



CITY OF BOSTON

# **WORKER EMPOWERMENT CABINET**

Request for Proposals  
Healthcare Labor and Workforce Needs Analysis  
Issue Date: September 30, 2024  
Proposals Due: October 31, 2024, by 5:00 PM  
Inquiries: [abigail.cross@boston.gov](mailto:abigail.cross@boston.gov)

*Trinh Nguyen, Chief of Worker Empowerment*

## TABLE OF CONTENTS

<b>RFP TIMELINE</b>	<b>1</b>
<b>Section I. Overview</b>	<b>2</b>
<b>Section II. Scope of the Analysis</b>	<b>2</b>
<b>Section III. Research and/or Consultant Team Deliverables</b>	<b>4</b>
<b>Section IV: Proposal Guidelines</b>	<b>7</b>
<b>Section V. Terms of Procurement</b>	<b>7</b>
<b>Exhibits</b>	<b>11</b>

### RFP TIMELINE

Request for Qualifications Issued Website: <a href="https://boston.gov/owd-grantmaking">boston.gov/owd-grantmaking</a>	September 30, 2024
Bidder’s Conference <i>Virtual via Zoom</i> Registration: <a href="https://bit.ly/HealthcareAnalysisBidCon">https://bit.ly/HealthcareAnalysisBidCon</a>	October 10, 2024 at 1:00 PM
Submittal of Questions E-mail: <a href="mailto:abigail.cross@boston.gov">abigail.cross@boston.gov</a>	October 11, 2024 by 5:00 PM
Letter of Intent to Bid <i>Optional (encouraged)</i> Submission link: <a href="https://bit.ly/LOIHealthcareAnalysis">https://bit.ly/LOIHealthcareAnalysis</a>	October 25, 2024 by 5:00 PM
Response to RFP Due Technical Proposals: <a href="https://bit.ly/HealthcareRFPApps">https://bit.ly/HealthcareRFPApps</a> Price Proposals: <a href="https://bit.ly/HealthcareRFPPriceProposals">https://bit.ly/HealthcareRFPPriceProposals</a>	October 31, 2024, by 5:00 PM
Notification of Selection	December 5, 2024
Anticipated Contract Start Date	December 9, 2024

## **Section I. Overview**

The Office of Workforce Development (OWD) is a department in the Worker Empowerment Cabinet of the City of Boston. OWD works toward the full participation of all Boston residents in the city's economic vitality and future. It connects low-income residents with job training and employment opportunities. It also promotes lifelong literacy and educational pathways. OWD focuses on competitive workforce development initiatives and policies. These initiatives aim to put Boston's youth and adults on career paths toward economic security.

The healthcare sector is integral to Boston's labor market and economy. OWD estimates that over 123,000 workers were employed in the Ambulatory Health Care Services, Hospitals, and Nursing and Residential Care Facilities industries in Boston in 2023. Additionally, in the same year, OWD approved the award of \$4.7M to launch and support the Life Sciences Workforce Development Initiative, funded by the City's Neighborhood Jobs Trust and federal American Rescue Plan Act dollars. The LSWDI aims to train and place 1000 Boston residents in life sciences career pathways by 2025 as a part of the Wu Administration's commitment to building a more equitable and inclusive economy. OWD estimates that employment in the healthcare sector will grow by over 25,000 jobs between 2024 and 2034. On account of the burgeoning workforce needs in both healthcare and life sciences, OWD aims to maximize job placement outcomes for both sectors as possible. This analysis would identify areas where training through the LSWDI can meet healthcare labor demand.

For additional context, in 2010, the Boston Healthcare Careers Consortium was formed as a collaboration between healthcare employers, training providers, and industry. Their work informed a 2011 series of recommendations to promote increased alignment among key stakeholders for an enhanced workforce training and employment ecosystem.

Training a diverse workforce to meet future labor demand in the healthcare sector is critical to OWD's workforce development strategies in 2024 and beyond. Toward that aim, the City of Boston seeks a technical consultant to conduct an analysis of current and future labor demand in the City's healthcare sector with an interest in life sciences occupations within the sector, assess the ability of Boston's workforce development system to meet that demand equitably and effectively and provide recommendations to inform OWD's strategic decision-making. This analysis will include an assessment of the implementation to date of some of the guidance issued by the Consortium and its ongoing relevance today.

**The City of Boston will provide up to a maximum of \$100,000 in funding for the execution of this Workforce Needs Assessment study.**

## **Section II. Scope of the Analysis**

The aim of the workforce needs analysis is to assess the adequacy of the Boston area labor supply and skills match to meet anticipated labor demand in the healthcare sector; and to recommend actions to prepare workers to meet these workforce demands, prioritizing equity, inclusion, and job quality. The assessment will primarily be used to formulate workforce training, planning, and employer engagement. Specifically, the scope of the assessment will include the following:

1. **Providing a comprehensive analysis of current and future labor market demand for sub-bachelor's degree holders in Boston's healthcare sector over the next five years.**
  - a. This analysis will include overall industry growth or contraction and identification of high-growth occupations with good working conditions that meet job quality standards for non-bachelor's degree holders, including positions that intersect with the life sciences. It will also include an analysis of skills required to meet current and future jobs requirements.
  - b. This assessment will also include a qualitative assessment of current and future employer needs through direct, systematic data collection from major employers.
  - c. Define job quality standards pertaining to healthcare sector roles.
  
2. **Comparing the projected labor market demand to projected supply and identifying areas where gaps may exist, including skills gaps.** The consultant will engage with healthcare sector employers and training providers to assess potential gaps between skills required and skills trained for key, high-growth occupations. The consultant will make recommendations to OWD and other relevant stakeholders to address any gaps.
  
3. **Assessing the capacity of current Boston area workforce development programs training workers for the healthcare sector to meet expected labor demand over the next five years.** Specifically, assessing the contribution of programs in each of these categories:
  - a. Boston Public Schools (K-12)
  - b. Youth (14-21) internship and career exploration
  - c. Two-year degrees and technical certifications
  - d. Four-year degrees
  - e. Community-Based Organizations
  - f. In-house training programs by employers

As a part of this assessment, the consultant should consider factors such as current job openings, current training slots that align with job openings, graduation rates among training providers, placement rates, current demographics of in-demand jobs and training, and any other data the consultant considers relevant.

A key aspect of this will also be assessing systems collaboration and coordination among key stakeholders in the industry. This will include mapping how existing workforce development programs map onto healthcare career pathways, including pipelines into workforce development from Adult Basic Education and other employment support services. This will include identifying duplicative efforts or disconnects between support at stages of an individual's career pathway, smooth transitions from one point along a career pathway to another, and entry points for workers at different stages of their career.

4. **Providing strategic recommendations for increasing racial and gender equity in the healthcare workforce,** including but not limited to:
  - a. Identifying opportunities to prioritize historically marginalized communities, disadvantaged workers, and other priority populations for training investments.

- i. Identifying wraparound supports the training ecosystem needs to provide in order for priority populations to successfully move along a career path.
- ii. Identifying barriers to access wraparound supports for training participants. These might include taxes on stipends, misalignment between the duration of training and the duration of wraparound supports, and other relevant barriers.
- b. Defining and identifying good careers for workers without a bachelor’s degree that meet job quality standards.
  - i. Identifying strategies and pathways to reduce barriers to accessing identified careers, especially for historically marginalized communities and non-BA holders
  - ii. Identifying and mapping resources that facilitate advancement from entry-level to high-level positions, including positions with increased academic or professional prerequisites.
  - iii. Identifying barriers, if any, to running training programs at capacity, or scaling them to meet the training slots necessary to accommodate employer demand.

**Section III. Research and/or Consultant Team Deliverables**

The consultant will begin work on December 9, 2024, and the analysis will be concluded no later than October 31, 2025.

<b>Output</b>	<b>Deliverables</b>	<b>Estimated No. of working days</b>
<b>Inception report with methodology and Work Plan</b>	<ul style="list-style-type: none"> <li>● Inception document with detailed methodology, schedule of work, and draft data/information collection plan and tools</li> <li>● Final schedule of work and draft data collection plan and tools</li> </ul>	<b>30</b>
<b>Conduct data collection and analysis</b>	<ul style="list-style-type: none"> <li>● Data analysis plan and a preliminary report of findings</li> </ul>	<b>150</b>
<b>Draft study report submitted to WEC</b>	<ul style="list-style-type: none"> <li>● Submission of the study report, which includes</li> </ul>	<b>60</b>

	all the essential elements mentioned in the objectives/questions	
<b>Final study submitted to WEC</b>	<p>Final Study Report incorporating comments from Project Team with the following essential contents</p> <ul style="list-style-type: none"> <li>● Basic Information</li> <li>● Executive Summary</li> <li>● Introduction of the project</li> <li>● Study methodology</li> <li>● Findings in accordance with the tasks and deliverables mentioned above</li> <li>● Recommendations</li> <li>● Annexes – Methodology tools, study schedule, list of persons OR other stakeholders interviewed, and sites visited</li> </ul>	<b>60</b>
<b>Presentation to WEC and other stakeholders</b>	<ul style="list-style-type: none"> <li>● PowerPoint slide presentation of the research findings</li> </ul>	<b>30</b>

1. During the course of collecting and analyzing data, the consultant will provide monthly relevant updates on progress and interim findings to OWD staff and other stakeholders.
2. The consultant will provide a final written report for the OWD Learning Lab, and may be asked to make a final presentation or series of presentations to OWD leadership and staff, nonprofit and industry stakeholders, and other municipal, state, or federal stakeholders.

#### REPORT DESIGN AND DATA VISUALIZATION

The user-friendliness of the Report is crucial. Graphics and data visualization should convey information clearly and meaningfully, simplifying important points through visual language.

## DESIRED PROJECT TIMELINE

Request for Proposals Issued	<b>September 30, 2024</b>
Bidders' Conference	<b>October 10, 2024</b>
Submittal of Questions Email: abigail.cross@boston.gov	<b>October 11, 2024, by 5:00 PM</b>
Letter of Intent to Bid (optional)	<b>October 25, 2024, by 5:00 PM</b>
RFP Response Due	<b>October 31, 2024, by 5:00 PM</b>
Notification of Selection	<b>December 6, 2024</b>
Anticipated Contract Start Date	<b>December 9, 2024</b>
Research Completed	<b>May 2025</b>
Project Completed	<b>October 2025</b>
Presentations to stakeholders and others as requested	<b>October 2025</b>

## DESIRED SKILLS AND EXPERTISE OF CONSULTANT TEAM

- Deep knowledge of the components, challenges, and opportunities of the healthcare and life sciences industries in the Greater Boston Region.
- Deep knowledge of education to career pathway development and the community college/higher education sector.
- Demonstrated experience designing and implementing research methodologies, data collection, data analysis, and comprehensive reporting on healthcare and life sciences industries with an equity lens.
- Familiarity with other relevant national literature and research studies.
- Skill in summarizing and translating data findings clearly in writing and in person.
- Expertise working with and mapping healthcare and life sciences jobs and economy/data
- Demonstrated experience in suggesting effective approaches to report dissemination and end-use.
- Strategic knowledge of workforce development policies that incorporate historically underserved populations.
- Commitment to the equity and inclusion principles of the City of Boston.

## **Section IV: Proposal Guidelines**

### **1. One-Page Executive Summary**

A one-page Executive Summary that summarizes the consultant/team's understanding of the project goals and deliverables and how your approach, experience, and relationships would successfully address them.

### **2. Agency Background and Organizational Capacity**

Briefly describe your agency's overall history and previous experience in providing the proposed research. Describe your experience and expertise in the related fields of healthcare and life sciences labor market analysis, or education in the context of a career pathway model. Include information about your partnership (if applicable), briefly describing each partner's roles and responsibilities under this RFP.

### **3. Research Design**

- Describe in detail your proposed design, including a timeline of all tasks, activities, and milestones to project completion.
- Provide a list of suggested data sources.
- Provide an outline of the final study.

### **4. Staffing**

Identify staff responsible for each component of the proposed program. Discuss staff qualifications, skills, and experience. Identify the staff who will act as a liaison between the OWD and the research team. Provide resumes for each staff member who will be assigned to this project.

### **5. Fee Proposal and Required Forms/Attachments**

Provide a detailed fee proposal for all activities, fees, and expenses, including hourly rate, not to exceed **\$100,000** (TO BE SUBMITTED TO THIS LINK TITLED EXHIBITS A–D): <https://bit.ly/HealthcareRFPPriceProposals>).

### **6. Provide project references, including a list of past project examples.**

## **Section V. Terms of Procurement**

### **APPLICATION DEADLINE**

OWD must receive responses to this RFP by **Thursday, October 31, 2024, at 5:00 p.m.**

**Technical (narrative) proposals must be submitted via upload to this link:**

<https://bit.ly/HealthcareRFPApps>

**Price proposals must be submitted separately upload to this link:**

<https://bit.ly/HealthcareRFPPriceProposals>

It is the sole responsibility of the responder to ensure their proposal is complete and submitted on time. No responses will be accepted after the due date and time. OWD reserves the right to reject any



or all bids. The award of a contract for services requested by this RFP shall be subject to the approval of the Board of the Economic Development and Industrial Corporation (EDIC) of Boston.

## **BIDDERS' CONFERENCE**

Organizations interested in bidding on the RFP are strongly encouraged to participate in the scheduled Bidders' Conference Thursday October 10 at 1:00 PM. All Q&A from the Conference will be made available to the public on the OWD website at [boston.gov/owd-grantmaking](https://boston.gov/owd-grantmaking) no later than May 5. The Bidder's Conference will be conducted via Zoom. Please register at this link: <https://bit.ly/HealthcareAnalysisBidCon>.

## **SUBMISSION OF INQUIRIES**

Questions regarding this Request for Qualifications should be submitted in writing to Abigail Cross, Assistant Deputy Director, Special Initiatives & Grants Management at [abigail.cross@boston.gov](mailto:abigail.cross@boston.gov). Phone calls will not be accepted. The deadline to submit questions is **October 11, 2024, by 5:00 PM.**

Responses to questions received during the procurement process will be posted on the OWD website at **[boston.gov/owd-grantmaking](https://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**

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 specified in the Proposal Guideline section (Section IV). 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.
- **The fee proposal must be submitted separately from the narrative/technical proposals.** Absolutely no responses will be accepted after the due date and time. OWD reserves the right to reject any or all bids. The award of a contract for services requested by this RFP shall be subject to the approval of the EDIC Board.

## **EVALUATION OF PROPOSALS**

### **Minimum Evaluation Criteria**

All proposals received by OWD will first be reviewed to determine whether the proposal meets all minimum criteria identified in the RFP. Minimum evaluation criteria reflect those standards or attributes that OWD considers essential to the performance of the contract.

### **Comparative Evaluation Criteria**

Proposals that have met all minimum evaluation criteria will be evaluated according to the comparative evaluation criteria that follow in this section. After reviewing, the evaluation team will prepare written evaluations for each proposal. The evaluators will assign a rating of ‘highly advantageous,’ ‘advantageous,’ or ‘not advantageous’ to each criterion.

For each section outlined below:

- Evaluators will view a proposal as being ‘highly advantageous’ if it meets all the listed requirements.
- A proposal will be considered advantageous if it meets most of the listed requirements.
- A proposal will be viewed as ‘not advantageous’ if it fails to meet most of the listed requirements.

The team will use the comparative evaluation criteria to evaluate each responder’s overall qualifications. All comparative evaluation ratings will be determined by the evaluation team. Price proposals will be evaluated separately from the technical proposals. The evaluation team will not see the price proposals until after the technical evaluations are complete. Service and supplier diversity will be a vital part of our procurement process and will be considered when selecting a consultant.

The following criteria will be used to rate the proposals:

1. **One-page Executive Summary:** The proposal demonstrates the consultant/team's understanding of the project goals and deliverables and how their approach, experience, and relationships would successfully address them.
2. **Agency Background and Organizational Capacity:** The proposal demonstrates that the consulting project team assembled has significant experience with relevant projects and research initiatives.
3. **Research Design:** The project proposal demonstrates an extensive and thorough understanding of the scope of services and provides a creative approach to the requirements of this RFP; provides a comprehensive and well-organized work plan to deliver on the proposed approach and recommends a well-conceived and/or includes innovative work items which supplement the scope of services as outlined in this RFP.
4. **Staffing:** The proposal demonstrates that the consulting project team assembled has significant experience with relevant projects and research initiatives.
5. **Fee Proposal (EXHIBIT A) and Required Forms/Attachments (SEE EXHIBITS B, C, and D)** uploaded to this link: <https://bit.ly/HealthcareRFPPriceProposals>: Responder’s price proposal

meets budget requirements and provides a detailed narrative proposed budget aligns with the value of proposed evaluation.

6. **Project References and Past Project Examples:** Past examples provided for the proposal are relevant to the scope of work, and references provide feedback for collaborating with the consultant/team.

**OWD reserves the right to reject any and all proposals, to waive or modify any requirement contained in this RFP, to amend without consultation any proposal, and to affect any agreement deemed to be in the best interest of the City of Boston and its residents. OWD will determine the most advantageous proposal from a responsible and responsive proposer, taking into consideration the price and all evaluation criteria set forth in the RFP. Awards are dependent on the availability of funds.**

## Exhibits

### EXHIBIT A: CONSULTANT FEE PROPOSAL FORM

EXHIBIT A: CONSULTANT FEE PROPOSAL FORM	
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**This form must be submitted in a separate sealed envelope labeled FEE PROPOSAL and addressed as follows:**

Office of Workforce Development  
43 Hawkins Street  
Boston, MA 02114-2907

SUBMITTED BY:

NAME	
FIRM	
ADDRESS	
TELEPHONE / FAX	

Under the conditions set forth by the OWD, the accompanying proposal is submitted to provide Consultant Services.

The total fee proposal is \$ \_\_\_\_\_

FEE PROPOSAL FORM (cont.)

Consultant Level	Staff Name/Job	Hourly Rate	Billing	Estimate d Number of Hours

Total Estimated Expenses \$ \_\_\_\_\_

EXHIBIT B

**CERTIFICATION OF NON-COLLUSION**

The undersigned certifies under penalties of perjury that this bid, or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word “person” shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals.

\_\_\_\_\_  
(Signature of the individual submitting proposal)

\_\_\_\_\_  
(Name of business)

EXHIBIT C  
NONDISCRIMINATION AND AFFIRMATIVE ACTION

**Nondiscrimination and Affirmative Action**

The Consultant agrees:

1. The Consultant shall not, in connection with the services under this Contract, discriminate by segregation or otherwise against any employee or applicant for employment based on race, color, creed, national origin, age, sex or sexual preference and shall undertake affirmative action measures designed to guarantee and effectuate equal employment opportunity for all persons.
2. The Consultant shall provide information and reports requested by OWD pertaining to its obligations hereunder and will permit access to its facilities and any books, records, accounts or other sources of information which may be determined by OWD to affect the Consultant's obligations.
3. The Consultant shall comply with all federal and state laws pertaining to civil rights and equal opportunity including executive orders and rules and regulations of appropriate federal and state agencies unless otherwise exempt therein.
4. The Consultant's non-compliance with the provisions hereof shall constitute a material breach of this Contract, for which EDIC may, in its discretion, upon failure to cure said breach within thirty (30) days of written notice thereof, terminate this Contract.
5. The Consultant shall indemnify and save harmless EDIC and OWD from any claims and demands of third persons resulting from the Consultant's non-compliance with any provisions hereof.

Signed

By: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

EXHIBIT D

CERTIFICATE OF COMPLIANCE WITH LAWS

**Certificate of Compliance with Laws**

Massachusetts Employment Security Law

Pursuant to M.G.L. c. 151 A, §19A(b), the undersigned hereby certifies under the penalties of perjury the Consultant, with Department of Career Services (DCS) ID Number \_\_\_\_\_ has complied with all laws of the Commonwealth relating to unemployment compensation contributions and payments in lieu of contributions.

Compliance may be certified if the Consultant has entered into and is complying with a repayment agreement satisfactory to the Commissioner of DET, or if there is a pending adjudicatory proceeding or court action contesting the amount due pursuant to M.G.L. c. 151 A, §19A(c).

Massachusetts Child Care Law

Pursuant to Chapter 521 of the Massachusetts Acts of 1990, as amended by Chapter 329 of the Massachusetts Acts of 1991, the undersigned hereby certifies that the Consultant:

1. \_\_\_\_\_ employs fewer than fifty (50) full-time employees; or
2. \_\_\_\_\_ offers either a dependent care assistance program or a cafeteria plans whose benefits include a dependent care assistance program; or
3. \_\_\_\_\_ offers childcare tuition assistance, or on-site or near-site subsidized child care placements.

Revenue Enforcement Protection Program

Pursuant to M.G.L. c. 62C, §49A, the undersigned hereby certifies that the Consultant's Social Security or Federal Identification No. is \_\_\_\_\_, and that to the best of his/her knowledge and belief, the Consultant has filed all state tax returns and paid all state taxes required by law.

Signed this \_\_\_\_ day of \_\_\_\_\_, 2023.

BY: \_\_\_\_\_