

REQUEST FOR PROPOSALS

Community Development Block Grant – Public Service FY 2018

ISSUE DATE	February 8, 2017
BIDDER'S CONFERENCE	March 1, 2017 10:00am-12:00pm At City Hall BPDA Board Room, 9th Floor
LETTER OF INTENT DUE <i>Strongly encouraged but not mandatory</i>	March 8, 2017 BY: 5:00PM EST
PROPOSALS DUE	March 24, 2017 BY: 5:00PM EST

43 HAWKINS STREET | BOSTON, MASSACHUSETTS | FEBRUARY 2017

OFFICE OF WORKFORCE DEVELOPMENT

Trinh Nguyen

Director

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Mayor's Office of

**WORKFORCE
DEVELOPMENT**



CITY OF BOSTON

Martin J. Walsh, Mayor

TABLE OF CONTENTS

RFP Timeline	2
I. Overview	3
RFP Overview and Purpose	3
Priorities for CDBG-PS Funding	3
Funding Availability and Period of Performance	4
II. Eligibility Criteria	5
Eligible Applicants	5
Allowable Use of CDBG-PS Funds	5
Participant Eligibility and Target Populations	5
III. Services Requested	7
Set of Program Design Principles	8
Required Program Elements	9
Performance Standards	10
Program Reporting and Monitoring	11
Financial Monitoring/Reporting	11
IV. Proposal Guidelines	12
V. Terms of Procurement	16
Application Deadline	16
Letter of Intent	16
Bidders' Conference	16
Submission of Inquiries	16
Proposal Specifications	17
Evaluation of Proposals	17
VI. Proposal Checklist	18

RFP TIMELINE

Request for Proposals Issued Website: owd.boston.gov	February 8, 2017
Bidders' Conference City Hall, BPDA Board Room, 9 th Floor	March 1, 2017, 10:00 AM – 12:00 PM
Letter of Intent Due (strongly encouraged but not mandatory) E-mail: cindy.chow@boston.gov	March 8, 2017 by 5:00 PM
Response to RFP Due Website: OWD.boston.gov	March 24, 2017 by 5:00 PM
Anticipated Contract Start Date	July 1, 2017

I. OVERVIEW

RFP OVERVIEW AND PURPOSE

The Mayor's Office of Workforce Development (OWD) is the City of Boston's workforce development agency. Under the leadership of Mayor Martin J. Walsh, OWD administers funding from various sources for the purpose of supporting a broad range of services including education and training, career development, job training, adult basic education, and youth employment services leading to greater economic security. One such funding source is the Community Development Block Grant – Public Services (CDBG-PS).

Each year, the City of Boston receives CDBG-PS funds from the U.S. Department of Housing and Urban Development (HUD) through the Department of Neighborhood Development (DND). The funds are primarily used for affordable housing and economic development activities. However, up to 15% of the funds can be used for "public services" related to economic development. As the City's workforce development agency, OWD manages this portion of the funding on behalf of DND. The public services component of the CDBG-PS is intended to provide services for low-income individuals and families with a goal of moving them out of poverty towards economic security.

This Request for Proposals (RFP) solicits competitive proposals for services under CDBG-PS-PS. As a division of the Boston Planning and Development Agency /Economic Development and Industrial Corporation (BPDA/EDIC), OWD will handle all questions concerning this RFP, review all submissions, and prepare funding recommendations.

PRIORITIES FOR CDBG-PS FUNDING

The priorities for funding in this RFP were developed through a planning process conducted over the past several months. A draft statement of policy priorities was issued for comment in January, followed by a public hearing on January 9, 2017. A broad range of individuals and community organizations participated in the hearing, providing valuable commentary which helped to further focus priorities for this funding. Comments received there were taken into consideration in finalizing the policy principles, which can be found on the OWD website at owd.boston.gov.

For FY 2018, OWD will prioritize programs and services aimed at placing low-income Boston residents on a continuum of quality education, training, workforce development, and economic security programs. This continuum is defined as high school diplomas/GED/Hi-SET attainment, matriculation into post-secondary education or industry-recognized training programs, placement into jobs with demonstrated career paths, and/or access to income maximization programs that stabilize individuals and families with barriers. OWD has developed a visual of this economic opportunity continuum, which can be found in Appendix C.

Preference will be given to programs offering employment in a job along a career pathway, education/training, and economic security as a continuum with an integrated approach, where individuals can take advantage of multiple services to help them become economically self-sufficient. Employment programs, when combined with post-secondary education/training and critical economic

security services, are capable of promoting sustained, significant change in the lives of low-income individuals.

For certain populations, like seniors and individuals with disabilities, emphasis will be placed on economic security programs that allow them to retain their current employment and/or allow them to lead stable, economically self-sufficient lives. OWD defines economic security programs as income maximization programs that allow individuals to access public and private benefits. Programs emphasizing the economic security component on the continuum pathway must indicate in their narrative the specific dollar amount in public and private benefits that participants will obtain to maximize their income. Applicants successfully integrating the three program components that include employment, education, and economic security programs, if funded, will likely be funded at the higher range of the grant.

FUNDING AVAILABILITY AND PERIOD OF PERFORMANCE

At the issuance of this RFP, the City has not been informed by the U.S. Department of Housing and Urban Development (HUD) of the allocation of CDBG-PS funds for Fiscal Year 2018. Since it is unlikely that there will be an increase, this will be a highly competitive procurement for limited funds. The total allocation for the current FY 2017 is approximately \$2.3 million. To optimize our grant dollars, OWD intends to award fewer grants in larger amounts ranging from a minimum of \$35,000 to a maximum of \$100,000 for a period of one year to successful applicants.

OWD does not predetermine the amount of funds to be dedicated toward each program model. The type and quality of proposals submitted will determine the funds awarded. Open and competitive procurement typically occurs on a two-year cycle. Contracts resulting from this RFP are anticipated to commence July 1, 2017 and end on June 30, 2018. Contracts are awarded for a one-year period, and a re-funding process determines the second year of funding. Re-funding for FY 2019 (July 1, 2019 – June 30, 2019) **will** be contingent upon satisfactory program performance, approval of a re-funding application, and the availability of federal funding.

II. ELIGIBILITY CRITERIA

ELIGIBLE APPLICANTS

This is an open and competitive procurement process. Eligible applicants must hold 501(c)(3) status under the Internal Revenue Code, be in the process of receiving such status, or have an identified fiscal sponsor holding 501(c)(3). In addition, OWD is interested in proposals with the following:

- OWD gives priority to community-based organizations with a track record of providing services to low-income residents of the city while maintaining high standards of program management and accountability. Faith-based organizations proposing to provide services in a secular manner are eligible to apply; however, public resources cannot be used to promote a particular religious point of view.
- OWD gives priority to proposals that incorporate partnerships and collaborations under this RFP. Partnerships focusing on seamless integration of services are strongly encouraged to ensure that there are no gaps in the continuum of programs and services. Partnerships are urged to include a broad spectrum of stakeholders, including but not limited to employers, institutions of higher education, one-stop career centers, adult basic education providers, and community-based organizations. Each applicant may apply as the lead applicant for only one proposal. Applicants may be members of more than one partnership under this RFP. Applicants may also serve as a fiscal agent for more than one organization.

ALLOWABLE USE OF CDBG-PS FUNDS

- CDBG-PS funds must be used to provide direct services as outlined in this RFP.
- CDBG-PS funds may not be used to replace local or state government funds. Funds may be used to provide new or expanded services, but not for specific activities which have lost local or state funds within the past twelve months.
- CDBG-PS funds may not be used to fund political activities.

PARTICIPANT ELIGIBILITY AND TARGET POPULATIONS

All participants served with CDBG-PS funds must meet all of the following eligibility characteristics:

- Documented residents of the City of Boston. Non-residents *cannot* be served with these funds.
- Individuals, including youth, adults, and seniors with household incomes below the 80% of area median income for Boston, as defined by HUD¹. The current 80% of median figures for Boston are shown in Appendix B. CDBG-PS funds are required by law to benefit individuals with this income level. Programs are also required to report on how many participants fall below 50% median and 30% median income.

¹ HUD income guidelines change every year. Successful FY 2016 CDBG applicants will receive the most current HUD income guidelines.
CDBG-PS RFP FY 2018-2019

- Preference will be given to re-entry or court-involved individuals; out-of-school youth; seniors; persons with disabilities; homeless individuals; documented immigrants; English Language Learners; dislocated workers; long-term underemployed or unemployed individuals.

III. SERVICES REQUESTED

OWD seeks proposals for programs offering a continuum of services that create a pathway to a career and/or economic stability that includes job training, education, and economic security components. Preference will be given to proposals incorporating all three components that lead to employment at livable wages. Individuals with limited education or job skills find it difficult to attain higher wages or skills for advancement. Attainment of high school diploma/GED/Hi-SET, post-secondary education and/or training increases an individual's chances of advancing economically while addressing the skills and earnings gap in Boston.

The goal of this RFP aligns with the city-wide economic opportunity agenda that tackles income inequality for Bostonians. OWD is aware that there are not enough funds to go around to support multiple continua of programs and services – so under this RFP, OWD will be looking for organizations to work together to build a structure to provide a full set of education, employment, and economic security programs. **OWD encourages applicants to partner to provide a career pathway continuum and clearly define each partner's strengths, roles and responsibilities under this RFP.**

OWD defines a career pathway continuum as an effort that provides a clear sequence of activities and a connection between education, training programs and economic security services that leads to employment. Career pathways allow participants to progress from one level to the next to build skills that lead to improved career prospects. Career pathways prepare and place individuals into jobs in high-demand and high-wage industries with increased earning opportunities by providing industry-recognized credentials, certificates, and degrees.

In order to show that a program is aligned with employer needs, applicants must present data documenting need in the occupations they are targeting and provide evidence of strong employer involvement in the form of a detailed Memorandum of Agreement/Letter of Support. Multiple employer partners are encouraged.

Under this RFP, OWD seeks innovative models or approaches which respond to the needs of target populations and employers in today's changing economy. Described below are allowable program types under the three pillars of a career pathway continuum:

- **Employment:** Employment programs can include occupational skills training, pre-apprenticeship, apprenticeship, career exploration, on-the-job training, and transitional employment programs. These programs provide individuals with specific skills needed for a particular occupation with living wages, and opportunities for advancement and wage progression. Employer engagement may be demonstrated through involvement of employers in the development of curricula and agreement to interview program graduates. In addition, employer engagement can include job shadowing and mock interviews. Employment programs include job readiness services as well. Re-entry programs will need to demonstrate the involvement of committed employers willing to hire ex-offenders. If the target population requires evening or weekend programming, applicants should design programs with hours meeting that need.

- **Education:** Education programs can include alternative education, Hi-SET or GED programs, adult basic education (ESOL and pre-GED or pre-Hi-SET) and post-secondary education programs. These programs provide individuals with credentials, certificates, and degrees necessary to obtain a career. OWD understands that post-secondary education can take more than two years for target populations to complete. OWD is interested in seeing proposals that not only provide opportunities for individuals to enroll in post-secondary education, but also provides supportive services that help them persist and complete the program. The training incorporates basic education and soft skills development to meet the needs of the target population. If the target population includes documented immigrants, English Language Learners, long-term underemployed or unemployed individuals, bridge programs and adult basic education programs can also be included as part of the continuum to accelerate credentials and skills building, but generic, stand-alone bridge programs unconnected to employment and/or post-secondary education/training will not be considered responsive to this RFP.
- **Economic Security:** Economic security programs include income maximization services, defined as any public or private benefits that are not earned through wages from employment. These can include but are not limited to SNAP, TAFDC, EITC, SSI, SSDI, alimony, child support, unemployment insurance, pension/retirement, and disability benefits. Income maximization programs provide individuals with cash-equivalent benefits that allow them to stabilize their economic situations. In addition, economic security programs also include increases in income due to wages from employment. Asset building strategies and financial literacy programs to help individuals manage their finances that lead to greater economic security are also considered responsive to this RFP.

OWD prioritizes programs that incorporate **all three critical** components of a career pathways model – employment, education/training, and economic security. These three components can **all be provided in-house from the lead applicant, or can include collaboration with other organizations that can provide one or two of the three components.** However, for certain populations, like seniors and individuals with disabilities, emphasis will be placed on economic security programs that allow them to retain their current employment and/or allow them to lead stable lives.

SET OF PROGRAM DESIGN PRINCIPLES

In funding career pathways continuum services, OWD adheres to a set of principles, which include:

- Provision of a career pathways continuum that leads to jobs that pay living wages/family-sustaining jobs or at a minimum Boston’s official Living Wage, currently at \$14.23/hour.
- Innovations in program design to address the needs of a wide range of nontraditional and low-income individuals.
- Sound recruitment strategy.
- Coordination between programs and partners to provide sequences of activities in employment, education, and economic security.
- A high degree of coordination of wrap-around support services to address a wide range of individual and family needs.

- Partnerships that include employers and institutions of higher education in program development and implementation activities.
- Investment in comprehensive assessment processes that value a high degree of customer direction in program choice.

REQUIRED PROGRAM ELEMENTS

- **Career pathways continuum structure.** Applicants must illustrate with a graphic or diagram in their proposal a clear career pathways continuum model, indicating what services will be provided and by whom for program participants, including education, training, employment, and/or provision of economic security services. The illustration must include specific job(s) that program participants are expected to obtain upon successful completion of a pathway. Career pathways must identify specific steps of activities that lead to placement into jobs or post-secondary education/training. Applicants may illustrate their model using graphics or a simple table. Applicants proposing to provide an economic security program for specialized populations are not required to illustrate their program models graphically.
- **Recruitment.** Applicants must demonstrate in their proposal an understanding of the target population they have chosen. Applicants must be capable of executing a comprehensive recruitment strategy for the target population, and must show how the strategy they propose will lead to the desired level of enrollment.
- **Participant assessment.** In order to ensure participants are successful and receive appropriate services, a thorough and in-depth assessment of the prospective participant is essential. Applicants should explain the process they use to assess potential participants, the steps and tools involved, and how their assessment protocol improves the service model. Intake and assessment should flow into and directly inform case management and the delivery of services. Individuals found to be not ready for the program must be referred to appropriate services. Attendance, conduct, and termination policies must be consistent.
- **Partnership plan.** A strong partnership is critical for collaborative proposals. Applicants must establish a plan that clearly identifies which organization is providing which service for program participants, including educational, training, and employment services, provision of case management programs, provision of economic security services, and/or job placement and retention services. Partnerships can include but are not limited to employers, higher education institutions, and other community-based organizations with expertise in serving the target population.
- **Case management and wrap-around support services.** A clear case management strategy for a coordinated response to participants' needs is essential to their success. This begins with one-on-one case management and the development of an individual service plan based on a thorough assessment of the individual's assets and aspirations, as well as any barriers to employment/education/economic security. The plan must be jointly developed with the participant, and regularly reviewed by the service provider team and the participant. The plan should have clearly-stated education, training, employment, and/or economic security goals with

projected start and end dates for all activities. Applicants should clearly demonstrate how case management is integrated into their service model. Effective case management assists participants in overcoming multiple barriers to success, including but not limited to scheduling difficulties, immigration issues, transportation problems, child care issues, and financial challenges. Case managers should monitor participant attendance and performance and problem-solve with them as necessary. After placement into jobs or post-secondary education/training, staff should continue to provide support as needed to ensure retention and to address concerns participants may have.

PERFORMANCE STANDARDS

The intent of this RFP is to place Boston residents on a continuum of services in employment, education, and economic security. The outcomes for programs funded under this RFP are organized around three areas: employment, education, and economic security.

For certain populations or certain occupations, temporary jobs, part-time jobs or subsidized jobs may be a strategic first step – these interim/intermediate outcomes will be considered successful short-term or mid-term outcomes. Placement into bridge programs may also be a strategic first step towards employment. Applicants proposing such strategies, however, must make a compelling argument in their favor and demonstrate a continuum of career pathways to better jobs (i.e. increased hours, unsubsidized jobs, etc). Placement into post-secondary education/training, with a strong likelihood of it leading to jobs, will be considered a successful outcome. Applicants proposing economic security outcomes must identify the specific dollar amount that participants will obtain as a result of income maximization services and/or employment. Applicants are not required to produce all of the outcomes listed below within the scope of this RFP – however, applicants must demonstrate how their career pathways continuum will eventually lead to long-term outcomes of attaining jobs at livable wages.

Employment Outcomes

- Number and percentage of participants who obtain employment. Employment can include part-time jobs and subsidized jobs that lead to, full-time, unsubsidized jobs with benefits
- Number and percentage of participants who retain their jobs for at least 30 days.

Education Outcomes

- Number and percentage of participants who obtain high school diplomas/Hi-SET or GED.
- Number and percentage of participants who obtain post-secondary degrees and industry-recognized certificates.
- Number and percentage of participants who are placed into skills training programs, such as occupational training, pre-apprenticeship, and apprenticeship programs.
- Number and percentage of participants who are placed into post-secondary education, including community colleges and universities.

Economic Security Outcomes

- Number and percentage of participants who have obtained or experienced an increase in cash-equivalent benefits, with specified dollar amount.
- Number and percentage of participants who have experienced an increase in income as a result of wages from employment.
- Other financial/asset-building metrics, defined by applicant.

PROGRAM MONITORING/REPORTING

OWD will conduct site visits to monitor compliance and quality of services. 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 CDBG-PS eligible 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.

FINANCIAL MONITORING/REPORTING

Site visits will also be used to monitor financial compliance with CDBG-PS and other applicable regulations.

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 most recent guidance from the Federal Office of Management and Budget (OMB). This guide, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance or "UG"), replaces OMB Circular A-133. 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 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.

IV: PROPOSAL GUIDELINES

Please complete and include the Proposal Cover Sheet provided in Appendix D. This does not count toward the 15-page limit. Items #1 - #7 below do count toward the 15-page limit.

1. One-Page Proposal Summary

Briefly describe your proposed program, including specific target population, number of participants to be served, program site(s), start and end dates, industry sectors, employers and positions to be trained for, educational, employment, and/or economic security outcomes, and other key features of your program. Identify any partners with whom you will collaborate to offer key components of the program design. Include a weekly schedule of activities.

2. Agency Background and Organizational Capacity

Briefly describe your agency's overall history and its previous experience in providing the specific services proposed. Describe your experience and expertise in any or all of the three critical components of career pathways: employment, education/training, and/or economic security. Include information about your partnerships, briefly describing each partner's roles and responsibilities under this RFP – indicate your partnership's positive impact on your service to target populations in the past, if applicable. If you are counting on a partner to provide one or more of the required priority components – employment, training/education or economic security – make sure this is stated explicitly in this section. If you were to receive a contract, would it expand existing capacity or support a new feature in your program?

Provide a description of your organization's track record in the service you are proposing. Include size of service population and any performance outcomes, including secondary, post-secondary education/training credential achievement, job placement and retention, and financial security achievement.

3. Target Population

Please describe the characteristics and needs of the specific populations you intend to serve, assuming the reader is unfamiliar with the population. If more than one group is targeted, provide information for each group. What are the challenges and opportunities for these individuals? How does this population differ from the general population? What direct experience have you had with members of this population and how did you accommodate their needs? Which aspects of your program are designed specifically to address the challenges faced by this population? Include data supporting your agency's ability to achieve successful outcomes with the target group.

4. Program Design

Describe in detail your proposed design for offering each of the following required components. Explain how these functions, as designed, are appropriate for your target population and its needs.

- Career pathways continuum structure: Describe your career pathways continuum structure, including what services will be provided for program participants, whether it is education/training, employment, or provision of economic security services – or all of the three components integrated. What are the specific job title(s) (with wages) that program participants might obtain upon successful completion of your pathway? Include a graphic illustration of your career pathways continuum model. The illustration must include specific job(s) that program participants are expected to obtain upon successful completion of a pathway. Career pathways must identify specific steps of activities that lead to placement into jobs or post-secondary education/training. Cite appropriate labor market information supporting your choice of targeted occupations. What is the economic significance of sector(s) to the regional economy? What are advancement opportunities for your choice of targeted occupations/sectors and how will participants get from one step to the next to move closer to the final outcome of job attainment? Describe how employers will work with your program. Describe your education/training component. What specific education/training programs will participants enroll in? Describe how your proposed education/training programs will lead to jobs with livable wages. Describe your economic security programs and how your programs are helping target populations retain employment and/or lead financially secure lives. For income maximization programs, describe public and private benefits your participants are expected to obtain. Applicants proposing to provide economic security program for specialized populations are not required to attach their program models in a graphic representation. However, income maximization programs should state your average benefits dollar amount per person per specific time period. Describe your proposed program schedule describing the duration, intensity, and location of key components of your program design.
- Recruitment: Discuss your plan for recruitment, including the specific target group you will recruit, the neighborhoods they live in, the organizations and audiences with which you will communicate, and the tools and methods you will use. How large a pool of recruits will you need to bring into your intake process in order to identify the cohort of enrolled participants you propose to serve?
- Assessment: Describe the initial interview and assessment process you will use to determine individuals' education/training, employment, and economic security needs and to develop an individual service plan for each participant. Identify the specific skills assessed and the tools used. What happens to individuals who are determined to be unready or ineligible for your program? How will you ensure smooth and supported referrals? How will you know if your participants are attaining the appropriate competencies? Describe how you will work with the individual to reach agreement on the plan and make modifications as necessary.
- Partnerships: Describe in detail the ways in which your partnership will contribute to the success of your program. Clearly define the roles and activities of the partner organizations.

Attach a Memorandum of Agreement (MoA) or Letter of Support between your organization and the partners outlining the responsibilities and contributions of partner organizations. The MoA/Letter of Support must be signed by the CEO of each organization or a designee who has senior operational authority.

- Case management and wrap-around support services: Discuss your organization's case management system, including the range of services participants will receive through case management, and how you will maintain a strong, effective presence for participants during the assessment and follow-up periods. Who will provide case management? How often? Who will offer career counseling and job placement services? What system do you use for documenting, tracking and sharing case management information?

5. Staffing

Please describe the staffing plan for the proposed program. Identify by name the staff members responsible for this program, briefly describing their experience and qualifications, as well as their roles and responsibilities. Identify the staff who will manage the participant tracking system. Attach job descriptions and resumes for all positions involved in the project, noting whether they are to be funded or provided in-kind. Identify which staff and/or functions are direct service and which are administrative.

6. Outcomes

Provide anticipated outcomes for services described. Applicants must clearly indicate the number of people to be served and expected outcomes in number and percentages for the proposed program. What outcomes will be achieved in year one? Please complete and include the Outcomes Form provided in Appendix E. Briefly describe what database your agency currently uses to track performance outcomes. How will you evaluate the effectiveness of your program? Describe partner commitments to provide data needed to evaluate program effectiveness.

7. Sustainability Plan

Summarize your agency's total budget, and describe the source and amount of non-CDBG-PS funds committed and pending for this application (the specific services proposed in this application.) Please attach a list of all current program grants and contracts for the specific services, including project title, source, amount, contract period, and status (e.g. pending, committed). Assuming your program is funded, describe your sustainability efforts, including how your agency would deal with a possible reduction of funding in the second year of this two-year funding cycle, and how this would impact your program.

8. Budget (this is not counted in 15-page limit)

Using the forms provided in Appendix F, present a budget cover page, a cost detail page and a budget narrative for the CDBG-PS funding you are requesting. Each form is a separate worksheet in the Excel workbook. Applications that do not include these forms will not be considered.

These forms should show CDBG-PS funds only. Use the budget instructions page in this RFP as a guide for the requirements under each budget category. The total project budget must reflect the program plans and proposed staffing patterns. Please double check your calculations; all costs must be calculated exactly; do not round off. The budget narrative should present descriptive detail on all line item costs in the budget, so that readers will not be left with questions about how you propose to use the funds.

Collaborative proposals should submit one set of budget forms that clearly identifies the project costs of each agency. The minimum grant award is \$35,000. The maximum grant award is \$100,000. Do not submit a proposal for less than \$35,000 or more than \$100,000. Each applicant may apply as the lead applicant for only one proposal.

V: TERMS OF PROCUREMENT

APPLICATION DEADLINE

Responses to this RFP must be received by OWD **by 5:00 PM on March 24, 2017**. All proposals must be submitted by uploading them electronically at owd.boston.gov **in one PDF**. The OWD website will provide confirmation upon receipt. It is the sole responsibility of the applicant to ensure their proposal is complete and submitted on time and that you receive a confirmation receipt via email; if you do not receive a confirmation email within 24 hours of your submission please email Todd Lee, Senior Workforce and Policy Analyst, at todd.lee@boston.gov. Proposals not received by **5:00pm on March 24, 2017** will be disqualified from the competitive process.

LETTER OF INTENT

A letter of intent is strongly encouraged but not mandatory. Letters of intent allow OWD to plan for volume of proposals and resources needed. If your organization is submitting a letter of intent, it should be received by OWD by 5:00 PM on **March 8, 2017** via email to Cindy.Chow@boston.gov. Please complete the information using the form Appendix A: Letter of Intent to Bid. All applicants will receive email confirmation upon receipt. Should you subsequently decide not to submit, please inform us via the same email address.

BIDDERS' CONFERENCE

Organizations interested in bidding on the RFP are strongly encouraged to attend the scheduled Bidders' Conference, which will be held on **March 1, 2017 at 10:00 A.M. in the BPDA board** room on the 9th floor of City Hall. Questions and answers provided at the Bidders' conference will be made available to the public on OWD' website at owd.boston.gov.

SUBMISSION OF INQUIRIES

Questions regarding this Request for Proposals should be submitted in writing to Todd Lee, Senior Workforce and Policy Development Analyst, via email: todd.lee@boston.gov. Phone calls will not be accepted. The deadline to submit questions is:

Responses to questions received during the procurement process will be posted on the OWD website at: owd.boston.gov. It is the bidders' responsibility to check the website for updates and postings.

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

PROPOSAL SPECIFICATIONS

Applicants should ensure their proposals comply with the following requirements:

- A response to each section of the RFP is required and should follow the guidelines and sequences as specified in the Proposal Guideline section (Section V). Each section should be labeled.
- Every section of the Request for Proposals should be completed in full. If funded, the proposal will provide the basis for contract negotiations, and final negotiated terms will be incorporated within the contract as the Statement of Work.
- Proposals should be typewritten, double-spaced, in 12-point Arial font with one-inch margins. The proposal narrative may not exceed 15 pages. The page limit does not include the cover sheet, budget forms, or any required attachments.

* Some sections require appended material. All forms should be completed in full.

EVALUATION OF PROPOSALS

Proposals will be evaluated on the basis of the quality of the proposal, congruence with the goals of this RFP, past program performance, geographic distribution of services, and service to the target population. Point values are allocated to each section of the proposal narrative as follows:

Proposal Summary	5 points
Agency Background and Organizational Capacity	15 points
Target Population	10 points
Program Design	30 points
Staffing	10 points
Outcomes	15 points
Sustainability Plan	5 points
Budget and Budget Narrative	10 points

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.

VI. Proposal Checklist

Proposals should follow, in order, the outline below.

Submit online in one PDF:

- 1. Proposal Cover Sheet** – *appendix D*
- 2. Narrative Submission** – This section has a 15-page limit.
 - Proposal Summary
 - Agency Background and Organizational Capacity
 - Target Population
 - Program Design

- Staffing
- Outcomes
- Sustainability Plan

3. Program Outcomes – appendix E

Use this worksheet to detail your proposed program’s goal, services, outcomes and methods. Outcomes should follow the standardized format described in this RFP. Indicate the number of CDBG-PS beneficiaries you expect to serve and the number you anticipate will achieve each outcome.

4. One-Page visual depiction of your economic opportunity continuum service model (if applicable). Does not count towards 15-page limit.

5. Signed Memorandum of Agreement(s) / Letter(s) of Support (for collaborations requesting funding for more than one agency or programs working in collaboration with employers or other entities). MoA/Letter of Support must be signed by the CEO of each organization or a designee who has senior operational authority.

6. Applicant Agency’s Organizational Chart

7. Participant Grievance Procedure

8. Budget Forms and Budget Narrative – appendix F

Develop a budget for the amount of CDBG-PS funds you are requesting. Refer to the budget instructions page for details on how to complete each worksheet.

Budget cover page: requires signature of person who prepared the budget

Budget cost detail page: Totals should match throughout your budget forms. Formulas have been included to calculate totals automatically.

Budget narrative: Detail CDBG-PS program costs following guidelines for each section on the budget instructions page.

9. Federally-approved indirect cost letter, if applicable

10. Register in the System for Award Management

Register for the first time or update your annual registration. You may check on the status of your registration at any time by logging into www.sam.gov and clicking on your Entity Record page.

Appendices

- A. Letter of Intent to Bid
- B. HUD Income Guideline
- C. Economic Opportunity Model
- D. Proposal Cover Sheet
- E. Program Outcomes
- F. Budget Forms