



**CITY OF BOSTON
WORKER
EMPOWERMENT
CABINET**

Request for Proposals
Neighborhood Jobs Trust
FY2024

Issue Date: September 25, 2023
Bidders' Conference: October 17, 2023
Proposals Due: November 17, 2023
Inquiries: Tatiana.Joyce@boston.gov

Michelle Wu, Mayor
Trinh Nguyen, Chief of Worker Empowerment

TABLE OF CONTENTS

I. RFP TIMELINE	3
II. OVERVIEW	4
<i>Introduction</i>	4
<i>Applicant Categories</i>	4
Category 1a: Established Occupational Skills Training Programs	4
Category 1b: Established Occupational Skills Training Program with Supportive Partnership	4
Category 2: Emerging Job Training Programs	5
III. ELIGIBILITY CRITERIA	5
<i>Eligible Type of Entity</i>	5
<i>Participant Eligibility & Target Population</i>	6
IV. SCOPE OF WORK	7
<i>Category 1: Occupational Skills Training Program</i>	7
<i>Category 2: Emerging Program</i>	7
V. SERVICES REQUESTED	8
<i>Program Design</i>	8
<i>Program Types</i>	9
VI. TERMS OF PROCUREMENT	10
<i>Performance Based Contracting</i>	10
<i>Program Monitoring/Reporting</i>	11
<i>LOI Submission (Optional)</i>	11
<i>Proposal Submission</i>	11
<i>Bidders' Conference</i>	12
<i>Submission of Inquiries</i>	12
<i>Proposal Specifications</i>	12
<i>Evaluation of Proposals</i>	13
<i>Funding Availability & Period of Performance</i>	13
VII: PROPOSAL GUIDELINES	14
<i>Category 1 Questions</i>	14
<i>Category 2 Questions</i>	16
<i>Stipends and Wages</i>	17
<i>Letters of Support</i>	17
<i>Letters of Commitment and MOUs</i>	17
<i>Required Attachments</i>	17
VIII. ATTACHMENTS	18
Appendix A: Proposal Cover Sheet	19
Appendix B: Budget	20
Appendix C: OWD Program Diversity	24
Appendix D: HUD 2023 Income Limits For NJT	25

I. RFP TIMELINE

RFP TIMELINE	
ISSUE DATE	September 25, 2023
BIDDERS' CONFERENCE VIA ZOOM	October 17, 2023 (2:00pm) Register Here
LETTER OF INTENT DUE	November 1st, 2023 <i>upload to LOI upload link by 5 pm</i>
INQUIRIES	November 6th, 2023 Email: tatiana.joyce@boston.gov
PROPOSALS DUE	November 17th, 2023 <i>Upload to proposal upload link by 5 pm</i>
ANTICIPATED CONTRACT START DATE	January 1 st , 2024

II. OVERVIEW

Introduction

The Mayor's Office of Workforce Development (OWD) is the City of Boston's workforce development agency. 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.

One such funding source is the City of Boston's Neighborhood Jobs Trust (NJT), which distributes the jobs linkage funds paid by developers of large-scale commercial construction projects. NJT was established in 1987 in response to multiple requests from city residents and community organizations interested in making sure Boston residents benefited from employment generated by development. The purpose of these funds is to provide lower income Boston residents, age 18 and over, with support services, connections to employers, and the skills training to attain employment in high demand industries.

The NJT Trustees are issuing this Request for Proposals (RFP) through OWD and their Managing Agent, the Economic Development and Industrial Corporation of Boston (EDIC), doing business as the Boston Planning & Development Agency (BPDA). OWD will handle all questions concerning this RFP, review all submissions, and prepare funding recommendations. Selected applicants will enter into contracts with EDIC as the Managing Agent of NJT.

OWD seeks proposals for innovative training models that focus on in-demand sectors and incorporate supports that allow workers who face barriers to employment to thrive. Successful responses to this RFP will demonstrate an understanding of both the technical and non-technical skills employers require for the target occupations *and* the needs of the Boston residents who are the audience for the training program. NJT is obligated to maintain a balance between services targeted to specific neighborhoods impacted by development and services accessible to residents across the city (including neighborhoods not currently impacted by large-scale development).

This RFP solicits competitive proposals for job training services to train eligible Boston residents for in-demand careers. We are accepting applications in two distinct categories:

Applicant Categories

Category 1a: Established Occupational Skills Training Programs

Eligible services include occupational skills training or other forms of job training, including Adult Basic Education (ABE) and English for Speakers of Other Languages (ESOL). Applicants in this category will propose a program to recruit, assess, and train eligible individuals, and provide job placements. Awards for this category will range from \$90,000-\$150,000.

Category 1b: Established Occupational Skills Training Program with Supportive Partnership

Additional funding up to \$250,000 is available for occupational skills training programs proposing in-depth partnerships and collaborations. Programs applying as a supportive partnership must demonstrate a collaboration beyond simple referral services by

demonstrating the ways in which the partner organizations(s) provide complementary services or support a cohort of subgrantees that leverages the partnership to enhance programming or otherwise improve upon the standalone program offerings.

Category 2: Emerging Job Training Programs

With this category we are seeking proposals for new or expanded job training programs that have not previously received NJT funding. We invite and encourage proposals that are new, in development, or proposed in response to a particular community need. Programs awarded funding under this category will receive funding and a year’s technical assistance from OWD staff and external consultants brought together to assist with program development. Technical assistance will include support in program design and regular meetings with other funded agencies. Applicants to this category should expect quarterly convenings during the grant year (Jan-December 2024).

In the interest of funding new and emerging training opportunities, programs must not have received funding from NJT in the past 3 years and have an operating budget under \$1.5M. Priority will be placed on programs located in or serving communities that are currently underrepresented in the NJT portfolio and BIPOC-led organizations with leadership that reflects the communities they serve. Awards under this category will range from \$40,000-\$100,000.

You may respond to multiple 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 anticipated start date for contracts awarded under this procurement will be January 1, 2024.

III. ELIGIBILITY CRITERIA

Eligible Type of Entity

	Category 1a Established Occupational Skills Training Program	Category 1b Established Occupational Skills Training Program with Supportive Partnership	Category 2 Emerging Job Training Program
Award Amount	\$90,000 - \$150,000	\$150,000 - \$250,000	\$40,000 - 100,000 & Technical Assistance
Entity Requirements	Non-profit organization (holding 501c3 status or with fiscal sponsor holding 501c3 status)	Non-profit organization (holding 501c3 status or with fiscal sponsor holding 501c3 status)	Non-profit organization (holding 501c3 status or with fiscal sponsor holding 501c3 status).

	OR institution of higher education.	501c3 status) OR institution of higher education.	Operating budget <\$1.5M.
Eligible Programs	Occupational skills training or other forms of job training, including Adult Basic Education (ABE) and English for Speakers of Other Languages (ESOL) programs. Serving low-income Boston residents.	Occupational skills training or other forms of job training which are part of a consortium of two or more organizations with an established partnership agreement, in which each partner provides a key and distinct aspect of the program (Must provide a letter of commitment or MOU detailing the roles and deliverables of each partner). Serving low-income Boston residents.	New or existing job training program that has not received NJT funding in the last 3 years. Serving low-income Boston residents (prioritizing East Boston, Fenway, South Boston, Allston, Brighton, and Charlestown). Priority will be placed on BIPOC-led organizations with leadership that reflect the communities they serve. Interested in engaging in technical assistance to build program capacity.

Participant Eligibility & Target Population

Participants funded by this grant, in all categories, must meet all the eligibility criteria below:

- Boston resident
- 18 years old or older
- At or below 80% of Boston’s Area Median Income (AMI) based on HUD guidelines (as specified in [Appendix D](#))
- Must be willing and able to be placed in and retain full-time, unsubsidized employment or be placed in post-secondary education leading to a career resulting in full time employment in a living wage job (defined as \$17.55/hour for FY24)
- OWD is especially interested in reaching individuals with limited English proficiency, historically marginalized and/or underrepresented communities, women, and populations from low-income backgrounds.

In addition, at least 25% of NJT funded participants must meet one or more of the following criteria:

- Returning citizens and other justice-involved individuals;
- Homeless, recently homeless, or near-homeless individuals;

- Housing voucher recipients; or
- TANF recipients.

For a more detailed definition of these categories, please refer to the [NJT Program Handbook](#).

IV. SCOPE OF WORK

Category 1: Occupational Skills Training Program

We seek proposals for innovative job training models that prepare Boston residents for employment in high demand fields. We are open to a wide array of occupational categories, but especially seek to fund programs offering pathways to employment in growing fields with opportunities for career advancement. Proposals should provide evidence that their training pathway aligns with employer expectations and labor market demand.

The Neighborhood Jobs Trust will prioritize training programs (including ESOL and Adult Education programs) which will lead to high quality jobs. We encourage applicants to share their programmatic definitions of job quality and explain how their proposal will meet those standards. We also require that funded programs report on wages, hours and benefits eligibility for NJT-funded participants. At a minimum, job placements must be training related and pay Boston's Living Wage (\$17.55 per hour in FY24).

Programs must also incorporate supports that allow workers who face barriers to employment to thrive. Successful proposals will include plans for outreach and recruitment, educational and career counseling, support services, job placement, and post-placement career navigation and retention services. We encourage collaborative proposals that include multiple partners (e.g., training providers, educational institutions, community-based organizations, etc.) to provide the full range of required services.

Programs may be offered on a remote, hybrid or in-person basis, however programs must have a majority of 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 other 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.

Category 2: Emerging Program

We seek proposals for innovative job training models that are interested in strengthening or scaling the impact of their services through participating in a cohort of programs receiving technical assistance and funding to build the capacity of their community based programming. Strong applicants will include the following elements in providing job training services to low income residents of Boston:

- Program leadership reflects the communities they serve
- Engages in community based solutions that center the lived experience of residents they serve, including leverage internal and external partnerships to ensure comprehensive

support services based on the needs of the target population, and providing well-defined transition planning for program participants.

- Program is located in or serves boston residents in neighborhood underrepresented in the current NJT portfolio
- Organization would benefit from and has the capacity to engage in technical assistance to strengthen or scale job training programming

V. SERVICES REQUESTED

Program Design

1. **Recruitment:** Proposals should demonstrate an understanding of the target population and how to best engage that population.
2. **Assessment:** Programs should conduct thorough assessments of prospective participants to ensure they receive appropriate services. The assessment process should incorporate knowledge of the target population and feedback from employers about industry needs. 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. Attendance and conduct policies should be discussed with the participant at initial assessment. Termination policies must be consistent, clearly defined, and shared with participants in writing. Programs should include a discussion of how they assess a participant's digital literacy skills and access to technology.
3. **Case Management, Career Counseling, and Support Services:** Proposals must outline the organization's strategy for providing a coordinated response to participants' needs. Some examples of the elements of such plans include: an examination of barriers to employment, the development of individual service plans based on an individual's assets and aspirations, and career counseling. Effective case management identifies concrete steps to overcome barriers to success. Case managers should follow participants during training through job placement. 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 referral for issues falling outside the organization's scope of expertise, including mental health referrals and other social services as needed.
4. **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.
5. **Employer Partnerships:** Related employers should be involved in as many aspects of the program as feasible. Proposals should describe evidence of a partnership with at least one employer that outlines the commitments of that business in the activities of the program, but we do not require formal MOU agreements or signed letters from the employers. Some of the opportunities for employer involvement might be contributions to curriculum development, industry briefings for staff and participants, interviews for

program graduates, or internships.

6. **Job Development, Job Placement, and Post-Placement Services:** Proposed job training programs should be able to describe a timeline of job development, job 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 leading to interviews, as well as support for graduates after job 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.
7. **Supportive Partnership Applicants:** Applicants proposing a supportive partnership must demonstrate evidence of a coordinated and integrated training partnership strategy. The roles and responsibilities of each organization should be specified as they relate to the above program design elements. Applicants should include a letter of support from partner organizations detailing their commitment and role in the partnership.

Program Types

The following are examples of training models with evidence of effectiveness. This is not meant to be an exhaustive list. If you have a program model that is hybrid or unlike any of these models, you may propose it. Such models may need more explanation or evidence of efficacy than the following:

1. ***Learn-and-Earn training*** combines academic, work experience, or other kinds of content learning while participants are earning wages or stipends. The financial assistance could be in the form of subsidized employment or an apprenticeship and is usually provided by an employer. This model can provide people who otherwise could not enter a program because of their financial needs and/or need to work with greater access to training.
2. ***Occupational skills training*** provides individuals with the specific skills needed for a particular occupation. These training programs should involve employers in the development of curricula, cultivating opportunities for work-based learning, and interviewing graduates. This model should also include basic education and soft skills development that are complements to occupation-specific skills-building.
3. ***ESOL for Employment and other contextualized models*** which weave job-specific vocabulary, subjects, and processes into the development of technical or other "hard" job skills are desirable, particularly with populations who lack sufficient English fluency.
4. ***On-the-Job Training (OJT) model***, like transitional employment, provides training through a job placement. One difference is that in OJT, the employer(s) is expected to provide on-the-job training and ultimately to hire the individual on a permanent basis. Wages during the training period are typically shared between the employer and service provider. Both OJT and transitional employment are expensive models; applicants are

encouraged to find matching funds to cover some or all the costs of subsidized wages for participants.

- 5. *Pre-apprenticeship leading to apprenticeship model*** prepares individuals for entry into a Registered Apprenticeship program in a specific occupation within a specific industry. Pre-apprenticeship training introduces participants to the specific skills, career paths, and work requirements of the registered apprenticeship, provides them with soft skills work-readiness training and case management services to ease the transition to apprenticeship and employment, and provides an overview of the history and structure of the apprenticeship system. It may include academic skills remediation, industry briefings, work-site demonstrations, job shadowing, and basic certifications that are required by the apprenticeship. The pre-apprenticeship program must demonstrate a clearly articulated relationship with an Apprenticeship program that is registered with the MA Division of Apprenticeship Standards.

In addition, organizations can propose a training program which includes an ***Articulation Agreement with institutions of higher education***. Articulation Agreements allow students to count the work experience from any of the training models listed above towards a post-secondary degree or certification. Such agreements can be between the training program and a particular post-secondary school or simultaneously involve multiple post-secondary schools. Such agreements can significantly reduce the time and cost it takes to complete a post-secondary degree/credential, sometimes accounting for more than half of the required credits before matriculation into the post-secondary school and advancing the participant's pathway towards economic security.

VI. TERMS OF PROCUREMENT

Performance Based Contracting

Neighborhood Jobs Trust contracts are performance-based. If funded, the submitted application will provide the basis for contract negotiations. Awarded grantees will work with OWD during the contracting phase to determine specific deliverables and outcome indicators based on the amount awarded and the scope of work. Post-award, organizations will complete a contract negotiation with OWD staff. This discussion will determine the final number of individuals to be served and determine a per-placement rate. When negotiating final terms for approved awards, OWD will review all proposed costs to ensure they are necessary and reasonable.

Once the contract is executed, organizations should invoice and then will receive an initial payment to support program start-up costs. The remaining award amount will be paid out based on the negotiated rate.

Category 1 applicants will receive 50% of the award upon contract execution and the remaining 50% based on performance outcomes.

Category 2 applicants will receive 75% of the award upon contract execution and the remaining 25% based on performance outcomes.

For payment to be made, participants must:

- Enroll in training
- Complete training
- Obtain training-related employment that meets NJT job quality standards for hours and rate of pay OR enter post-secondary education/training (for example, an employer-sponsored apprenticeship or enrollment in an Associate or Bachelor's degree program).
- Demonstrate 30 days retention in job placement or eligible educational program (Documentation of employment or educational placement will be required)

Once all milestones have been met and supporting documentation obtained, programs may invoice OWD for placements.

OWD makes no commitment to refunding but reserves the right to refund programs based on the availability of funding, program performance, organizational capacity, administrative responsiveness, and service to target populations.

Program Monitoring/ Reporting

OWD will monitor and evaluate selected programs to ensure program compliance and evaluate the quality and effectiveness of the service strategies. Monitoring activities may take the form of administrative record reviews, site visits, quarterly reports, interviews of staff and/or participants, and general observations of the facilities and operations. Technical assistance will be provided to support programs to develop the necessary capacity to perform administrative responsibilities, including maintaining records of participants and submitting program reports and invoices in a timely manner. We strongly recommend that all applicants review the [NJT Program Handbook](#), for an overview of how NJT contracts are managed.

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.

LOI submissions must be received by OWD by **5:00 PM EST on Wednesday, November 1, 2023**, by uploading the completed LOI to this [link](#).

Proposal Submission

Full proposals, following the format specified in this document, are due no later than **5:00 PM EST on Friday, November 17, 2023**. Proposals must be uploaded as a single PDF document with all relevant attachments included to this [link](#).

It is the sole responsibility of the responder to ensure their proposal 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 **October 17, 2023 at 2:00 PM EST**. All questions and answers from the conference will be made available to the public in a Q&A document on the OWD Website no later than October 18, 2023. The Bidder's Conference will be conducted via Zoom. Please register at this [link](#).

Submission of Inquiries

Questions regarding this Request for Proposals should be submitted in writing to Tatiana Joyce, Assistant Deputy Director of Grants and Procurement, via email: tatiana.joyce@boston.gov. Phone calls will not be accepted. The deadline to submit questions is **November 6, 2023, by 5:00 PM**.

Responses to questions received during the procurement process will be posted on the OWD website at boston.gov/owd-grantmaking. 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

In response to this RFP, all proposals must include:

- Cover sheet ([Appendix A](#)) (included at the first page of your proposal submission),
- Budget forms including budget summary, and Cost Detail and budget narrative (please use the excel workbook provided in [Appendix B](#))
- Staff and Board Diversity Chart ([Appendix C](#))
- 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 VII](#))
- For a job training program, 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: 3 pages**
- A formal Letters of Commitment or Memorandum of Understanding (MOU) is required for applicants applying under category 1b as a Supportive Partnership. Where applicable, evidence of support from employer partners should be provided, describing the relationship with the grantee organization and commitment to participation in the project.
- Copy of 501(c)(3) letter from IRS or letter from fiscal agent

Applicants should ensure their proposals comply with the following requirements:

- The proposal narrative may not exceed 10 pages, not including attachments (cover sheet, budget forms, or any required attachments).
- Pages should be numbered.
- All required attachments must be completed, including the cover sheet.
- The entire application package must be submitted as a single PDF file with the cover sheet form as the first page.

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. Proposals will be scored based on narrative and attachments provided and readers will not review hyperlinked materials. Point values are allocated to each section of the proposal narrative as follows:

Category 1 proposals

- 1. Agency Background and Organizational Capacity -----20%
- 2. Statement of Need and Target Population -----15%
- 3. Program Design -----45%
- 4. Staffing -----10%
- 5. Budget -----10%

Category 2 proposals

- 1. Agency Background -----15%
- 2. Statement of Need and Target Population -----20%
- 3. Program Description-----35%
- 4. Staffing -----10%
- 5. Technical Assistance Needs & Goals-----10%
- 6. Budget -----10%

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 & Period of Performance

This procurement, and funding recommendations made pursuant to the RFP are subject to the availability of funds approved by the Trustees of the Neighborhood Jobs Trust. OWD will accept projects with a variety of contracting periods, depending on the training type offered. Contract lengths are typically 12 months, however organizations may propose a 24 month program cycle or alternate timeline along with justification for this format (such as multi-step enrolment models or programs with longer-term training requirements). The start and end date

for these contracts will be negotiated with selected applicants once awards have been made, with a start date on or after January 1, 2024.

VII: PROPOSAL GUIDELINES

Please respond to the following in your technical narrative:

Category 1 Questions

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.
3. If proposing a supportive partnership (Category 1b application), briefly describe each partner's roles and responsibilities under this RFP.

Statement of Need and Target Population

1. Describe the target population of the proposed services including participant geographic location and demographics (age, race, gender, employment status).
2. Describe this population's main assets for and barriers to employment.
3. Provide the total number of participants to be served under this RFP, including how you will meet the 25% requirement of individuals with additional barriers to employment related to criminal justice involvement, housing instability, or TANF recipients, outlined in section III.
4. 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. Cite appropriate labor market information supporting your choice of targeted occupations.
5. What are advancement opportunities for participants in this sector/occupation?

Program Design

Identify the proposed program type as specified in [Section V](#) and describe the following program elements:

1. Recruitment: describe your recruitment strategy including the specific groups and organizations who are outreach partners and methods of conducting outreach. Explain how this strategy is appropriate for the target population.
2. Assessment: explain the process used to assess potential participants and the steps and tools involved. Explain how the process is informed by your knowledge of the target population and/or employer input regarding industry needs. Include information about any digital literacy skills assessment strategies.
3. Case management, career counseling and supportive services: outline the organization's strategy for providing a coordinated response to participants' needs including addressing barriers to employment. Outline your case management strategy, including how individual service plans are developed and updated for each participant. Describe referral partnerships for issues falling outside the organization's scope of expertise, including mental health referrals and other social services as needed. Describe any additional retention strategies to promote comprehensive support of participant needs and continued engagement in the program including stipends or similar supports and how such funds are used.
4. Job training: Describe the training curriculum, objectives, and methods of instructions. Describe the specific competencies that your trainees will master. Include information about how the program elements will be delivered, specifying which elements will be provided remotely vs. in person vs. hybrid training and if any elements will be delivered asynchronously. Include materials (syllabus or curriculum outline) detailing the proposed course of training.
5. Employer partnerships: Describe any relevant employer partnerships and any role they play in advising program design or supporting program delivery.
6. Job Placement and Post-placement services: Outline job search and post placement services including follow up activities or alumni services.

For Supportive Partnership Applicants applying under category 1b:

7. Describe how the proposed partnership will enhance service delivery and how the collaboration will be structured. Please address the following additional questions:
 - Identify which partner/organization will handle each program element and include a letter of support from partner organizations detailing their commitment and role in the partnership.
 - How will participants transition between program elements or phases? Will there be a handoff from one program to another or will participants engage in ongoing services with both agencies throughout their time in the program?
 - Describe the approximate length of time for each program element.
 - Describe how communication will ensure a seamless participant experience and continuity of services.

Staffing

1. Describe the staffing plan for the proposed training program.
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. Describe how the lived experience of the staff, volunteers, and/or leadership inform delivery of services for the target population.
4. How does your organization solicit feedback from participants or otherwise incorporate the voice of the individuals served by your program into the design and delivery of services?
5. Complete [Attachment C](#) indicating the diversity of your organization's staff and leadership.

Budget

1. Provide a detailed 12-month *Budget Summary* using the OWD template available for download [here](#) and at <https://bit.ly/NJTRFP24> (Appendix B).
2. 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).

Category 2 Questions

Agency Background

1. Describe your organization's mission or purpose.
2. Provide a brief description of the proposed program and describe relevant experience and/or history in providing the types of services proposed.

Statement of Need and Target Population

3. Target population: Who will this program serve? Describe the target population of the proposed services including participant geographic location and demographics (age, race, gender, employment status).
4. List 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.

Program Description

5. Recruitment: Describe your recruitment strategy including the specific groups and organizations who are outreach partners and methods of conducting outreach.
6. Assessment: Explain the process used to assess potential participants and the steps and tools involved.
7. Participant Support: What additional support services including Case management, career counseling and supportive services, either offered by your organization or through referrals with partner organizations, will be provided to ensure participant retention and

success. How will barriers to employment be identified and eliminated as part of your program.

8. Job Placement and Post-placement services: Outline job search and post placement services including follow up activities or alumni services. List any employer partnerships and their role in informing program design or content.
9. Staffing: Describe how the lived experience of the staff, volunteers, and/or leadership inform delivery of services for the target population. How does your organization solicit feedback from participants or otherwise incorporate the voice of the individuals served by your program into the design and delivery of services?
10. Technical Assistance Needs & Goals: Describe how your program would benefit from/be enhanced by technical assistance. What are your goals for strengthening or expanding current programming? What areas or topics for professional development would be of greatest interest to your program? How would technical assistance increase or influence your organization's specific capacity goals?
11. Budget: Provide a detailed 12-month *Budget Summary* using the OWD template available for download [here](#) and at <https://bit.ly/NJTRFP24> (Appendix B).

Stipends and Wages

Programs may include reasonable stipends and other forms of participant support that are tied to program benchmarks or participant outcomes.

Letters of Support

Letters of support from key partners, particularly employers, are strongly encouraged but not required. Only attach letters of support attesting to partnerships and relationships with other organizations you plan to involve directly in your program model, as described in your proposal. Although not required, letters of support may be considered in proposal evaluation to the extent that they strengthen the sections of your proposal scored by evaluators, as described below.

Letters of Commitment and MOUs

Supportive Partnership applicants (apply under Category 1b) must submit Letters of Commitment or Memorandums of Understanding (MOUs) for each partnering organization. Letters must be signed and on the partner organizations letterhead, and should provide details of the specific roles and deliverables of the organization. Letters should:

- Outline the roles and responsibilities of each partner
- Provide a description of the relationship of the organization with the Lead Applicant organization.
- Support the role defined for the partner in the Project Narrative
- Specify activities, goals, and outcomes to be achieved by the partner, as applicable

Required Attachments

Documents can be downloaded [here](#) and <https://bit.ly/NJTRFP24>. Sample forms are provided below. Completed forms should be included in your proposal. Instructions below.

Appendix A, Cover Sheet

Appendix B, OWD Budget Form

Appendix C, Staff and Board Diversity Chart

Appendix D, 2023 HUD Income Guidelines

VIII. ATTACHMENTS

Appendix A: Proposal Cover Sheet

Please complete the form below and include as the 1st page of your proposal submission

ORGANIZATION PROFILE		
Name of Applicant Organization		
Organization's Address, City, and Zip Code		
Name of Program		
Proposed Neighborhood of Service Delivery		
Executive Director's Name		
Name and title of primary contact for the grant		
E-mail address and phone number of primary contact for the grant		
Total organizational budget	\$	
PROGRAM SUMMARY		
Total NJT Funds Requested:	\$	Funding from Other Sources:
		Total Program Cost:
	\$	\$
Total number of <u>NJT participants</u> to be served:		
Target population and age range:		
In 2-3 sentences, please describe your program.		
Neighborhood(s) the <u>majority</u> of participants will come from:		
<input type="checkbox"/> Allston <input type="checkbox"/> Back Bay <input type="checkbox"/> Beacon Hill/Downtown <input type="checkbox"/> Beacon Hill/West End <input type="checkbox"/> Brighton <input type="checkbox"/> Charlestown <input type="checkbox"/> Chinatown and Surrounding Area <input type="checkbox"/> Dorchester	<input type="checkbox"/> East Boston <input type="checkbox"/> Fenway/Kenmore <input type="checkbox"/> Financial District/North End <input type="checkbox"/> Government Center <input type="checkbox"/> Hyde Park <input type="checkbox"/> Jamaica Plain <input type="checkbox"/> Mattapan <input type="checkbox"/> Mission Hill	<input type="checkbox"/> North End <input type="checkbox"/> Prudential Center <input type="checkbox"/> Roslindale <input type="checkbox"/> Roxbury <input type="checkbox"/> South Boston <input type="checkbox"/> South Boston Waterfront <input type="checkbox"/> South End <input type="checkbox"/> West Roxbury

INSTRUCTIONS FOR BUDGET AND BUDGET NARRATIVE

You must submit a budget narrative/justification for all planned expenditures for each of the budget items. **It is the single most important element of your budget.** The following guidelines can be used for preparing the narrative. The more detail you provide, the easier it will be for the proposal reviewers.

1. Personnel - For every position listed under this section, please attach a brief description of his/her role in the proposed program, the number of pay periods (hourly, weekly, bi-weekly, bi-monthly, etc.), the position responsibilities, and the percentage charged to this funding source.

The type of pay period listed must **match** your agency's payroll system and supporting documentation. If the position is hourly, please list the average number of hours per week and the month(s) in which the hours will be worked.

2. Fringe Benefits - List all components of the fringe benefits rate, breaking it down by components, percentage rates and amounts. Examples of components are FICA, Medicare, Unemployment, Health Insurance, Retirement, etc.

3. Travel - Examples of local travel justifications include the number/types of MBTA passes, number of trips/cost per trip and trip destinations. The approved mileage reimbursement rate is the IRS's business mileage rate for the current calendar year. For other travel, particularly if outside the program service area, you must clearly describe the need and cost detail.

4. Supplies

Supplies are those items considered tangible, expendable, personal property. Examples include general office supplies, postage costs, meeting costs/supplies, copies, printing costs and materials. Purchased materials and supplies shall be charged at their actual prices, net of applicable credits. Withdrawals from existing inventory should be charged at their actual net cost under any recognized method of pricing inventory. Care should be taken to identify those supplies **directly tied to the program.**

Program Supplies: What will be purchased, total estimated cost, unit price and quantity?
How does it relate to the program?

General Supplies: What will be purchased, total estimated cost, unit price and quantity?

Printing: What will be printed? How many and for what cost?

Postage: What and how many will be mailed at what cost?

Office Supplies: What items will be purchased, and why? Total estimated cost, unit cost, quantity, and connection to the program?

A NOTE ON EQUIPMENT: The Federal definition of equipment is tangible, non-expendable, personal property having a useful life of over one year and an acquisition cost of \$5,000 or more per unit. **AS DEFINED, EQUIPMENT IS NOT ALLOWED UNDER THIS RFP.** If you propose purchasing **ANY** item of equipment under \$5,000, include it in this category and clearly explain how it will be necessary for the proposed program. It must be used for project related functions, and must not otherwise be available to the applicant. A plan for the use or disposal of the equipment after the project ends must also be included in the justification.

5. Contractual

Generally, this category is for all non-employees for services or products, and consultants who provide advice and expertise in a specific program area. Your justification should include the total cost, the name of the individuals/organizations, the services or goods being provided, the rate or per diem, etc., and the relation to the program. If your proposal includes a subcontractor providing a substantial amount of the program services, then detailed supporting information and justification must be provided.

6. Other

Any expenses not covered in any of the previous budget categories should be included here. Examples of items include occupancy costs, the lease or rental of equipment, maintenance costs, security costs, telephone costs, dues, subscriptions, utilities, insurance costs not included in the fringe benefits, and where applicable, indirect costs. Justification examples include:

Rent: How was the rent cost determined, i.e., square footage, proportionate to the amount of space occupied by program, etc.?

Utilities: How were the utility costs estimated, i.e., square footage, proportionate to the amount of space used by the program, etc.?

Security: What type of security is being purchased, for how long, for what program activities?

Maintenance: How was the maintenance cost determined, i.e., square footage, proportionate to the amount of space used by the program, etc.?

Insurance: What kind of insurance, at what cost, for what period, covering what activities?

Miscellaneous: What, why, and at what cost?

6a. Indirect

Indirect charges may be requested, and if the applicant has a federally-approved rate, a copy of the approved rate agreement must be submitted. It should be noted that costs included in the indirect cost pool cannot also be charged as direct costs. All requests for indirect charges are examined on a case-by-case basis, and may be funded in whole, in part, or not at all depending on the procurement, source of funds and agency involved. Recognizing that not all agencies, particularly smaller ones, can request or obtain a federally-approved rate, other requests will be reviewed and considered if they are clearly substantiated, preferably by a third party, independent accounting professional, or as specifically allowed by the funding source.

Resources Leveraged

Under the "Budget Narrative" tab, provide a list of other funds (public & private) and include the dollar amount that you have secured or are expected to secure for the proposed program for NJT FY 2024.

***It is acceptable to round calculation totals to the nearest dollar.**

***Salary rates should not be rounded off and percentage allocations should be no more than 2 decimals.**

PROGRAM: BUDGET NARRATIVE

FUNDING SOURCE: NJT

CONTRACT PERIOD: 1/1/24-12/31/24

Name

PERSONNEL

Describe personnel that will be included under this line item.

Job Title - Staff Name \$0.00

pay periods/hours at \$ rate per pay period/hour @ % to grant

Indicate if position is full-time or part-time, salaried or hourly, paid weekly, bi-weekly, or monthly and at what rate. If hourly, list average hours worked per week and for which months of the grant period.

Provide a summary of job responsibilities for this position.

Job Title - Staff Name \$0.00

pay periods at \$ rate per pay period @ % to grant

Indicate if position is full-time or part-time, salaried or hourly, paid weekly, bi-weekly, or monthly and at what rate. If hourly, list average hours worked per week and for which months of the grant period.

Provide a summary of job responsibilities for this position.

Job Title - Staff Name \$0.00

pay periods at \$ rate per pay period @ % to grant

Indicate if position is full-time or part-time, salaried or hourly, paid weekly, bi-weekly, or monthly and at what rate. If hourly, list average hours worked per week and for which months of the grant period.

Provide a summary of job responsibilities for this position.

Sub-total Personnel **\$0.00**

FRINGE BENEFITS \$0.00

Provide fringe benefit rate and breakdown under this line item.

TRAVEL \$0.00

Describe transportation expenses under this line item.

SUPPLIES \$0.00

Describe items to be purchased under this line item.

CONTRACTUAL \$0.00

Describe contracted expenses under this line item.

OTHER \$0.00

Describe other expenses under this line item.

INDIRECT COSTS \$0.00

Check the appropriate answer below regarding your agency's indirect cost rate:

The agency has a current or past federal indirect cost rate: Yes (attach a copy) No

If no federal indirect cost rate exists, select one of the following:

*The agency has a **negotiated** rate of _____ % with a cognizant agency (attach a copy)*

*The agency is requesting the **De Minimus 10%** rate*

*The agency is **not** requesting indirect costs*

PROGRAM TOTAL **\$0.00**

Resources Leveraged

Please provide a list of other funds (public and private) and the dollar amount that you have secured or are expected to secure for the proposed program for NJT FY 2024.

PROGRAM: COST DETAIL

CONTRACT PERIOD: 1/1/24-12/31/24

Name

1. PERSONNEL

#	Position Title	Staff Name or Initials	Salary per Pay Period or Hourly Rate	# of Pay Periods or Hours	% Charged to EDIC / Grant	EDIC / Grant Total
1	Title	Initials	\$0.00	0.00	0.00%	\$0.00
1	Title	Initials	\$0.00	0.00	0.00%	\$0.00
1	Title	Initials	\$0.00	0.00	0.00%	\$0.00
						\$0.00
						\$0.00
						\$0.00
						\$0.00
						\$0.00
						\$0.00
TOTAL PERSONNEL COSTS						\$0.00

2. FRINGE BENEFITS	FT Rate	0.00%	\$0.00
	PT Rate	0.00%	\$0.00
Total Fringe			\$0.00

OPERATIONAL COSTS			
3. TRAVEL			\$0.00
4. SUPPLIES			\$0.00
5. CONTRACTUAL			\$0.00
6. OTHER			\$0.00
6A. INDIRECT	\$0.00	(Select below) Rate:	0% \$0.00
<input type="checkbox"/> FEDERALLY APPROVED RATE <input type="checkbox"/> NEGOTIATED RATE <input type="checkbox"/> DE MINIMIS RATE			
SUBTOTAL OPERATIONAL COSTS			\$0.00
TOTAL: PROGRAM			\$0.00

It is acceptable to round line item calculation totals to the nearest dollar.
 In order to assist you in calculating totals, formulas have been added to this page in various cells.
 Each category total will automatically be reflected on the first budget page, as well as this page.
 You will have to enter projected monthly expenditures on page 1, but it will total the amount for you.
 Salary rates should not be rounded off and percentage allocations should be no more than 2 decimals.

Appendix C: OWD Program Diversity

TOTAL NUMBER OF INDIVIDUALS	CEO/ED	Board Members	Full-time Staff	Part-time Staff	Volunteers
TOTAL					

RACE AND ETHNICITY	CEO/ED	Board Members	Full-time Staff	Part-time Staff	Volunteers
Asian/Asian American					
Black/African American					
Hispanic/Latino/Latina					
Native American/American Indian/Alaska Native/Native Hawaiian					
White					
Multi-racial or multi-ethnic (2+ races/ethnicities)					
Individual(s) decline to state					
Other - please specify:					
Other - please specify:					
TOTAL	0	0	0	0	0

Appendix D: HUD 2023 INCOME LIMITS FOR NJT

Boston Primary
Metropolitan
Statistical Area

NJT Funds may only be used to serve clients who are at or below 80% of
Boston's Area Median Income (AMI)

Family Size	2023 NJT Income Limits (80% AMI)
1	\$82,950
2	\$94,800
3	\$106,650
4	\$118,450
5	\$127,950
6	\$137,450
7	\$146,900
8	\$156,400