

52. Has the funding already been approved to support this leadership development initiative?

Funding is contingent upon availability, however, it is anticipated total funding for this agreement will not exceed $200,000 annually.

53. For establishing a standard set of competencies, does DHS have an existing model we are updating, or are we creating a brand-new model? Does DHS have any guidance as to a desired format?

Please refer to page 3 of the RFP, under 'The goals of this series', for further detail. Our desired format includes evidenced-based leadership and management competencies which are defined in behaviorally specific ways-also referred to as key behavioral indicators.

54. The RFP mentions the need to measurably improve staff perception of supervision quality, leadership fairness/trustworthiness/support. Are there any existing or ongoing challenges causing staff to not have these desired perceptions?

Retaining and developing our staff is a high priority. Per the study cited on page 6 of the RFP, we recognize that quality leadership is key to people remaining and growing with us. Measures focused on the quality of the leadership and supervision are what we plan to use going forward.

55. Page 2 of the RFP references to "establishing a set of competencies." For clarification, does DHS have competencies already established or are you looking for the Successful Proposer(s) to establish a set of competencies as a result of the contract award?

Please review our response to question #51.

56. Does the anticipated budget of ≤ $200,000 per year *exclude* participant travel/accommodation/subsistence for in-person learning?

The anticipated budget excludes participant travel/accommodation. Proposers may include cost of lunch for day-long trainings, if proposed.

57. For the 75 Child Welfare Casework Supervisors who will participate only in selected offerings, is this based on subject matters of interest, their unpredictable schedules, or other factors?

Please refer to RFP page 6. Details are provided under heading "Target Population," item 1 "Supervisors."

58. Which assessments have the supervisor, manager, leaders taken already?

DHS utilizes the Predictive Index (PI). PI assessment information will be made available to the Successful Proposer(s) to help inform the training plan.

59. Will competency modeling/mapping be an expectation for this project?

Please refer to page 3 of the RFP, under 'The goals of this series', for further detail. Our desired format includes evidenced-based leadership and management competencies which are defined in behaviorally specific ways-also referred to as key behavioral indicators.

60. What mechanisms are in place for employees to provide feedback to management? How is this feedback typically acted upon?

Employees are provided the opportunity to complete a self-assessment as part of their annual performance evaluation. This evaluation allows the employee to reflect on their growth and performance, and to site what they might need from their supervisor to continue their professional development. Input from the self-evaluation factors into the action planning which follows the review.

61. Is this a brand-new contract OR if there is (was) an incumbent performing these services. If not brand new, could you please provide the current / previous contract number?

This is a new contract.

62. Is there a list of available training courses that can be reviewed and leveraged as part of the assessment in order to help plan the individual plans?

Once the identified competencies are presented, DHS can work with the Successful Proposer(s) to review existing content that might complement and supplement the training plan.

63. Can team bios be submitted in lieu of team resumes?

No. Please provide team resumes.

64. Have the supervisors, managers, leaders recently or in the past completed any assessments? If so, which ones?

Please review our response to question #58.

65. In year 3, how many newly hired and promoted supervisors, managers, and leaders does DHS anticipate?

Approximately 40 - 50.

66. My organization has a federally negotiated indirect cost rate that they must apply absent notice of a cap or limitation on indirect costs. Does this project have a cap or limitation of indirect costs?

DHS will review all proposed costs for reasonableness and negotiate the final budget and contract terms with the Successful Proposer.

67. Will this project result in a fixed-price or cost-reimbursable contract?

The contract will be cost reimbursable.

68. Are county employees allowed to receive incentives for survey participation?

DHS occasionally offers small incentives to staff for survey participation. DHS seeks donations to support these efforts. For the purpose of this RFP, DHS would prefer not allocate funds to these types of incentives but would work with the Successful Proposer(s) to seek support through donations.

69. Would the offeror be expected to provide food for full day trainings, or provide long enough lunch breaks that participants can obtain food?

Proposers may include the cost of lunch for full day trainings, if proposed.

70. If the core training needs are met and the county is interested in additional training, but that additional training cannot be provided to everyone due to resource constraints, does the county have methods for determining who can attend training or would that be the offeror's responsibility?

It will be DHS' responsibility to determine the cohorts that would be prioritized for training.

71. What do you like/don't like about the current training?

Currently, DHS does not contract for this service.

72. How does the client team describe the ideal learning experience?

Please review Section 2 "What DHS Is Looking For" for more information on DHS's ideal learning experience.

73. Incumbents – do you use a firm already for training?

No.

74. **One thing that would be super helpful would be to know what the group liked and didn't like about working with previous vendors. Whether it was process/communication/style/collaboration/team structure? Also, what do they value most in the vendor relationship.**

DHS has not previously contracted at this scale for this service. DHS will collaborate with the Successful Proposer(s) to provide any pertinent information to assist with implementing the training.

75. **What other learning are these leaders receiving right now or have received recently?**

"DHS provides a variety of resources to all employees focused on diversity, equity, and inclusion. This includes facilitated workshops, along with a curated speaker's series. It can be safely assumed that most DHS managers have a baseline understanding on diversity equity and inclusion, along with SOGIE-sexual orientation, gender identity and expression; however, we'd be interested in training on how to manage in an inclusive environment.

As far as other management competencies are concerned, it's likely that many of our managers have participated in ad hoc training covering a variety of topics. We are most interested in in establishing a standardized approach to leadership development."

76. **How ready are these learners for something like this?**

DHS staff and current supervisors/managers/leaders are very interested in opportunities for professional development that supports their advancement and ability to supervise, manage and lead effectively.

77. **What is the skillset of these leaders coming into this session?**

The skillset of the supervisors, managers and leaders participating in the training will vary. Some will be relatively new to their roles while others have significant experience supervision/management/leadership. It's likely that many of our managers have participated in ad hoc training covering a variety of topics. We are most interested in in establishing a standardized approach to leadership development.

78. **What kind of asynchronous programs are learners familiar with? Has that been effective in the past?**

Currently, learners access asynchronous training through our Learning Management System provider Cornerstone and various webinars offered by DHS.

79. **Regarding pricing, are we to assume costs for the 3-month Planning Phase are included in the year 1 $200,00 limit?**

Yes.

80. **On Page 2 of the RFP Response Form, there is a request for Board Information. If you do not have a board as a sole member LLC, is inputting, "N/A" acceptable?**

Yes.

81. **On page 5 of the RFP Response Form, you indicate in Q6 to provide a detailed timeline for the design and implementation of the training, including dates, etc. Are you looking for a timeline for the first year or all three years? Additionally, could this be a separate attachment that won't be included in the page count?**

The requested timeline is for the design and implementation of the training in the first year. No, the timeline will be included in the page count.

82. **We work with companies and agencies across the country to provide leadership development programs and learning experiences. Typically, the content, online e-courses, and workshops are licenses for a 3-year period. How has DHS purchased content in the past? Exclusive ownership rights? Licensing?**

Please review our response to question #27.

83. **We leverage a blended learning approach that expands our programs beyond training to coaching, mentoring and on-the-job experience. This allows for knowledge application prior to the next training. Is DHS open to proposals that offers development beyond classroom training?**

Yes.

84. **Does Allegheny County DHS have enterprise licensing for use of SharePoint as part of their Microsoft 365 licenses or do they use another platform for knowledge and information sharing within the organization?**

Yes. DHS utilizes SharePoint

85. **How will success be measured at the end of this workshop delivery?**

Please see the response to question #46.

86. **Is there opportunity for continued leadership development post the initial workshops?**

Possibly. This will depend upon the performance of the Successful Proposer(s) and DHS' needs.

87. **What is the budget for these workshop deliverables?**

The total funding for this agreement is anticipated not to exceed $200,000 annually for a term of 3 years.

88. **How many learners total are you expecting?**

Please review our response to question #35.

89. **Do you prefer in-person/hybrid/virtual? Are you open to a hybrid or model?**

Please propose any approach that you feel would contribute to successful implementation of the training. The Evaluation Committee will review and choose the proposed plan/curricula that best

aligns with the goals stated in the RFP and negotiate all final contract terms with the Successful Proposer(s).

90. How many hours per month will cohorts have to dedicate toward training and/or professional development?

Please review our responses to questions #17 and #33.

91. Will all participants need access to all modalities (in-person synchronous and virtual asynchronous) learning?

Yes.

92. In the RFP, it is stated that you are looking for spaced education, including breaking longer courses into multiple sessions. For live sessions, does this mean you prefer 1-4 hour modules to full-day workshops or that you do want full-day workshops but not multiple days in a row?

Please review our responses to questions #17 and #33.

93. Approximately how many sessions per cohort per month/year are you aiming for?

Please review our responses to questions #17 and #33.

94. Should all attachments be submitted as docx or are PDFs acceptable?

PDFs are acceptable for submission.