



CITY OF BOSTON WORKER EMPOWERMENT

Request for Proposals
Transforming the Workforce for the 21st Century:
The Life Sciences Workforce Development Initiative
Issue Date: June 5, 2023
Bidders' Conference: June 20, 2023
Proposals Due: July 21, 2023
Inquiries: sarah.soroui@boston.gov

Michelle Wu, Mayor
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Director, Mayor's Office of Workforce Development

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RFP TIMELINE

Request for Proposals Issued Website: owd.boston.gov	June 5, 2023
Bidders' Conference Registration Link Here	June 20, 2023, 4:00 pm
Letters of Intent (Optional)	June 23, 2023, by 5:00 PM
Submission of Inquiries E-mail: sarah.soroui@boston.gov	July 14, 2023, by 5:00 PM
Response to RFP Due	July 21, 2023, by 5:00 PM
Notification of Selection	Early September
Anticipated Contract Start Date	Oct 2, 2023

Section I. OVERVIEW

The Mayor's Office of Workforce Development is seeking proposals from qualified organizations to provide sectoral training and intermediary services under its Life Sciences Workforce Development Initiative (LSWDI), an initiative that seeks to support the growth of local life sciences clusters by expanding access to career opportunities for underserved and underrepresented communities.

By life sciences, we mean a range of activities from research and development to manufacturing products and services that rely on fundamental knowledge in biology, biochemistry, and related science, technology, engineering, and mathematics (STEM) subjects. Some of these products and services may support healthcare, but the life sciences industries are distinct from the medical field and support careers not found in that field. This industry has seen employment growth of more than 60 percent over the last ten years, yet workers without a bachelor's degree hold fewer than one out of five jobs. The City of Boston is committed to building stronger, scalable pathways into this growing sector for all Boston residents, including people of color and workers who do not hold four-year degrees.

Through LSWDI, Mayor Wu's Administration is acting on its commitment to build a more equitable, inclusive economy. The vision is to cultivate and diversify the City's life sciences workforce by investing in training and education, partnering closely with industry, and addressing barriers to employment in the sector. The key elements of the LSWDI include:

- Increase the number of workers receiving life sciences certification or academic degrees and expand employment opportunities and career pathways in the industry, particularly workers from underrepresented communities, including those without four-year degrees and workers of color.
- Expand the availability of training and education programs to increase access for Boston residents.
- Increase the number of Boston residents with access to middle- and high-wage earning opportunities in life sciences through demonstrated employer commitments to new hires and the promotion of incumbent workers.
- Remove institutional obstacles to occupational mobility for potentially qualified candidates.
- Develop clear and achievable career pathway strategies in life sciences and STEM fields.
- Provide resources to help workforce development partners, training partners, and employers leverage available funding to place workers in middle-skill and high-skill occupations in life sciences and STEM.
- Engage industry leaders in an expanded role of informing training curricula; removing credential barriers; creating certificate training programs; and training job seekers and incumbent workers (e.g., non-technical life sciences workers, health care workers, etc.) for reskilling and upskilling into life sciences occupations.
- Empower engagement between community-based organizations, training organizations, and employers by creating opportunities for substantive exchange and cross-system alignment and improvement.

Through these objectives, the City aims to reach the goal of 1,000 new Boston residents employed in the life sciences by the end of 2025.

The Mayor's Office of Workforce Development (OWD) is the City of Boston's workforce development agency. We administer funding from various sources for the purpose of supporting a broad range of services meant to help Boston residents access career pathways. Funds for this RFP come from two sources: the Neighborhood Jobs Trust (NJT) and American Rescue Plan Act (ARPA) funds allocated to address the impact of the COVID-19 pandemic, including the disproportionate impact on communities of color. The NJT is a trust funded by linkage fees paid on large-scale commercial developments in the City of Boston to provide income-eligible, adult Bostonians with job training.

Two Categories of Services Available

We seek proposals in two distinct service categories:

This RFP has two distinct service categories that will be individually evaluated and awarded, one focusing on expanding training pipelines and the other on brokering interconnections between employers and education and vocational training providers. Boston continues to experience unprecedented growth in the life sciences, and there is a need to develop new training pathways for residents to access the careers that will emerge over the next two to five years.

- **Category 1** will fund job training services for Boston residents to gain entry into high-growth, high-demand careers in the life sciences and STEM industries. Awards will be for \$100K or more for Category 1 programs.
- **Category 2** will fund an intermediary to drive the formation of labor market relationships and develop sustainable pathways to career advancement and family-supporting employment in the life sciences industry. Both service categories are complementary, and funded entities are expected to interface closely with each other and operate in a collaborative manner to achieve the desired outcomes. Up to \$500K will be available for Category 2.

You may respond to both categories but may only be the lead on one application. However, there is no limit to partnering as a sub-applicant. You must identify whether you are applying for Category 1 or Category 2 and must answer all questions relevant to your chosen category.

The award will be made for a two-year contract with an anticipated start date of October 2, 2023. **The City of Boston will provide up to \$4.0 million in funding for this initiative.**

Section II. SCOPE OF WORK

CATEGORY 1: Funding for Training and Placements

We seek proposals for innovative job training models that focus on life sciences and other STEM fields, incorporating supports that allow workers who face barriers to employment to thrive. The aim is to provide Boston residents, ages 18 and over, with support services, connections to employers, and the skills training to attain employment in the life sciences and life science

occupations.

Preference will be given to programs that tailor services to groups that are underrepresented in the STEM and life sciences industry. Successful proposals will include plans for outreach and recruitment, educational and career counseling, case management, occupational skills training, job or internship placement, and post-placement career navigation or retention services. The training must lead to high-quality jobs or paid internships. To define quality jobs, OWD uses some standard measures (including wages, hours available to work, availability of benefits, and opportunities for advancement).

CATEGORY 2: Greater Boston Life Sciences Intermediary

Sectoral intermediaries play an essential role in aggregating employer demand, mobilizing training systems, and engaging in advocacy. The City of Boston seeks an intermediary that will bring together employers, training providers, and other relevant partners to create and implement coordinated pathways to career advancement and employment in life sciences and support all stakeholders in the development of a broader, more inclusive training and hiring ecosystem.

The intermediary must demonstrate a comprehensive understanding of the industry and experience addressing barriers and creating successful pathways to employment. Key strategies include:

- Serving as a central industry resource for workers, training providers, and employers by addressing the known gaps between training and successful employment in career pathways;
- Planning regional strategies among employers and training providers, including Category 1 funding organizations, that lead to structured pathways and beneficial employment;
- Engaging in curriculum alignment by cross-walking job skills with training curricula; and,
- Addressing barriers to job opportunities and career advancement for low-income workers by transforming human resource practices, and coordinating support services and community resources to address the needs of career seekers;
- Collecting data and analysis on the most successful strategies to expand inclusive employment strategies for life sciences employers in Greater Boston.

Section III. SERVICES REQUESTED

CATEGORY 1: Funding for Training and Placements

Applicants should present a program concept that includes each of the services listed under 'Program Design.' We encourage partnerships and coalitions of organizations and employers to provide excellent services to ensure participants' success.

PROGRAM DESIGN

- a. Recruitment:** Proposals should demonstrate an understanding of the target

population and how to best engage and serve that population.

- b. Assessment:** Programs should conduct thorough assessments of prospective participants to ensure they receive appropriate services. Programs should include a discussion of how they assess a participant's digital literacy skills and access to technology.
- c. Case Management, Career Counseling, and Support Services:** Proposals must outline the organization's strategy for providing a coordinated response to address participants' needs and remove barriers to success. After job placement, staff should continue to provide support to ensure retention and address any concerns employers may have. Finally, case management should include partners for referrals for issues falling outside the organization's scope of expertise, including mental health referrals and other social services as needed. Stipends, wages, and robust wrap-around support services are allowable expenses for funded programs.
- d. Job Training:** Identified job training should have clear goals, objectives, and methods of instruction. Competencies should be defined at every stage of programming to evaluate progress and define achievement. Programs should follow a regular schedule and progression that is laid out to participants in advance. The targeted jobs/occupations *must* be clearly defined, with evidence that the proposed curriculum is likely to adequately prepare students for the intended positions.
- e. Employer Partnerships:** Related employers should be involved in as many aspects of the program as feasible. Proposals should include clear evidence that training will lead to employment or internships. If internships are the primary outcome, there must be a clear demonstration of how the placement will lead to full-time employment. Proposals must describe partnerships with at least one employer that outlines the commitments of that business in the activities of the program and include a Letter of Commitment. Participants must provide a signed letter of commitment from the employer detailing the employer's role and responsibilities. The letter must specify the nature and extent of the in-kind support and planned opportunities for the participants while working with the training partner (any resource commitments should be quantified financially). Some of the opportunities for employer involvement might be contributions to curriculum development, industry briefings for staff and participants, interviews for program graduates, paid internships, or sponsored apprenticeships.
- f. Job Development, Job or Paid Internship Placement, and Post-Placement Services:** Proposed job training programs should be able to describe a timeline of job/internship development, job/internship placement, and post-placement activities based on industry timetables and course schedules. Programs should have relationships with relevant industry employers that add value to the program. Programs should provide support both for accessing and applying for jobs or internships leading to interviews, as well as support for graduates after placement or post-secondary school enrollment. Evidence must be provided to demonstrate that programs will assist individuals with barriers to employment throughout their

job search.

- g. Cooperation with Intermediary:** In general, training organizations agree to work with the chosen intermediary to help coordinate the placement of individuals into the specific roles identified by participating employers. Employers will agree to work with the intermediary to support new hires' transition into the company.

CATEGORY 2: Greater Boston Life Sciences Intermediary

The Intermediary's role is to provide wraparound support to recipients of training, training providers, and participating life sciences employers, ensuring that all parties have access to needed support to succeed. Studies show that efforts at inclusive hiring are often hindered by barriers like child care and transportation, issues that traditional training providers may be ill-equipped to address. Employers report that efforts to scale their inclusive hiring practices are undermined because different providers train on different cycles for different roles. An intermediary can provide the common resource capable of bridging across different employers, training providers, and cohorts of workers.

An organization seeking funding in Category 2 must show a demonstrated track record of supporting nontraditional workers in successfully entering career pathways and of working closely with employers to meet their workforce needs, particularly when engaging in inclusive training and hiring. The Intermediary will have the opportunity to work with the Category 1 recipients, but must independently demonstrate the support of participants in the life sciences training and employment ecosystem of Greater Boston.

Section IV. ELIGIBILITY CRITERIA

ELIGIBLE TYPE OF ENTITY

We welcome applications from partnerships or collaborations. Partnerships will need to identify a lead applicant. An organization may be part of multiple applications as a partner but may only be the lead applicant on one application. Lead applicants must hold 501(c)(3) status under the Internal Revenue Code or have an identified fiscal sponsor holding 501(c)(3) status. Non-profit, private, or public higher education institutions are also eligible to apply.

CATEGORY 1 PARTICIPANT ELIGIBILITY AND TARGET POPULATIONS

Participants funded under Category 1 must meet all the eligibility criteria below:

- Unemployed or underemployed, defined as those in temporary, part-time, or unstable positions; those working in jobs without benefits; and those whose income does not suffice to meet the needs of their families (including those earning less than the City of Boston's Living Wage).
- Boston resident.
- 18 years old or older.

- Must be willing and able to be placed in and retain full-time, unsubsidized employment, internship, or post-secondary education leading to a career with full-time employment in a living wage job, defined as \$17.55 /hour as of July 1, 2023.
- OWD is especially interested in reaching individuals with limited English proficiency, historically marginalized and/or underrepresented communities, women, and populations from low-income backgrounds.
- NJT Funds may only be used to serve clients who are at or below 80% of Boston’s Area Median Income (AMI) (see Appendix D).

In addition, the project has the goal of serving at least 75% of participants being (of) one or more of the following:

- BIPOC communities;
- individuals with limited English proficiency;
- low-income communities.

We will seek to balance proposals across various measures of diversity.

CATEGORY 2 TARGET STAKEHOLDERS

The intermediary will engage entities with a vested interest in Greater Boston’s life sciences sector, including employers, education and training providers, and workforce development agencies.

Section V. TERMS OF PROCUREMENT

CONTRACTING

Category 1 training contracts will utilize a milestone and performance-based funding structure. If funded, Category 1 awardees will receive an initial payment upon execution of the contract to support the 6-month planning phase. Subsequent payments for program implementation will be provided on a milestone basis, with lump sum payments to be made upon the accomplishment of defined milestones. The remaining 35% will be paid out based on the negotiated rate for placements. For payment to be made, participants enrolled in Category 1 programs must accomplish the following:

- Enroll in training
- Complete training
- Obtain training-related employment, a paid internship, OR
- Enter post-secondary education/training (for example, an employer-sponsored apprenticeship or enrollment in an Associate or Bachelor’s degree program in a STEM field).

Category 2 contracts will utilize a milestone payment structure in which payments are made upon the accomplishment of defined milestones.

Note: The employment must meet LSWDI's job quality standards for hours and rate of pay. Once all milestones have been met and supporting documentation obtained, programs may invoice OWD for payment.

PROGRAM MONITORING/REPORTING

OWD will conduct site visits to monitor compliance and quality of services. Monitoring may be in person or virtual. This includes:

- Achievement of objectives in accordance with proposal and contract;
- Integrity of administrative systems and eligibility determination; and,
- Quality of service evaluation through observation and informal interviews.

These monitoring activities may take the form of administrative record reviews, interviews of staff and/or participants, and general observations of the facilities, operations, and training activities. Participants not adequately documented as eligible for the funding will not count towards outcome measures. Applicants must demonstrate the capacity to perform administrative responsibilities, including maintaining records of participant eligibility, attendance and progress; tracking participation; and submitting program reports and invoices in a timely manner. Programs that do not have the administrative capacity to meet the grant requirements are encouraged to apply in partnerships or with fiscal agents. Applicants that are awarded contracts must provide all required documentation to receive payment. Grantees will have 90 days from the proposed contract start date to provide the requested documentation.

FINANCIAL REPORTING

If your agency expended \$750,000 or more in federal financial assistance from any and all funding sources during the most recent audit period, you are required to have an audit prepared in accordance with the *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance or "UG"). The complete text of this audit guidance can be found at 2 CFR Part 200, Subpart F in the Code of Federal Regulations. A complete copy of the UG-compliant audit report must be submitted, along with a copy of any management letter (if one exists). Agencies subject to the Uniform Financial Statements and Independent Auditor's Report (UFR) filing requirements of the Commonwealth of Massachusetts may use the UFR format.

If you expended less than \$750,000 in federal funds, and are exempt from the UG audit requirements, then a statement attesting to that fact must accompany your audited financial statements.

If you expended less than \$750,000 in federal funds but are subject to the UFR filing requirements of the Commonwealth of Massachusetts, then you should submit a complete copy of your agency's UFR.

Applicants are encouraged to share this information with the appropriate fiscal staff to ensure that the audit report submission is correct and complete. Proposals that do not contain a complete audit report submission will be considered incomplete.

LOI SUBMISSION (OPTIONAL)

We encourage prospective applicants to submit a Letter of Intent (LOI). This is not mandatory but does help our office ensure an adequate number of proposal readers.

Submissions of the LOI must be received by OWD by **5:00 PM EDT on Fri., June 23, 2023**, by uploading the completed LOI to this [link](https://bpda.app.box.com/f/b411db44375d44e6acbeedccb632eb7c) (<https://bpda.app.box.com/f/b411db44375d44e6acbeedccb632eb7c>) using the naming convention OrgName_LOI_LSWDICY23. Facsimiles, mailed or hand-delivered applications will NOT be accepted. You will receive an email within one business day of uploading your document confirming that your file has been received.

PROPOSAL SUBMISSION

Full proposals, following the format specified in this document, are due no later than **5:00 PM EDT on Fri., July 21, 2023**. The submission process for the proposals will follow the same format as the submission for the LOI's. Proposals must be uploaded as a single PDF document with all relevant attachments included in this [link](https://bpda.app.box.com/f/d9ddf08f2b4e484fa94a6e2be044fb49) (<https://bpda.app.box.com/f/d9ddf08f2b4e484fa94a6e2be044fb49>). Please use the naming convention OrgName_LSWDIproposalCY23.

It is the sole responsibility of the applicant to ensure their information is complete and submitted on time.

BIDDERS' CONFERENCE

Organizations interested in bidding on the RFP are strongly encouraged to participate in the scheduled Bidders' Conference on **June 20, 2023, at 4:00 PM EST**. All Q&A from the Conference will be made available to the public on the [OWD website](https://www.boston.gov/departments/workforce-development) (<https://www.boston.gov/departments/workforce-development>) no later than June 30th. The Bidders' Conference will be conducted via Zoom. Please register at this [link](https://www.zoomgov.com/meeting/register/vJIsdOGqgTwvHz7CICRlpkc5EyO-50jTlrY) (<https://www.zoomgov.com/meeting/register/vJIsdOGqgTwvHz7CICRlpkc5EyO-50jTlrY>).

SUBMISSION OF INQUIRIES

Questions regarding this RFP should be submitted in writing to sarah.soroui@boston.gov by **Fri., July 14, 2023 at 5:00 PM EDT**. Phone calls will not be accepted.

OWD is an Affirmative Action/Equal Opportunity Employer. Auxiliary aids and services are available upon request to individuals with disabilities.

APPLICATION SPECIFICATIONS

In response to this RFP, all proposers must provide the following information:

- Cover sheet (**Appendix A**), budget, and budget narrative (please use the Excel workbook provided at owd.boston.gov titled "**Appendix B OWD Budget Form**"). You **must** complete all three forms in the Excel workbook: 1) Budget Summary 2) Budget Cost Detail and 3) Budget Narrative.
- For job training programs, include materials outlining the proposed course of training;

this could include a syllabus and/or curriculum outline, sample lesson plans, or a weekly schedule. **Page limit for this section: three pages.**

- Copy of 501(c)(3) letter from IRS, if applicable.
- Proposal narrative is limited to a 10-page document, which is sequentially numbered, and exclusive of attachments (Cover Page, Budget Summary and Detail, Budget Narrative, Certification and Assurances Statement, and Letters of Commitment).
- Applications for either category should include evidence of support from employer partners. **Letters of Commitment detailing an employer’s specific commitment to actively participating in the project is required for Category 1 programs (see page 12, ‘Services Required>>Program Design>>Employer Partnership’)**

Applicants should ensure their proposals comply with the following requirements:

- A response to each section of the RFP is required and should fully respond to the questions, as specified in the Proposal Guideline section (Section VI).
- All required attachments must be completed, including the cover sheet.
- The entire application package must be submitted as a single PDF file.

EVALUATION OF PROPOSALS

Proposals will be evaluated based on the quality of the proposal, congruence with the goals of this RFP, past program performance, geographic distribution of services, and appropriateness of services to target populations.

Point values are allocated to each section of the proposal narrative as follows:

Category 1 Proposals:

- | | |
|---|--------|
| ● Agency Background and Organizational Capacity | 10 PTS |
| ● Statement of Need and Target Population | 15 PTS |
| ● Program Design | 30 PTS |
| ● Letters of Support/Commitment | 25 PTS |
| ● Staffing | 10 PTS |
| ● Budget, Budget Narrative, and Resources Leveraged | 10 PTS |

Category 2 Proposals:

- | | |
|---|--------|
| ● One-page Executive Summary | 10 PTS |
| ● Background Qualifications | 35 PTS |
| ● Plan | 35 PTS |
| ● Staffing | 10 PTS |
| ● Budget, Budget Narrative, and Resources Leveraged | 10 PTS |

These values are an evaluation tool; they do not dictate which proposals are ultimately

recommended for funding. OWD reserves the right to reject any and all proposals, to waive or modify any requirement contained in this RFP, to amend without consult any proposal, and to effect any agreement deemed to be in the best interest of the city and its residents.

FUNDING AVAILABILITY AND PERIOD OF PERFORMANCE

The procurement and funding recommendations made pursuant to the Request for Proposals (RFP) are subject to the availability of funds approved. OWD will accept projects with a variety of contracting periods, depending on the training type offered. The start and end dates for these contracts will be negotiated with selected applicants once awards have been made, with a start date on or after October 2, 2023, to October 2, 2025.

Section VI. PROPOSAL GUIDELINES

Questions for Category 1: Funding for Training and Placements

Agency Background and Organizational Capacity

1. Provide the current organizational mission. Provide a brief description of the proposed program and describe relevant experience and history in providing the specific services proposed.
2. Provide the organization's track record of success for the proposed program or for other training programs, including program completion rate, job placement rate, job retention rate, and average wage earned by participants upon job placement, including the percentage of participants earning employer-sponsored benefits.
3. Describe the outputs and outcomes for the training program. Using the same metrics, what are the proposed outcomes for: anticipated enrollments, completions, and placements by type including employment, paid internship, and post-secondary education/training placements by type (community college, apprenticeship, etc.). Include both the numbers and percentages.
4. Describe the organization's partnerships, briefly describing each partner's roles and responsibilities under this RFP. Indicate the partnership's positive impact on your service to target populations in the past.
5. Describe employer partners, including their roles and responsibilities in meeting the proposed program outcomes.

Statement of Need and Target Population

1. Describe the target population of the proposed services.
2. Describe the geographic location of potential participants and their demographics (age, race, gender, employment status).
3. Describe this population's main assets for and barriers to employment.

4. Provide the total number of participants to be served under this RFP, and the breakdown percentage of participants in each of the targeted groups identified.
5. How will you support the 75% goal for the target population?
6. Describe the specific job title(s) with wages associated with those specific job title(s) that program participants might obtain upon successful completion of your program.
7. Describe the economic significance of the placement sector(s) to the regional economy. Cite appropriate labor market information supporting your choice of targeted occupations.
8. Describe how employers will work with your program. What are the advancement opportunities for participants in this sector?

Program Design (*We reserve the right to recommend additional partners to strengthen proposing coalitions.*)

Remote vs In-Person or Hybrid training:

1. Please describe the format of the proposed training program and supportive services. Please note: Programs may be offered on a remote, hybrid or in-person basis; however, programs must have a majority synchronous, meaning real-time, instruction. Note that synchronous instruction does not require students and instructors to be physically together, and classes may be held via Zoom or another remote means, but the class structure must be formalized to require fixed times of instruction and attendance. Programs that do not include at least 51% synchronous instruction will not be funded.
2. If providing any services remotely, include an explanation of what elements will be provided in-person and which will be conducted online, as well as if virtual instruction will be at clients' homes or on site and if content will be delivered synchronously or asynchronously. Include a discussion of the rationale for operating in the selected format as well as the benefits and challenges anticipated with this form of service delivery.
3. Describe how the training program addresses lingering impacts of the pandemic.

Recruitment

1. Describe your recruitment strategy. Include the specific groups and organizations who are outreach partners, and methods of conducting outreach.
2. Explain how this strategy is appropriate for the target population and will allow you to meet your enrollment goal.

Assessment and Preparation:

1. Explain the process used to assess potential participants, the steps and tools involved, and how the assessment protocol improves the service model and promotes inclusivity. How is the process informed by your knowledge of the target population and/or employer input regarding industry needs?

2. Describe how the program informs potential participants about attendance, conduct, termination, and other policies.
3. Describe assessment of participants' background knowledge and steps that will be taken to strengthen areas needing improvement.
4. Describe your digital literacy skills assessment strategy.

Case Management, Career Counseling, and Support Services:

1. Describe your case management strategy for program participants. How do you develop an individual service plan for each participant, and how is it updated? What goals will the plan include? How do case managers address barriers to employment? What methods do they use to identify or flag problems?
2. Do you provide case management after a job or post-secondary placement?
3. If a client has a need that is beyond your staff's expertise, how do you assist that person in getting the help they require?

Stipends, Wages, and Wrap-Around Supports:

1. Describe any stipend or similar program you have instituted to support students, including the specifics of how funds are used to support students' continued engagement in the training program.

Job Training:

1. Discuss the specific training model you employ.
2. Describe the facilities to be used for activities and services. Indicate if laboratories will be utilized and how these facilities will be available to the program.
3. Describe the specific competencies that your trainees will master. Illustrate how these competencies will be achieved, for example, by attaching syllabi, curriculum outlines for each instructional component, sample lesson plans, and/or a daily or weekly schedules of program activities.
4. Explain your approach to the integration of basic skills, computer skills, essential skills, and occupational skills.
5. Use examples from your curriculum to illustrate how students will learn or strengthen cognitive and technical skills in context. Successful proposers will be expected to participate with the Life Sciences Intermediary to refine the competencies for which they are training as necessary for the best employment outcomes.
6. Describe how you will work with the intermediary selected under Category 2 funding to ensure curriculum alignment with skills and competencies required by employers.

Job Development, Job Placement, and Post-Placement Services

1. Discuss how you will prepare trainees for online job search and online applications. Provide a timeline for the process and timing of your job development, placement, and retention activities.
2. Discuss in detail how your relationship with an employer or employers will contribute to your success in these activities. Include a list of the employers that you will be working with.
3. Describe how you will provide job placement and higher education application support and follow up on a student's post-job or post-secondary education placement.
4. Describe how you will work with the intermediary selected under Category 2 funding to develop employer connections.

Staffing and Organizational Diversity

1. Describe the staffing plan for the proposed initiative.
2. Identify by name the staff members responsible for this program, briefly describing their experience and qualifications, as well as their roles and responsibilities.
3. Complete, to the best of your ability, Attachment C, indicating the diversity of your organization's staff and leadership.

Budget, Budget Narrative and Resources Leveraged

Budget: (Award amounts will range from \$100K - \$500K with an average of \$300K for Category 1 and \$500K for Category 2). Provide a detailed 12-month *Budget Summary and Budget Detail* using the OWD template by downloading it from our website at owd.boston.gov (Appendix B OWD Budget Form). You must use OWD's template. Include costs for all functions (recruitment, assessment, classroom and other instructional components, case management, job development and placement, client tracking, oversight and administration, fiscal management and oversight, reporting). Capital expenses are not allowable under this grant.

Budget narrative: Prepare a budget narrative using the *Budget Narrative* tab in the OWD template describing every line item and identifying clearly how each has been calculated. If you have secured or anticipate other financial resources for this program, identify them, by source and amount, in the "resources leveraged" space indicated at the end of the budget narrative.

Once you complete both the budget and narrative using the OWD template, please convert to PDF and combine them with the narrative and other attachments as **one PDF document**.

Questions for Service Category 2: Greater Boston Life Sciences Intermediary

One-Page Executive Summary

1. Please provide a one-page Executive Summary that summarizes the organization's

understanding of the goals of the Intermediary and how your approach, experience, and relationships would successfully achieve these goals and deliverables.

Background and Qualifications

1. Describe background and previous experience in providing the services requested.
2. Describe previous experience working with the public workforce development system.
3. Describe the organizations (employers, training providers, etc.) collaboratively involved with the applicant in activities carried out through this proposal and explain their involvement.
4. Describe experience and expertise engaging post-secondary education and training programs.
5. Describe experience and expertise engaging life sciences employers specifically.
6. Describe experience and expertise engaging employers from other STEM industries.
7. Describe experience and expertise in developing an employer-workforce ecosystem.
8. If applying as a partnership, briefly describe each partner's roles and responsibilities under this RFP.
9. Provide a written description of research capabilities and proposed tracking system to measure the effectiveness of programs/tactics recommended.

Plan

1. Clearly state what is intended to be delivered to stakeholders through participation with an intermediary.
2. List or indicate the specific intended accomplishments or performance measures that will be used to evaluate the success of the project and how each element will be measured.
3. Describe the goals and activities of the intermediary that align with the purpose of this funding.
4. Provide a timeline of all activities and milestones, including a justification for the proposed timeline.
5. Describe plans to engage new life sciences industry partners and explain strategies to engage other STEM industries in the future.
6. Describe how the intermediary's work plan will support the placements for training providers, especially those funded under Category 1.
7. Describe financing, expansion, and sustainability plans after initial grant funding.

Staffing

1. Describe the staffing plan for the proposed initiative. Identify by name the staff members responsible for this program, briefly describing their experience and qualifications, as well as their roles and responsibilities.
2. Please complete, to the best of your ability, Attachment C indicating the diversity of your organization's staff and leadership. Attach resumes/CVs for the primary staff for the project.

Budget, Budget Narrative, and Resources Leveraged

Budget: (Award amounts will range from \$100K - \$500K with an average of \$300K for Category 1 and \$300K for Category 2). Provide a detailed 12-month *Budget Summary and Budget Detail* using the OWD template by downloading it from our website at owd.boston.gov (Appendix B OWD Budget Form). You must use OWD's template. Include costs for all functions. Capital expenses are not allowable under this grant.

Budget narrative: Prepare a budget narrative using the *Budget Narrative* tab in the OWD template describing every line item and identifying clearly how each has been calculated. If you have secured or anticipate other financial resources for this program, identify them, by source and amount, in the "resources leveraged" space indicated at the end of the budget narrative.

Once you complete both the budget and narrative using the OWD template, please convert them to PDF and combine with the narrative and other attachments as **one PDF document**.

Required Attachments – please find the attachments in this [Google Drive folder](#)