

# Equity Workforce Planning and Capacity Grants RFP

Dedicated to innovating energy solutions



# AGENDA

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Climate Law Equity Workforce Funding

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Target Populations & Sectors

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Eligibility

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Questions & Answers

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Application Process & Timeline

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Questions & Answers

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Planning & Capacity Grant Scopes

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Office Hours & Networking

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Questions & Answers

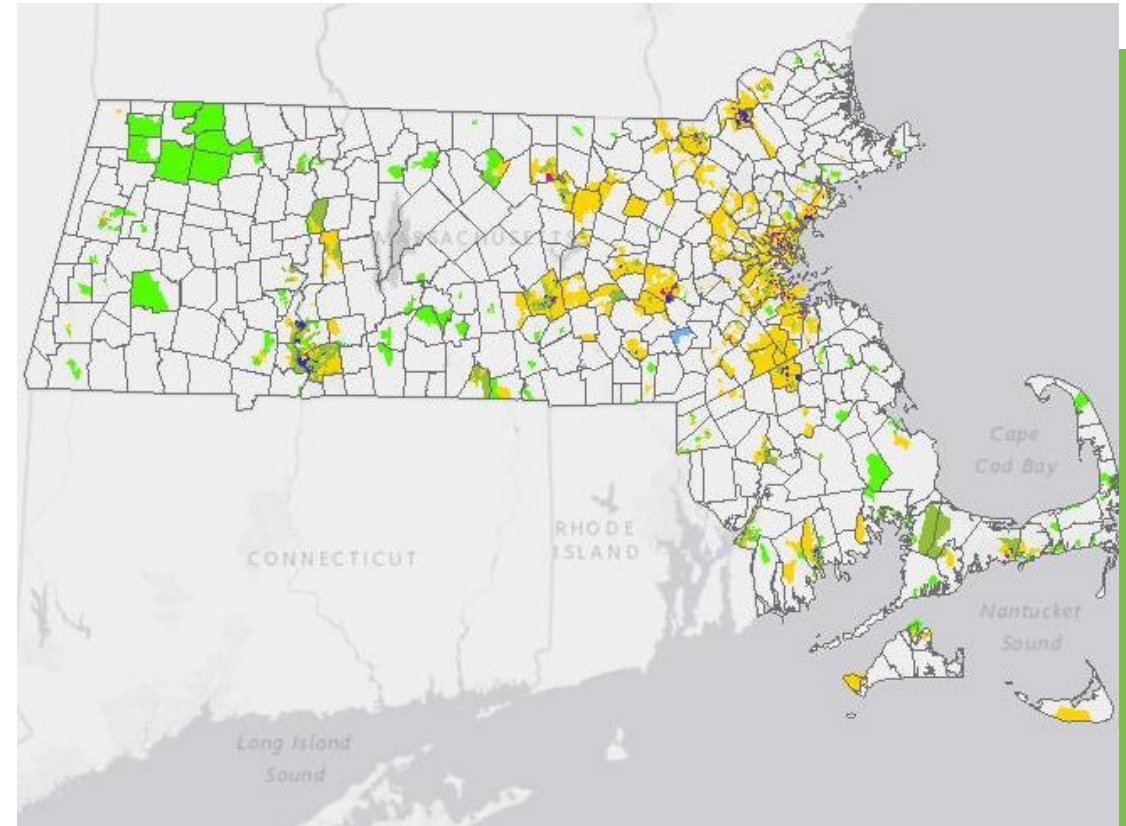
# Act Creating A Next-Generation Roadmap for Climate Policy

## \$12 MILLION ANNUALLY TO EXPAND MASSCEC'S WORKFORCE DEVELOPMENT EFFORTS

In 2021, the MA Legislature passed the Act Creating A Next-Generation Roadmap for Climate Policy setting aggressive net zero emissions goals for 2050 and interim goals and officially recognizing the inordinate impact climate change has on Environmental Justice (EJ) Neighborhoods and other marginalized communities.

Within the Act, the Legislature set aside \$12 million annually to enable MassCEC to expand its workforce development efforts to support individuals living in EJ Neighborhoods, Minority- and Women-owned Business Enterprises in Clean Energy Sectors, and Fossil Fuel Workers transitioning into the sector.

In 2022, the Legislature expanded the applicability of the Act to also include members of Federally Recognized and State Acknowledged Tribes, as well as members of those populations currently underrepresented in the Clean Energy Sector.



# Targeted Populations

## INDIVIDUALS RESIDING IN ENVIRONMENTAL JUSTICE NEIGHBORHOODS OR LOW-INCOME COMMUNITIES

An EJ Neighborhood has one or more of the following four criteria:

- ▶ Annual median household income not more than 65% of the statewide annual median
- ▶ Minorities comprise 40% or more of the population
- ▶ 25% or more of households lack English language proficiency
- ▶ 25% or more are minorities and the annual median household income is 150% or less of the statewide median

## MEMBERS OF FEDERALLY RECOGNIZED OR STATE ACKNOWLEDGED TRIBES

## MEMBERS OF UNDERREPRESENTED COMMUNITIES IN THE CLEAN ENERGY WORKFORCE

## CURRENT OR FORMER WORKERS FROM THE FOSSIL FUEL INDUSTRY

DEFINITION & MAP OF  
EJ NEIGHBORHOODS



[HTTP://BIT.LY/3UOK1QW](http://bit.ly/3UOK1QW)



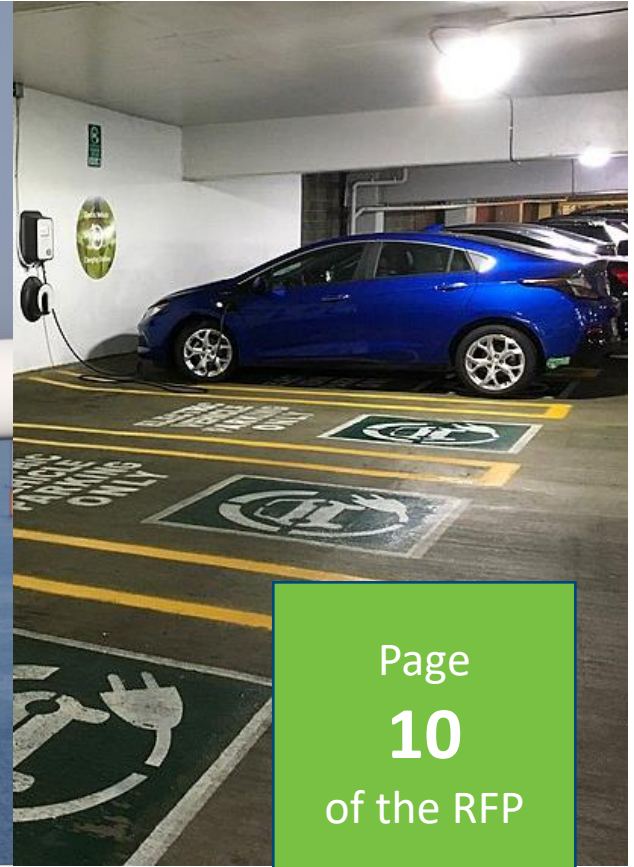
# Targeted Minority and Women Owned Business Enterprises

## MWBE ARE 51% OWNED AND DOMINANTLY CONTROLLED BY MINORITY OR WOMEN PRINCIPALS

- May have MA, federal or other city specific certifications in place
- May have the ownership structure in place to gain certification but need assistance
- May need support to create a business entity that would be able to gain certification once established
- May be an early-stage start-up with minority founders in executive roles, regardless of equity stake or demographics of other shareholders



# Targeted Climate-Critical Sectors



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# Examples of Priority Occupations within Climate-Critical Sectors



## ELECTRICIANS & SOLAR INSTALLERS

Electricians are needed across all sectors, especially in clean transportation. Solar installers are in demand to install and maintain solar on homes, businesses and on solar farms



## CONSTRUCTION TRADES / PRE-APPRENTICESHIP

Individuals entering construction trades, especially weatherization and building electrification, are needed. This includes construction laborers, carpenters, and plumbers



## ENERGY ANALYSTS & HERS RATERS

Energy Analysts and HERS Raters are needed to evaluate building energy efficiency criteria and identify additional opportunities for energy efficiency gains.



## CUSTOMER SERVICE REPRESENTATIVES

Solar, weatherization and clean heating & cooling installers need representatives to work with individuals in EJ neighborhoods to support adoption of clean energy technologies



## INSULATION WORKERS

Insulation workers install and replace the materials used to insulate buildings or mechanical systems, and may be involved in other weatherization efforts



## HVAC TECHNICIANS

Technicians with heat pump and other weatherization expertise are in especially high-demand.



## LINE INSTALLERS & REPAIRERS

A drastic increase in electricity usage will require upgraded and additional transmission and distribution systems that Line Installers will install and maintain



## EV TECHNICIANS

EV technicians will be needed as EV adoption accelerates. Conversion of medium- and heavy-duty fleets will also increase demand.

# Examples of Target MWBEs within Climate-Critical Sectors



## ELECTRICAL CONTRACTORS

Minority sole proprietors or small electrical contractors exploring expanding into EV infrastructure, solar installation, or building retrofit



## CLEANTECH STARTUPS

A startup in the blue economy supply chain with minority founders and executives seeking incorporation and subsequent certification



## RETROFIT CONSULTANTS

Minority or women owned consulting services working in energy audits that need assistance with MWBE certification



## HVAC CONTRACTORS

A larger HVAC general contractor that is minority owned that needs back office administrative support to enable growth into the heat pump sector and certification to better access contracts



## GENERAL CONTRACTOR

Minority or women owned general contractor with experience retrofitting buildings that needs guidance on applying for and landing larger scale building retrofit contracts



## ENGINEERING CONSULTANTS

Minority or women engineers seeking to expand their consultant practice and gain access to highly competitive procurement pipelines



## SOLAR INSTALLERS

Solar installers that are women or minority owned and seeking assistance with capacity growth and recruiting assistance

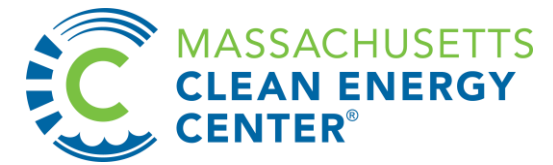


## EV CAR SHARE COMPANIES

EV car share startup company founded and owned primarily by women seeking access to capital to expand service area



# Workforce Training, MWBE Support, and Equipment RFPs



## MA Residents / Incumbent Workers

### Climate-Critical Workforce Training, Equipment, and Infrastructure

**Up to \$800,000**

- Support MA residents with **Career Pathway Training** or **Incumbent Workers** with upskilling
- ARPA funds for **Equipment and Infrastructure** to Support Training (**match required**: 1:1 for private entities; 0.25:1 for public entities)



**Deadlines:**

May 15, 2024

RFP available here:

<https://bit.ly/487zICn>

## Priority Populations

(EJ Neighborhoods, Fossil Fuel Workers, Federal recognized/State-acknowledged Tribes, MWBEs)

### Equity Workforce Training, Equipment and Infrastructure

**Up to \$1.2 Million**

- Support individuals from priority populations with **Career Pathway Training** or **Exploration**
- ARPA funds for **Equipment and Infrastructure** to Support Training (match recommended, not required)



**Deadlines:**

May 15, 2024

RFP available here:

<https://bit.ly/3Gqe00g>

### Equity Workforce Planning & Capacity

**Up to \$50,000 or \$150,000**

- Plan or add capacity for **Career Pathway Training, Exploration, or MWBE Support**
- Increase **Support Services** for existing programming
- Deliver **DEI Professional Development** to Clean Energy Employers



**Rolling, with Priority Deadlines:**

May 20, 2024

<http://bit.ly/43vRtd5>

### MWBE Support

**Up to \$1 Million**

- Address the barriers faced by MWBEs in the clean energy sector



**Deadlines:**

April 26, 2024

<https://bit.ly/3N4J4Ha>

# Equity Workforce Planning and Capacity Grants RFP Overview

RFP available here:

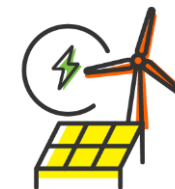
<http://bit.ly/43vRtd5>



**\$894,422 TOTAL  
AVAILABLE FUNDING**



**DEVELOP AN  
IMPLEMENTATION PLAN  
OR ADD KEY CAPACITY  
FOR PROGRAMMING**



**EXPAND ACCESS TO  
CAREER AND BUSINESS  
OPPORTUNITIES IN  
CLIMATE-CRITICAL FIELDS**

# Who is eligible to apply?

Partnerships are strongly encouraged and may be looked upon more favorably to the extent that partnerships can provide a range of expertise and experience to deliver a comprehensive proposal. One party should take on the role of leading the application team (“Lead Applicant”).

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## The following types of entities are eligible to serve as Lead Applicant:

- Community-based organizations
- Post-secondary educational institutions, K-12 School Districts, Comprehensive and Vocational High Schools, Middle schools, Vocational schools offering a Career Technical Initiative evening program
- For profit entities such as for-profit training companies, trade associations, unions, or other coalitions of businesses and clean energy businesses.
- Federally Recognized and State-Acknowledged Tribes
- Workforce Development Organizations
- Massachusetts Workforce Investment Boards/Mass Hire Organizations

## Additional criteria:

- Lead Applicant must have a MA-based office or staffing;
- Lead Applicant must be able to submit a Certificate of Good Standing (COGS) from the Massachusetts Department of Revenue.

# Example of an Applicant Partnership



Planning and Capacity Grants Eligibility

Q&A

Planning and Capacity Grant Eligibility

# General Application Process

# Application Process

Review the RFP and all forms and attachments to understand the opportunity, requirements, and MassCEC's objectives.



Attend MassCEC informational webinar, office hours, and/or utilize other informational resources offered.



Contact MassCEC with questions and/or to discuss your idea(s) via email at [rfpworkforce@masscec.com](mailto:rfpworkforce@masscec.com).



Submit all completed forms and attachments, adhering to word limits, format requirements, and other instructions listed within the RFP and each attachment, by email to [rfpworkforce@masscec.com](mailto:rfpworkforce@masscec.com) by 11:59pm on May 20, 2024, with "Equity Workforce Planning/ Capacity Grant Application" in the subject line.



# Application Packet

## A COMPLETED APPLICATION PACKET MUST CONTAIN THE FOLLOWING:

- ▶ Attachment 1: Authorized Applicant's Signature and Acceptance Form
- ▶ Attachment 2: Equity Workforce Planning/Capacity Grant Application
- ▶ Attachment 3: Budget, Milestones, and Deliverables
- ▶ Attachment 4: Sample Agreement

Responses must adhere to the instructions within each attachment.

Attachment 3: Budget, Milestones, and Deliverables must be submitted as an Excel file with all tabs filled out.

At least two Memorandums of Understanding (MOUs) or Letters of Support from employer partners must be attached and may be submitted attached to Attachment 2 or as separate documents.

Additional attachments will not be considered during review and scoring.



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# Application Timeline

<b>RFP Release</b>	<b>September 5, 2023</b>
Questions Due via <a href="mailto:rfpworkforce@masscec.com">rfpworkforce@masscec.com</a> and Answers Posted to MassCEC Website	Ongoing
Pre-Application Webinar	September 21 <sup>st</sup> , 2023 at 3 pm/April 17 <sup>th</sup> , 2024 at 1 pm
Pre-Application Office Hours	Wednesday, April 24 <sup>th</sup> at 5:30pm  Tuesday, May 7 <sup>th</sup> at 1pm  Tuesday, May 14 <sup>th</sup> at 3pm
<b>Proposals Due</b>	Accepted on a rolling basis, until <b>May 20<sup>th</sup>, 2024 at 11:59 pm</b>
<b>Priority Review Dates for MassCEC</b>	Received by October 16 <sup>th</sup> , reviewed week of October 23 <sup>rd</sup> Received by February 5 <sup>th</sup> , reviewed week of February 12 <sup>th</sup>
Interviews of Applicants (as needed)	TBD
Notification of Award	Approximately 6-8 weeks after submission



# Selection Criteria

## Applicant and Partner Experience and Qualifications

- Track record serving the target population, demonstrated capacity for implementing relevant programs, and a track record of effective partnerships to plan and execute programming

## Target Occupations, Businesses, and Populations

- Target occupations align with climate-critical occupations, the target businesses and fields align with the climate-critical businesses, and the target population(s) meet criteria
- Planning and capacity concepts demonstrate understanding of participant assets and address barriers

## Strength of Initial Plan / Capacity-building Concept

- Compelling equity workforce programming to be created or augmented
- Meet the core goals of the relevant program strand and offer innovative ideas about how to support the identified target populations
- **A relevant budget that accurately reflects both direct and indirect costs**

## Commitment to Maximizing Partnerships, Resources, and TA

- Identify needed partnerships and resources to execute programmatic vision
- Milestones, deliverables timelines, and resource allocations align with the proposed project.
- Participate in various components of provided TA

## Diversity of Approaches

- Team diversity - applicant teams are diverse, including SDO certified partners
- Geographic diversity - consideration for a spread of communities, variety of climate critical business fields, and diverse project plans
- Sector diversity - consideration for variety of high priority climate critical business sectors

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# Activities that are NOT Eligible for Funding include:

- Costs associated with preparing the planning/capacity grant proposal
- Purchase or lease of venue space or equipment intended for general operating purposes
- Activities that occur before or following the term of an awarded grant



Planning and Capacity Grants Application Process

**Q&A**

# Programming Scopes

**1): Planning or Capacity Project Leading to Implementation or Pilot**



Plan for or build job training and support capacity to fill workforce gaps for climate-critical sectors while creating opportunities for underserved individuals

**2): Additional Participant Support Services for Equity-Focused Workforce Implementation Projects**



Ensure success of existing equity-focused workforce programs by addressing gaps in support services necessary to overcome barriers

**3): Professional Development for Clean Energy Employers to Increase Equitable and Inclusive Hiring Practices**



Provide clean energy employers with professional development focused on cultural competency, biases in hiring, and other approaches to DEI

# Scope #1

# Scope 1: Planning or Capacity Project Leading to Implementation or Pilot

**Planning Award Range:** \$20,000 - \$50,000\*

**Planning Award Duration:** 6 Month or 1 Year

**Capacity Award Range:** \$30,000 - \$150,000

**Capacity Award Duration:** 1 Year or 2 Years

\*Requests over \$30K require substantiation

- **Match** – not required
- Designed to **prepare applicants for full implementation** via a comprehensive planning process
- Where full implementation is not necessary to achieve program goals, **Capacity grants may instead result in a pilot**
- **Capacity –building** may include hiring staff and/or developing curriculum
- **Supported by MassCEC technical assistance** throughout the process



## Eligible Funding Uses Examples

- Identify partners for support services
- Clarify curricular resources
- Plan implementation schedule for programming
- Staff time devoted to program planning



## Eligible Funding Uses Examples

- Curriculum development to expand existing programming
- Equipment and supplies for training program
- Staff time devoted to capacity building
- Run pilot cohort to test program design

# Programming Strands Under Scopes 1 & 2

**A): Career Pathway Training Leading to Employment in Climate-Critical Priority Occupations**



Build job training and support capacity to fill workforce gaps for climate-critical sectors while creating opportunities for underserved individuals

**B): Clean Energy Career Awareness, Exploration, and Preparedness**



Expand awareness of or access to climate-critical careers among individuals from target populations

**C): Business Support Service Leading to the creation or expansion of MWBEs in Climate-Critical Fields**



Create new MWBE firms or increase growth of existing MWBEs in climate-critical business fields

# Scope #2

# Scope 2: Additional Participant Support Services for Equity-Focused Workforce Implementation Projects

**Award Range:** \$10,000 - \$150,000

**Award Duration:** Up to 3 Year Award concurrent to implementation project

- ▶ **Ensure success** of participants enrolled in existing equity-focused workforce implementation programs by **addressing gaps in support services**
- ▶ **Additional services and not those funded under the initial application**, if funded previously under the MassCEC Equity Workforce Fund
  - ▶ Ex: Driver's License Training, Testing fees for additional professional certification
- ▶ Applicants demonstrate a need for additional support services to support **underrepresented populations that face greater barriers**
  - ▶ Ex: Returning Citizens, Single Mothers, Victims of Domestic Violence or Abuse, or Disconnected Youth



## Program Design

- A MassCEC grantee providing HERS Rater training to underrepresented populations identifies through completed cohorts that participants need support taking driver's education and obtaining a driver's license required by employers hiring HERS Raters.
- A post-secondary institution successfully trains new HVAC technicians and documents a significant upward trend in the enrollment of single mothers and needs to provide additional childcare supports and stipends.

# Programming Strands Under Scopes 1 & 2

**A): Career Pathway Training Leading to Employment in Climate-Critical Priority Occupations**



Build job training and support capacity to fill workforce gaps for climate-critical sectors while creating opportunities for underserved individuals

**B): Clean Energy Career Awareness, Exploration, and Preparedness**



Expand awareness of or access to climate-critical careers among individuals from target populations

**C): Business Support Service Leading to the creation or expansion of MWBEs in Climate-Critical Fields**



Create new MWBE firms or increase growth of existing MWBEs in climate-critical business fields

# Scope #3

# Scope 3: Professional Development for Clean Energy Employers to Increase Equitable and Inclusive Hiring Practices

**Award Range:** \$50,000 - \$250,000

**Award Duration:** 1 or 2 Year Award

- ▶ Increase **Equitable** and **Inclusive** hiring of **program graduates** and other individuals from **underrepresented populations**
- ▶ **Ecosystem Approach**
  - ▶ Training Inventory
  - ▶ Incentivize Employers to adopt DEI
- ▶ Provide Clean Energy employers with **professional development programming** focusing on:
  - ▶ Cultural Competency
  - ▶ Biases in Hiring
  - ▶ Evidence-based approaches to DEI





## Program Design

- A non-profit develops a preferred list of professional development service providers and trainers and designs a recruitment pipeline and support system to incentivize owners and leaders at construction companies to utilize the service providers.
- An industry association works with professional development experts to tailor training and assessment tools focused on cultural competency and identifying hiring biases and pushes out the new resources to member businesses.

Equity Workforce Planning and Capacity Grants

Q&A

# Office Hours & Networking

## OFFICE HOURS

Register to receive a meeting invite. Join anytime during the one-hour block. Ask questions and discuss your specific proposals. Meet other potential applicants to form partnerships.

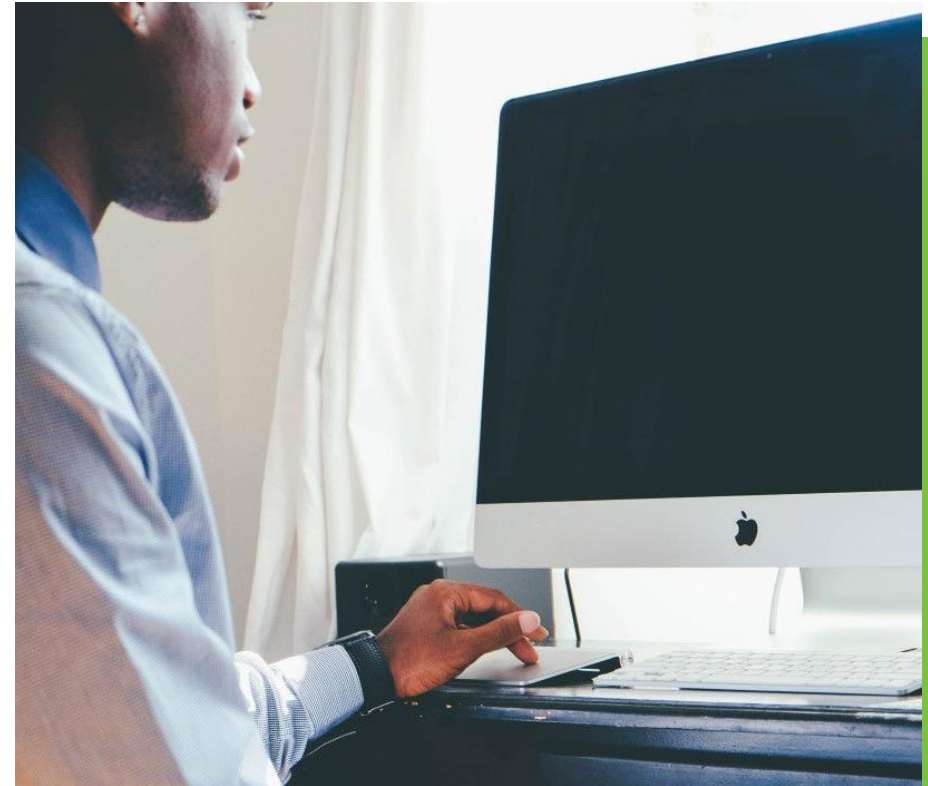
Dates:

- ▶ Wednesday April 24<sup>th</sup> at 5:30 pm
- ▶ Tuesday, May 7<sup>th</sup> at 1:00 pm
- ▶ Tuesday, May 14<sup>th</sup> at 3:00 pm

## NETWORKING

- ▶ Drop your name, organization, and contact information in the chat
- ▶ Sign up to the partnership list by sending your contact name, contact info, org type, and focus sector to:

[workforce@masscec.com](mailto:workforce@masscec.com)



# Additional Funding Opportunities

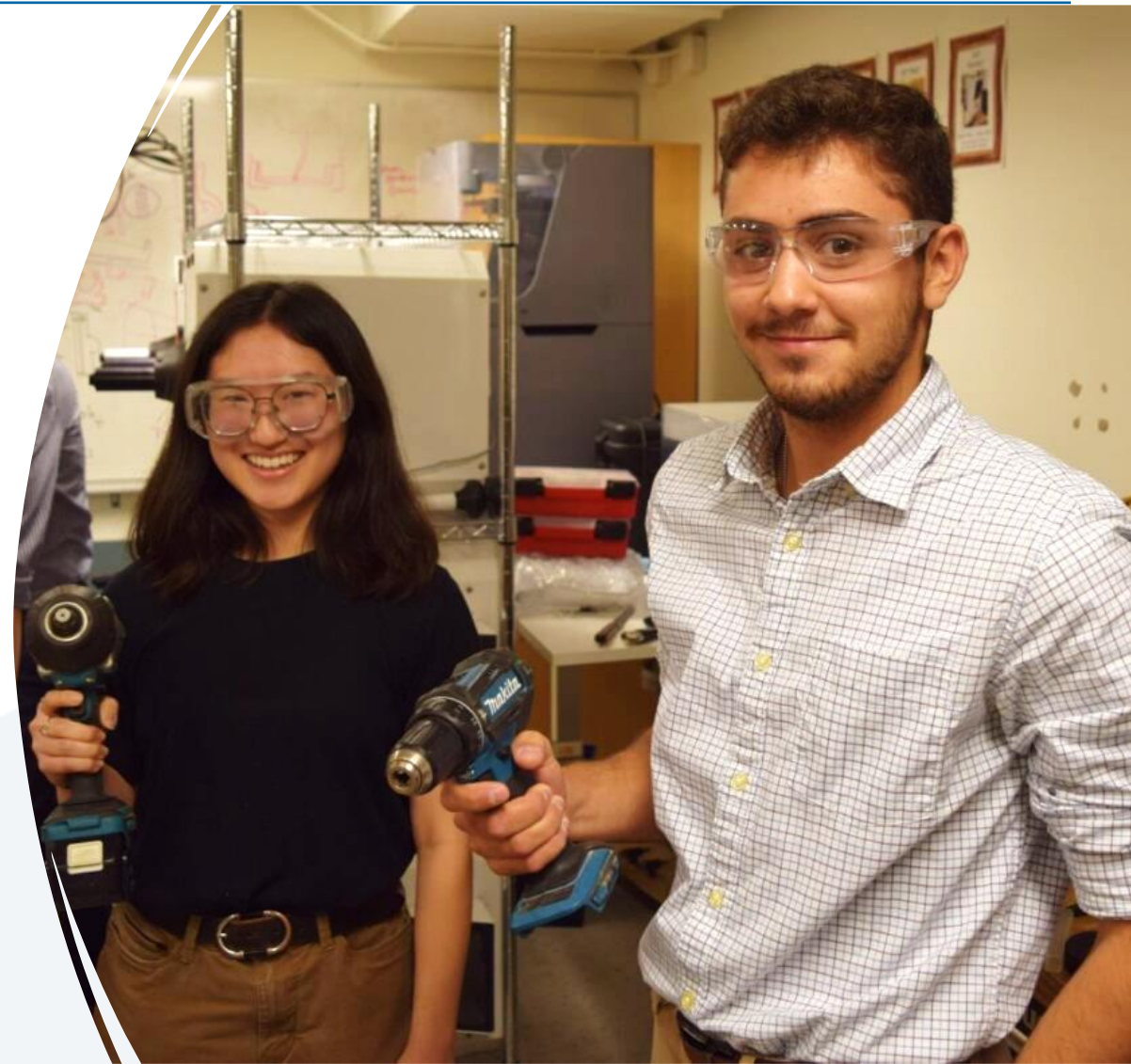


## Clean Energy Internship Program Summer Session open now!

- Tap into a dedicated, enthusiastic workforce that is committed to learning about the clean energy industry.
- Employ students across different majors and training programs.
- MassCEC reimburses for 12 weeks of an intern's work.
- Employers can be reimbursed up to \$18 per hour, or up to \$4,230 per intern.
- Interns can turn into hires!

# Gain valuable work and training experience through the **Technical Trades Work & Learning Program**

- Vocational high school, After Dark, CTI students, and participants of MassCEC-approved programs are eligible to participate.
- Participants receive valuable paid on-the-job training and work experience as they begin their careers in the fast-growing clean energy sector.
- Get paid for work during the academic year and through the summer.
- Clean energy employers (including construction firms) receive reimbursement for wages (for up to **\$8,640** per participant)
- Scan to learn more!



Questions can be sent to:

[rfpworkforce@masscec.com](mailto:rfpworkforce@masscec.com)

Equity Workforce Planning and Capacity Grants RFP  
Webinar

# Thank You



# Powering the Future: A Massachusetts Clean Energy Workforce Needs Assessment

- **38,000+** additional clean energy workers are needed by 2030
- **88%** of clean energy employers already report difficulty finding workers
- **82%** of clean energy jobs will be middle to high-wage jobs, with a median wage of **\$36 per hour**
- **65%** of new jobs will be concentrated across **20** occupations

Workforce Needs Assessment:

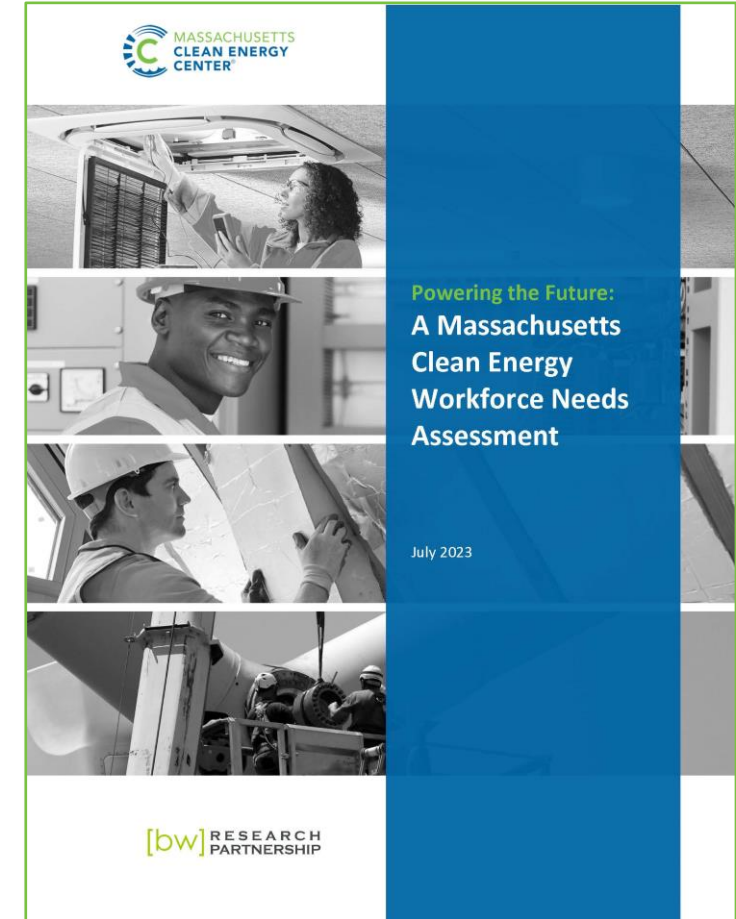


[bit.ly/CleanEnergyWorkforce](https://bit.ly/CleanEnergyWorkforce)

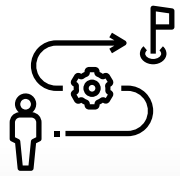
Companion Excel Data Workbook:



[bit.ly/3sRC2OB](https://bit.ly/3sRC2OB)

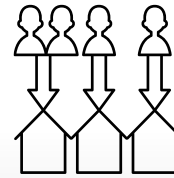


# Equity Workforce Planning and Capacity Grants



## Planning Grants

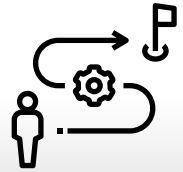
- **Award Range:** \$20,000 – \$50,000  
(Requests over \$30K require substantiation)
- **Duration Options:** Six or Twelve-month Award
- Solidify elements of the program design prior to implementation



## Capacity Grants

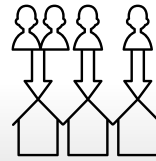
- **Award Range:** \$30,000 - \$150,000
- **Duration Options:** One or Two-Year Award
- Build in-house capabilities prior to implementing a program OR programs that do not require full implementation funding for successful delivery

# Eligible Funding Uses Examples



## Planning Grants

- Identify partners for support services
- Clarify curricular resources
- Plan implementation schedule for programming
- Staff time devoted to program planning



## Capacity Grants

- Curriculum development to expand existing programming
- Equipment and supplies for training program
- Staff time devoted to capacity building
- Run pilot cohort to test program design

# Clean Energy Internship Program

## Enrollment is currently open!

- Tap into a dedicated, enthusiastic workforce that is committed to learning about the clean energy industry
- Employ students across different departments in your company
- Students must be in a training program or attending college
- MassCEC reimburses for 12 weeks of an intern's work
- Employers can be reimbursed up to \$18 per hour, or up to \$4,320 per intern
- Visit [www.masscec.com/employer](http://www.masscec.com/employer) for more details



# Attachment 3: Budget

## Budget Tips

- ▶ Fill in both tabs of Attachment 3 – Budget and Payment Schedule
- ▶ Each line-item should have a rate and a quantity/unit
- ▶ Narratives for each line-item should be fully filled and match the activities described in Attachment 2: Application Form
- ▶ Failure to fill both tabs, provide rates, and provide narratives that match proposed activities may result in less favorable scores or may lead to the application being viewed as incomplete

### LINE-ITEM EXAMPLE

Training Stipends and Subsidized Wages	75	\$1,500.00	\$112,500.00	\$112,500.00		<i>Participant stipends provided during training at a rate of \$500 per week for 3 weeks</i>
Subsidized Support Services	75	\$255.00	\$19,125.00	\$19,125.00		<i>Transportation reimbursements during training at \$85 per week for 3 weeks</i>
<i>(If additional rows are needed, please insert above this row)</i>						
<b>Total Support Services Costs</b>	<b>150</b>		<b>\$131,625.00</b>	<b>\$131,625.00</b>	<b>\$0.00</b>	
<b>Subcontractors (specify names, titles, and organizations)</b>	<b>Hours or % FTE</b>	<b>Rate</b>				<i>Provide detailed explanations of each subcontractors role in the program</i>
Jane Smith	200	\$75.00	\$15,000.00	\$15,000.00		Curriculum design for HVAC training during program ramp up
Tim Lopez	400	\$95.00	\$38,000.00	\$38,000.00		Mentoring and retention services on demand
			\$0.00			



# Attachment 3: Fringe and Indirect

## FRINGE

Please enter your calculated fringe rate in the yellow box.

Personnel Costs	1.00		\$99,000.00	\$99,000.00	\$0.00	
Fringe <i>(enter actual calculated fringe rate in yellow box)</i>		24.99%	\$24,740.10	\$24,740.10	\$0.00	7.65% to FICA, 11% to health insurance, 3% to retirement, 3.34% to childcare
Total Personnel			\$123,740.10	\$123,740.10	\$0.00	

## INDIRECT

Please enter your indirect rate in the orange box, if different than the federal de minimis and provide an explanation.

Total Personnel + Direct Program Costs			\$184,625.00	\$184,625.00	\$0.00	
Indirect Costs <i>(enter indirect rate in orange box if different than federal de minimis)</i>		15%	\$27,693.75	\$27,693.75	\$0.00	Negotiated federal indirect rate. Substantiation attached.
Total Program Costs			\$212,318.75	\$212,318.75	\$0.00	



# Attachment 3: Payment Schedule

## PAYMENT SCHEDULE EXAMPLE

Invoice#	Task Number	Category	Subtask	Additional Details	Completion Date	MassCEC Payment Amount	applicable
1	1.1	MassCEC Agreement, Partnerships	Sign MassCEC Agreement		Jan-24	\$20,000	
	1.2	MassCEC Agreement, Partnerships	Partnerships	Hire subcontractor ABC			
2	1.3	MassCEC Agreement, Partnerships	Commitment to TA	Attend kick off meeting; sch	Mar-24	\$56,000	
	2.1	Program Planning	Program Plan Outline Develop	Initial plan outline draft			
	2.5	Program Planning	Eligibility Planning	Initial eligibility criteria			
	3.1	Recruitment, Marketing, and Outreach	Marketing and Outreach	Draft of outreach flyers			
3	1.3	MassCEC Agreement, Partnerships	Commitment to TA	Attend TA	Jun-24	\$40,000	
	4.1	Program Delivery, Support, Job Pla	Job Training/Career Navigatio	Deliver cohort 1 training		\$37,999	
Total						\$153,999.00	\$0.00

## Payment Schedule Tips

- ▶ Payment schedule should be set up chronologically by invoice number, not by task
- ▶ Use the Task Number Reference Chart (next slide) to fill in the Payment Schedule
- ▶ Certain tasks may span across the entire course of the grant so will appear in multiple invoices
- ▶ Invoices should be quarterly or set up to be not more than five (5) or six (6) invoices annually
- ▶ Failure to fill the payment schedule may result in a less favorable score or may lead to the application being viewed as incomplete



# Attachment 3: Payment Schedule - Milestones and Deliverables

## Payment Schedule Tips

- ▶ Make sure to complete all sections of the Payment Schedule tab of the budget template
- ▶ Milestones and deliverables will depend on your scope of work
- ▶ Use the Task Number Reference Chart to fill out your payment schedule
- ▶ Task numbers and descriptions of milestones and deliverables should match the narrative in Attachment 2: Application Form

Task Number Reference Chart			
Milestone and Deliverables Category	Task Number	Subtask Number	Subtask
MassCEC Agreement, Partnerships, and Commitment to Technical Assistance	1	1.1	Sign MassCEC Agreement
		1.2	Partnerships
		1.3	Commitment to TA
Program Planning	2	2.1	Program Plan Outline Development
		2.2	Curriculum Development
		2.3	Program Development
		2.4	Staff Hiring
		2.5	Eligibility Planning
		2.6	Equipment/Capital
Recruitment, Marketing, and Outreach	3	3.1	Marketing and Outreach
		3.2	Intake and Assessment
Program Delivery, Support, Job Placement	4	4.1	Job Training/Career Navigation Delivery
		4.2	Certification/Credentials
		4.3	Job Placement and Employer Engagement
		4.4	Training Stipends/Subsidized Wages
Wraparound/Social Support Services	5	5.1	Case Management
		5.2	Support Service Stipends
Retention Services	6	6.1	Retention Case Management
		6.2	Retention Support



## Program Design

- Comprehensive training plan with strong vocational and work readiness curricula designed to meet employer needs and maximize participant success
- Training delivery models embrace innovative and proven strategies to increase participant success
- The program design includes case management and support services tailored to meet participant needs and promote completion, retention, and advancement
- Leverages partnerships and resources from relevant stakeholders and additional funding
- Demonstrates commitment to increase access to EJ and disadvantaged communities
- Demonstrates capacity to manage fiscal and administrative obligations with receiving federal funds