



**Grant Solicitation for Technology & Innovation
Ecosystem Awards Program**

Solicitation No. 2022-JAII-03

**Massachusetts Technology Collaborative
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Westborough, MA 01581-3340
<http://www.masstech.org>**

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Answers to Questions Posted:	Rolling
Responses Due:	December 31, 2024 By 3:00PM EST

1. INTRODUCTION

1.1 Overview

The Innovation Institute, a non-divisible component of the Massachusetts Technology Collaborative (“Mass Tech Collaborative”), through the Technology and Innovation Ecosystem Awards Program (“T&I Ecosystem Program”) is offering capital grant funds for projects led by organizations in Massachusetts that provide a new technology, business, talent, capital or other ecosystem support program or initiative that demonstrably contributes to growth in the state’s technology and innovation sectors.

A primary objective of this program is to improve the competitiveness of technology and innovation sector companies doing business in any of the following priority sectors in Massachusetts:

• Artificial Intelligence	• Digital Health
• Robotics	• Quantum
• Cybersecurity	• Defense & Aerospace
• Blockchain	• Manufacturing/production systems
• Marine Technology	• FinTech

Increasingly, improved competitiveness and economic growth in the economy occurs through innovations at the intersection of multiple priority sectors (*e.g. robotics and digital health*). The Innovation Institute both welcomes and anticipates applications with projects that address opportunities at these intersections.

The T&I Ecosystem Program will be managed by the Innovation Institute in close collaboration with MassTech’s other divisions, including the [Center for Advanced Manufacturing](#), the [eHealth Institute](#), and the [MassCyberCenter](#), as appropriate. This program represents a uniquely creative and comprehensive approach toward supporting innovation-based economic development within the technology and innovation ecosystem across the Commonwealth. The program aims to solicit creative ideas from leaders across this ecosystem, and to stimulate collaboration that strengthens technology and innovation sectors in Massachusetts.

The T&I Ecosystem Program is intended to assist nonprofits and other economic development entities who are launching or scaling a program or initiative that addresses an ecosystem need that exceeds the ability of individual firms to address on their own. This program is also ideally suited to those support organizations that are aligning resources and enabling multi-party, cross-sector collaborations, to more effectively compete for state, national and global market opportunities.

Mass Tech Collaborative will be the contracting entity on behalf of the Innovation Institute for the purposes of this Solicitation, and (except where the specific context warrants otherwise), the Innovation Institute and Mass Tech Collaborative are collectively referred to as Mass Tech Collaborative or MassTech. Mass Tech Collaborative will enter into a T&I Grant Agreement and Statement of Work with selected Respondents containing certain standard provisions (the “Agreement” or “Grant Agreement”).

1.2 Mass Tech Collaborative and the Innovation Institute

Mass Tech Collaborative is an independent public instrumentality of the Commonwealth of Massachusetts chartered by the Commonwealth to serve as a catalyst for growing its innovation economy. Mass Tech Collaborative brings together leaders from industry, academia, and government to advance technology-focused solutions that lead to economic growth, job creation, and public benefits in Massachusetts. For additional information about Mass Tech Collaborative and its programs and initiatives, please visit our website at www.masstech.org.

Established in 2004 as a division of Mass Tech Collaborative, the Innovation Institute works to support key industry clusters and to improve conditions for growth in the Commonwealth's Innovation Economy. The 'Innovation Economy' can be described as the economy that transforms knowledge into new ideas, ways or patterns of thinking, products, processes and services that fuel economic growth, create employment and wealth, and generate significant improvements in the region's standard of living. The Innovation Institute provides targeted, expert services, often accompanied by investments, to support the growth and enhance the competitiveness of key industry clusters in the Commonwealth's knowledge economy. For more information about the Innovation Institute and its activities and investments, please visit the web site at www.masstech.org/innovation-institute.

2. The Grant

2.1 Program Overview

In July 2021 the Legislature enacted and the Governor signed a bill broadening the allowable uses of one of MassTech's key programs by providing MassTech with the ability to make strategic investments in ecosystem projects that reach beyond the scope of the research-based projects authorized under the [Innovation Institute's Collaborative Research Matching Grant Program](#).

With the T&I Ecosystem Program, we seek to strengthen the technology and innovation ecosystem in regions across the Commonwealth. The objective of this program is to advance technology and innovation sector projects or initiatives that will contribute to a competitive advantage for existing and emerging industry clusters in Massachusetts and will improve conditions overall for job growth; business expansion and new business formation; and other indicators of growth in the innovation economy (i.e. capital formation, increased export products and services, improved labor pools, increased wages, etc.).

The Innovation Institute understands and acknowledges that the technology and innovation ecosystem varies across the state as well as across disciplines and that successful ecosystem support may require a variety of focused initiatives, including but not limited to, shared training or technology development platforms, business accelerator programs, startup studios, technology sandbox or technology demonstration projects, next generation workforce skills initiatives, test and evaluation capabilities and other cluster development opportunities.

The T&I Ecosystem Program places a premium on creative proposals that align business networks, formal and informal, with local and regional leadership, enable public and private institutions to work together, and engage under-utilized economic assets for the expressed goal of growing businesses and retaining jobs, to enhance priority sector competitiveness.

All awards and resulting capital expenditures are subject to the availability of bond funding from the Commonwealth as determined by the Executive Office of Housing and Economic Development ("EOHED") and the Executive Office for Administration and Finance ("A&F"). Grants shall be awarded in a manner that promotes geographic, social, racial and economically equitable outcomes.

Applications to this Solicitation shall be accepted on a rolling basis.

Focus Areas

Through the allocation of T&I Ecosystem Program Grant Funds, the Commonwealth aspires to identify and support the highest-value opportunities to strengthen and expand the state's technology and innovation ecosystem, with a focus on the growth and increased competitiveness of Massachusetts firms. Please be sure to communicate how the project being proposed contributes to this goal by addressing the following in your description of the opportunity:

- Is there a critical mass of firms within the technology and innovation priority sector that could benefit from the project or initiative? Said differently, why does this project matter? Could it have a material effect on a sufficient number of firms to demonstrate the value of this grant award? Alternatively, is there an oversized impact on a limited number of firms that demonstrate the value of this grant award?
- Describe how the proposed project will (i) benefit or expand a technology and innovation priority sector in Massachusetts, and (ii) benefit a key industry cluster or clusters in the state.
- Have the Massachusetts firms that are members of the sector: (1) already achieved a leading position in the market (e.g. commercial, healthcare, and defense) and are they seeking to sustain and expand their dominance; or (2) have they demonstrated the potential to achieve a dominant position in the market (e.g. local, regional, national, and global) within a reasonable period of time?

Policymakers within EOHED and MassTech have been fully engaged in cluster-growth as driven by strengths in Massachusetts technology and innovation sectors for some time. The list of priority sectors included above (Section 1.1 Overview) is based upon information and input from business, institutional and other thought leaders and stakeholders throughout the Commonwealth. The capabilities of individual firms, support organizations and universities in these existing and emerging sectors offer the potential for significant increases in new knowledge, efficiency, value, new products, services, or business models as well as other innovations that support the potential for Massachusetts to establish dominance in a range of industry clusters on a global scale.

Applicants are encouraged to submit proposals that align with or complement this list of priority sectors. Those whose projects do not align with this list should make the case that the project they are proposing addresses an opportunity of equal potential to contribute to the technology & innovation ecosystem in the Commonwealth.

2.2 Background

The T&I Ecosystem Program is intended to support collaborative projects that demonstrate potential to improve the competitiveness of firms doing business in key technology and innovation sectors in Massachusetts. The role of the nonprofit, or economic development support organization, is central to the objectives of this solicitation, which seeks to leverage and expand the capabilities of these organizations.

While this solicitation provides considerable guidance on desirable attributes of a qualifying project – it is equally useful for potential applicants to understand the kind of grant requests unlikely to be considered. Examples of requests unlikely to be funded include, but are not limited to, requests to support:

- Projects or Initiatives that have readily available public resources from other state agencies or organizations.
- Projects or initiatives that do not represent an emerging ecosystem opportunity. The T&I Ecosystem Program seeks to launch or scale emerging opportunities, rather than be seen as replacement funds for longstanding, existing initiatives.
- The T&I Ecosystem Program is focused on supporting public benefits and the “use of funds” will not go toward the capitalization of a venture fund whose benefits are primarily captured by the venture firm. While venture funds are an important element of the ecosystem, a grant award from the T&I Ecosystem Program cannot be applied to a venture fund.
- Advanced manufacturing firms looking to simply modernize plant and equipment may not benefit from the T&I Ecosystem Program.

- Applicants focused on the life sciences and clean energy sectors are encouraged to consider the Massachusetts Life Sciences Center and the Clean Energy Center for potential support for ecosystem initiatives.

Provision of grant funds is specifically contingent upon satisfaction of the following conditions: completion of all required Mass Tech Collaborative internal approvals; receipt of written notice of matching awards or monies from project partners(e.g. the federal government, foundations, or corporations), execution of an agreement between the awardee and applicable partners, execution of a Grant Agreement between the Mass Tech Collaborative and the awardee, and the availability of funds from the Commonwealth's capital budget.

2.3 Evaluation Process and Criteria

Applications will be reviewed on a project-by-project basis and assessed on the technical merit and economic impact potential of each individual application, as well as the timeline for demonstrable and measurable economic impact. For each application we will consult with an External Review Committee of the T&I Ecosystem Program who will make recommendations to the Board of Directors of the Mass Tech Collaborative, the governing body that has final authority to approve program awards.

Funding decisions will be made based upon the anticipated impact the project will have on the technology and innovation ecosystem in Massachusetts. All applications will be evaluated against the qualifications, capacity and experience of the proposed project team as well as the project's demonstrated potential for success in each of the following evaluation categories:

- a) Viability of the proposed project
All applicants must sufficiently demonstrate the feasibility of the proposed project and its prospects for success. Applicants should demonstrate a fundamental understanding of the business issues related to the ecosystem project and describe the unmet need that is being addressed. Please describe any risks or uncertainties that have been identified and demonstrate demand for any services to be rendered.
- b) Impact on Priority Sector
Applicants must identify the priority sector or describe the intersection of multiple sectors that are the focus of the project or initiative. Please describe how the proposal will support growth in these sectors. How will the proposal contribute toward growth of a key industry cluster or clusters in Massachusetts?
- c) Direct Economic Impacts
Describe the economic impacts the proposal will have on the Massachusetts economy in the next 2-4 years (e.g., job growth, business expansion, new business formation, etc.).
- d) Industry Support and Collaboration
The T&I Ecosystem Program values the role of industry as well as other civic and nonprofit organizations as a critical ingredient of success. Applicants will be evaluated on the extent to which industry is helping both to define and to execute on your ecosystem initiative. Applicants are encouraged to collaborate with other organizations that share the program objectives. Please describe other collaborations that will contribute to success.
- e) Sustainability
Applicants must address the proposal's sustainability beyond the life of the requested

funding. This narrative should discuss the scalability and transferability of the proposal, dissemination of outcomes to stakeholders, and consideration of how the project will be transitioned to full-scale financially sustainable implementation.

f) Diversity, Equity and Inclusion

Applicants will be evaluated on the ways in which the proposal addresses the need to increase diversity, equity and inclusion within the state's technology and innovation ecosystem; including composition of the project team. Please describe the impacts your proposal will have on fostering these opportunities.

g) Regional Impact Beyond Traditional Innovation Centers

Priority will be given to applications that extend impacts into regions beyond greater Boston and areas already enjoying concentrations of innovation capacity and related economic activity. Applicants are requested to address the project's potential impacts beyond traditional innovation centers.

The order of these evaluation categories does not generally denote relative importance. MassTech hopes to assemble a portfolio of awards over time that will enable the T&I Ecosystem Program to achieve demonstrable success in each category. For this reason, respondents are invited to submit applications even if your strengths lie in only a subset of these evaluation categories.

Additionally, the Mass Tech Collaborative reserves the right to consider such other relevant factors as it deems appropriate for advancing other public purpose benefits.

3. APPLICATION PROCESS

3.1 Application and Submission Instructions

Respondents are cautioned to read this Solicitation carefully and to conform to its requirements. Failure to comply with the requirements of this Solicitation may serve as grounds for rejection of an Application.

Consideration for this Grant is a two-step process, beginning with the submission of a Concept Paper. If chosen, Respondents will then be asked to submit a full application for review. Additional details can be found in below.

A. Concept Paper

Potential applicants are required to first submit a Concept Paper not to exceed three (3) pages prior to developing a full Application. A MassTech review team will review concept papers and provide feedback to the applicant. Applicants may subsequently be invited to submit a full Application that builds upon the concept paper.

Please refer to Exhibit 1 for instructions and guidelines on the preparation of Concept Papers. Concept Papers must be submitted electronically to proposals@masstech.org (please include the Solicitation number in the subject heading). Please do not submit full Application materials unless invited to do so.

B. Application

If invited to submit a full Application, please refer to Section 3.1.D below for Application and

Submission Guidelines. All applicants are restricted to a proposal narrative of no more than twenty-eight (28) pages, inclusive of the executive summary. Supplemental information may be included as an appendage to the proposal narrative.

A team from Innovation Institute will review all full Applications against the criteria included in Section 2.3 above. For each Application we will consult with an External Review Committee of the T&I Ecosystem Program.

C. Eligibility to Receive Funding Through the Tech & Innovation Program

Funding decisions for the T&I Ecosystem Program will be made based upon the anticipated growth trajectory the project will have on existing or emerging sectors in Massachusetts as well as the impact the on individual companies in the technology and innovation ecosystem. In order to qualify applicants must fully describe the overall ecosystem project or initiative that is being proposed. In addition, the applicant should fully describe the capital asset(s) that MassTech is being asked to fund, providing detail as to how the capital asset(s) is central to the overall ecosystem proposal, inclusive of a description of each capital asset and all capitalizable expenses related these assets.

In order to be eligible to receive funds from the T&I Ecosystem Program applicants must comply with the following requirements:

- The lead or primary applicant should be a nonprofit or other economic development organization doing business in Massachusetts.
- Applicants must submit a concept paper providing a high level description of the proposal they would like to submit. This concept paper should not exceed a three page narrative and should provide information that summarizes the applicants approach toward achieving the objectives of the T&I Ecosystem Program. What is the value that this proposal would create and for whom? What are the costs required (e.g. capital, time, and other resources. Please see Exhibit 1 for additional guidance.
- All Applications must demonstrate a genuine collaboration with key industry participants.
- Full proposals are required to identify the direct economic development impacts the proposed project will have on the economy and upon technology and Innovation sector firms in Massachusetts over the next 2 to 4 years.
- All Applicants are requested to demonstrate a commitment of cash and in-kind contributions to the ecosystem project that equals or exceeds twenty-five percent (25%) of the grant award provided through the T&I Ecosystem Program.
- As part of the full Application (if invited to submit), Respondents are required to submit a project plan and budget that complies with the requirements set forth in **Section 3.G.i. (Mandatory Cost Sharing/Match Requirements), Section 3.G.ii. (Use of Proceeds), Exhibit 2 (Application Project Plan Narrative and Budget Guidelines) and Attachment D (Budget Template)**
- Lack of debarment status by either the state or federal government is also required.

D. Application and Submission Instructions

Respondents who are invited to submit a full Application for review following review of their Concept Paper must follow these instructions.

- a. All Applications must be submitted electronically
- b. Required Submissions- All Applications must include the items listed below:
 - Application Cover Sheet ([Exhibit 2](#))

- Application, which shall include:
 - A description of Respondent (including descriptions of proposed subcontractors, if any) and Respondent's qualifications to perform the Project.
 - The details of Respondent's proposed Project.
 - The total not-to-exceed costs for the Project based on projected hours, proposed hourly rates, as well as any other appropriate costs, in the Budget Template (Attachment D).

Authorized Application Signature and Acceptance Form (Attachment C), which contains specified certifications by Respondent. **Please read the certifications carefully before signing.**

- Exceptions to the *T&I Grant Agreement*, (to be posted by Mass Tech Collaborative HERE), if any.

c. Applications **must** be delivered as follows:

Electronic version submitted to-

proposals@masstech.org (please include the Solicitation number in the subject heading).

d. Any and all responses, Applications, data, materials, information and documentation submitted to Mass Tech Collaborative in response to this Solicitation shall become Mass Tech Collaborative's property and shall be subject to public disclosure. As a public entity, the Mass Tech Collaborative is subject to the Massachusetts Public Records Law (set forth at Massachusetts General Laws Chapter 66). There are very limited and narrow exceptions to disclosure under the Public Records Law. If a Respondent wishes to have the Mass Tech Collaborative treat certain information or documentation as confidential, the Respondent must submit a written request to the Mass Tech Collaborative's General Counsel's office no later than 5:00 p.m. fourteen (14) business days prior to the date of submission. The request must precisely identify the information and/or documentation that is the subject of the request and provide a detailed explanation supporting the application of the statutory exemption(s) from the public records cited by the Respondent. The General Counsel will issue a written determination within ten (10) business days of receipt of the written request. If the General Counsel approves the request, the Respondent shall clearly label the relevant information and/or documentation as "**CONFIDENTIAL**" in the Application and **shall only include the confidential material in a hard copy of the Application**. Any statements in an Application reserving any confidentiality or privacy rights that is inconsistent with these requirements and procedures will be disregarded.

E. Funding

The Mass Tech Collaborative expects to make multiple small scale capital grant awards that range from \$250,000 to \$500,000 as well as larger capital grant awards up to \$2 million per ecosystem project or initiative. Applicants will need to demonstrate an ability to fund the operating expense for the ecosystem project that they propose from other sources of funding.

Applicants that can demonstrate more widespread impacts on the growth of technology and innovation sectors in Massachusetts may be allowed to apply for a larger capital grant award.

F. Disbursement of Funds

The Mass Tech Collaborative will disburse funds on a reimbursement basis in accordance with the budget,

payment terms, schedules, and other terms and conditions established in the Grant Agreement and Statement of Work. A requirement for all awards will be additional, companion expenditures of awards by the Federal Government, universities, foundations, corporations and/or cash & in-kind contributions that amount to no less than twenty-five percent (25%) of the state investment through the T&I Ecosystem Program. Among other conditions, payment will be subject to: (i) execution of an agreement between the grantee and each entity providing matching funds; (ii) receipt by the grantee of the applicable portion of the matching funding, (iii) submission of agreed upon deliverables, valid invoices and supporting detail from the grantee evidencing the expenditures to be reimbursed, match funds recognized, and certifying to the capital nature of the expenditure, and (iv) Mass Tech Collaborative's access to sufficient bond funding from the Commonwealth.

G. Grant Management and Minimum Deliverables

Within 30 days after the execution of a Grant Agreement and Statement of Work, the awardee and Mass Tech Collaborative will mutually schedule a launch meeting to review the activities proposed to be conducted under the Agreement, schedule, and reporting requirements.

All awardees will be required to provide the following minimum deliverables to the Mass Tech Collaborative, to be more fully detailed in the Grant Agreement and Statement of Work:

- Semi-annual interval reports;
- Quarterly invoices and supporting financial reports for costs incurred and match recognized;
- Annual reports detailing project status and outcomes, including the resulting economic activities that are creating impacts
- Information on project “know-how”, revenue and new hiring and any other associated economic benefits.

The Innovation Institute and other divisions at the Mass Tech Collaborative (as appropriate) will work with awardees to establish appropriate metrics in order to evaluate the success of the project. Awardees may occasionally be required to host project site visits by MassTech staff and contractors and participate in interviews by MassTech or its designees for purposes of monitoring and evaluation.

I. Use of Proceeds

The grant funds to be provided by Mass Tech Collaborative must be used for funding capital projects that are an integral part of the overall project or initiative being undertaken by the applicant. As part of their full application, applicants must submit the budget for their overall collaborative project, including the portions of the project not funded by the Mass Tech Collaborative. In that overall budget, applicants should specify which portions the expenditures associated with the capital projects are proposed to be funded by the Mass Tech Collaborative. Any capital expenditure to be funded by the Mass Tech Collaborative under this program must be one that will be accounted for by the recipient in its financial records as a capital expenditure under Generally Accepted Accounting Principles (“GAAP”). Examples of such capital expenditures could include expenditures for the purchase of equipment and the development of new technology platforms or systems, the acquisition of land and existing facilities, construction of new buildings and the renovation of existing buildings. Such capital expenditures may in certain projects also include salaries of staff directly engaged in managing capital projects to the extent such expenditures are capitalizable under GAAP. Salaries of individuals engaged in operations, as well as other non-personnel operating costs, are not capital expenditures.

II. Mandatory Cost Sharing/Match Requirements

A requirement for all awards will be additional, companion expenditures of awards by the Federal Government, universities, nonprofits, foundations, or corporations that equal no less than twenty-five percent of the state investment through the T&I Ecosystem Program. All contributions, including cash and in-kind contributions, will be accepted as part of the grant recipient's cost sharing requirement provided that such contributions meet all of the following criteria: (i) are necessary to accomplish the objectives of the collaborative project; (ii) are included in the approved budget for the collaborative project; (iii) are allocated separately for the T&I Ecosystem Program award; (iv) are verifiable from recipient's records; and (v) are not included as matching contributions for any other federal or state-supported project. To the extent the applicant's application deviates from these expectations, the applicant must clearly describe and justify the proposed alternative approach. The Mass Tech Collaborative will evaluate the composition of the project team's cost share within the context of the project team's demonstrated commitment to the project and financial capacity.

Each Application that is properly submitted will be evaluated. As part of the selection process, the Innovation Institute may invite finalists to answer questions regarding their Application in person or in writing. In its sole discretion, the Innovation Institute may also choose to enter into a negotiation period with applicants and then ask the applicants to submit additional information.

3.2 Application Timeframe

This is a rolling submission. Concept Papers and Applications will be accepted on an ongoing basis while the Solicitation remains open.

3.3 Questions

Questions regarding this Solicitation must be submitted by electronic mail to proposals@masstech.org with the following Subject Line: "Questions – Solicitation No. 2022-JAII-03". Responses to all questions received will be posted on Mass Tech Collaborative's website. It is the responsibility of all applicants to check the website for the questions and answers prior to submitting a Concept Paper.

3.4 Interviews & Selection of Awardees

Applications will be subject to an administrative review to determine compliance with the Solicitation requirements. Mass Tech Collaborative staff may contact the Respondent to request supplemental or clarifying information as part of the formal review process. The staff may also request an interview with or presentation by the Respondent. All awards under this Solicitation are subject to review and recommendation by the T&I Ecosystem Program External Review Committee and subject to final review and approval by the Mass Tech Collaborative Board of Directors or by MassTech's Executive Director through the delegated authorities granted by the Board.

4.0 GENERAL CONDITIONS

4.1 General Information

- a) If a Concept Paper or Application fails to meet any material terms, conditions, requirements or procedures, it may be deemed unresponsive and disqualified. The Mass Tech Collaborative reserves the right to waive omissions or irregularities that it determines to be not material.

- b) This Solicitation, as may be amended from time to time by Mass Tech Collaborative, does not commit Mass Tech Collaborative to select any organization(s), award any grant funds pursuant to this Solicitation, or pay any costs incurred in responding to this Solicitation. Mass Tech Collaborative reserves the right, in its sole discretion, to withdraw the Solicitation, to engage in preliminary discussions with prospective Respondents, to accept or reject any or all Applications received, to request supplemental or clarifying information, to negotiate with any or all qualified Respondents, and to request modifications to Applications in accordance with negotiations, all to the same extent as if this were a Request for Information.
- c) On matters related solely to this Solicitation that arise prior to an award decision by the Mass Tech Collaborative, Respondents shall limit communications with the Mass Tech Collaborative to the Procurement Team Leader and such other individuals as the Mass Tech Collaborative may designate from time to time. No other Mass Tech Collaborative employee or representative is authorized to provide any information or respond to any questions or inquiries concerning this Solicitation. Respondents may contact the Procurement Team Leader for this Solicitation in the event this Solicitation is incomplete.
- d) The Mass Tech Collaborative may provide reasonable accommodations, including the provision of materials in an alternative format, for Respondents with disabilities or other hardships. Respondents requiring accommodations shall submit requests in writing, with supporting documentation justifying the accommodations, to the Procurement Team Leader. The Mass Tech Collaborative reserves the right to grant or reject any request for accommodations.
- e) Respondent's Application shall be treated by the Mass Tech Collaborative as an accurate statement of Respondent's capabilities and experience. Should any statement asserted by Respondent prove to be inaccurate or inconsistent with the foregoing, such inaccuracy or inconsistency shall constitute sufficient cause for Mass Tech Collaborative in its sole discretion to reject the Application and/or terminate of any resulting Agreement.
- f) Costs that are not specifically identified in the Respondent's response and/or not specifically accepted by Mass Tech Collaborative as part of the Agreement will not be compensated unless formally approved by Mass Tech and as necessary, formally approved through an amendment to the Agreement.
- g) . The selected Respondent shall take all appropriate steps to assure that minority firms, women's business enterprises, and labor surplus area firms are used when possible. The selected Respondent is responsible for the satisfactory performance and adequate oversight of its subcontractors. Subcontractors are required to meet the same requirements and are held to the same reimbursable cost standards as the selected Respondent.
- h) Submitted responses must be valid in all respects for a minimum period of sixty (60) days after the deadline for submission.
- i) Mass Tech Collaborative reserves the right to amend the Agreement at any time prior to execution. Respondents should review the Agreement as they are required to specify any exceptions to the Agreement and to make any suggested counterproposal in their Application. A failure to specify exceptions and/or counterproposals will be deemed an acceptance of the Agreement's general terms and conditions, and no subsequent negotiation of such provisions shall be permitted.

4.2 Posting of Modifications/Addenda to Solicitation

This Solicitation has been distributed electronically using the Mass Tech Collaborative website. If the Mass Tech Collaborative determines that it is necessary to revise any part of this Solicitation, or if additional data is necessary to clarify any of its provisions, an addendum will be posted to the website. It is the responsibility of each potential Respondent to check the Mass Tech Collaborative website for

any addenda or modifications to the Solicitation. The Mass Tech Collaborative accepts no liability and will provide no accommodation to Respondents who submit a response based on an out-of-date Solicitation.

Exhibit 1

Technology and Innovation Ecosystem Awards Program Concept Paper Guidelines and Outline

This guide is to be used as reference for the development of a concept paper. The purpose of a concept paper is to determine the intersection and alignment of the proposed project with the goals of the T&I Ecosystem Awards Program. The concept paper will allow MassTech the opportunity to review and provide feedback when determining the appropriateness of a full application submission. Concept papers should be clear and concise, not more than 3 pages and free of policy or business jargon.

Outline:

Introduction: Provide a brief description of the project for which you are seeking funding. Demonstrate that you understand the mission of the T&I Ecosystem Program and explain how the proposed project fits in with its objectives.

Project Description: Concisely describe what you propose to do, the approach and potential impacts. Identify the “unmet need” and explain how the proposed project is the best possible solution to meeting this need. Be sure to address the timeliness of the work being proposed and explain how your experience and that of your partners make you the best suited for performing this work. Please explain how the approach being proposed will improve the technology and innovation sector in Massachusetts and why this approach is the best solution (make a compelling case for funding).

Goals and Objectives: Outline the goals and objectives of the project being described. Goals will represent a simple and clear statement of the vision, specifying the accomplishments to be achieved for the vision to be realized. Objectives will represent a statement of measurable outcomes that relate to the program goals and will include clear statements of the specific activities required to achieve the outcomes necessary for reaching the objective.

Benefits/Anticipated Outcomes

This section will speak to the expected outcomes of the project and how the outcomes benefit the targeted technology and innovation priority sectors. Please be sure to identify the key stakeholders involved and identify their relationships to the sector(s) and the project.

Methodology & Timelines

How will the project be carried out? Make sure you have connected goals and objectives to your methodology/timeline.

Support Needed & Costs

Please provide the overall cost for your ecosystem project or initiative and please state the capital grant amount you seek from the T&I Ecosystem Program and the nature of the capital costs to be funded.. Be sure to provide a statement on the sources and amount for the required matching funds.

Contact Information

Provide full contact information for the individual responsible for the proposed project and the applicant.

Exhibit 2
Application Project Plan Narrative and Budget Guidelines (for full Application invitees)

Executive Summary *(no more than 3 page Executive Summary)*

- Please provide an executive summary of the key elements of your overall proposal for a technology and innovation ecosystem capital grant award from the state *(Applicants are encouraged to produce the executive summary as a final step in the development of your full application)*.

Detailed Description – Applicants are not required to adhere to the proposal outline recommended below. It is more important that applicants address each of the key issues raised by this outline. Applicants are invited and encouraged to address any additional issues that are relevant to your project that are not referenced below *(No more than 25 page narrative)*.

- **Please provide a contextual understanding of your project or initiative.**
 - What is the technology and innovation sector or sectors that are the focus of your project or initiative?
 - **Sector:** Please describe those sectors that are the target of the proposal, inclusive of number of firms, innovation capacities (i.e. public, private, nonprofit research, & development), capital flows, talent, key anchor institutions (i.e. key university centers, accelerators, mentoring support organizations).
 - What is the unmet need in the ecosystem that is addressed by your project or initiative?
 - **Unmet Need:** What problem are you looking to solve? What are the key external factors that are creating and driving this opportunity? Please provide any quantitative or qualitative analysis that substantiates the unmet need.
 - How will your project benefit a key industry cluster or clusters in Massachusetts?
 - **Clusters:** The T&I Ecosystem Program targets awards that support growing industry clusters in Massachusetts – those clusters that promise some global dominance for the Commonwealth. Please be sure to describe the cluster(s) that benefit from the proposed project or initiative thereby demonstrating this is a worthwhile investment for the Commonwealth.
- **Please provide a detailed description of the project or initiative that you are proposing. Applicants are asked to demonstrate a complete understanding of the business issues related their proposed project or initiative.**
 - This description of your ecosystem project should have sufficient detail to enable proposal reviewers to understand “what, how, where, when and by whom” the project will be carried out.
 - Please identify those firms and their representatives who are making a demonstrated commitment to the project. Please identify any additional partners who have a role in the project. Please distinguish the role of each partner and how its activities will be coordinated/integrated.
 - What are the known operational, financial and market conditions related to your project or initiative.
 - What is the competitive position of the project that you propose? Are others involved in a similar project? How do you differentiate yourself, if at all?
 - What will be the demand for your project or initiative?
 - What is the core competency of the applicant organization and how does that align with the proposed project.

- Please describe the long term sustainability for the project or initiative. What are the future revenue projections and are they enough to support the ecosystem project? What other sources of funding are available?
- What is the work plan for the Project?
 - Describe all major tasks and subtasks and provide a Gantt chart for the project that illustrates the timing of these tasks.
 - Identify major risks and innovation inherent in specific tasks and strategies for managing risk.
 - Identify any linkages/dependencies between tasks conducted by the applicant and those conducted by applicant's partners.
- How will the project be managed?
 - What are the key milestones and success metrics for the ecosystem project?
 - How does the applicant organization intend to coordinate the work of the project and the activities being conducted by the partners?
- **Please describe the expected outcomes your ecosystem project or initiative will have on technology and innovation sectors in Massachusetts and the impacts it will have on individual firms.**
 - How would you characterize the anticipated impacts on the competitiveness of priority technology and innovation sectors in Massachusetts?
 - How will you demonstrate a successful impact for technology and innovation firms in the Commonwealth?
 - Please describe the input metrics and success metrics that you plan to track in order to evaluate the performance of your ecosystem project. Applicants are encouraged to provide targets for these metrics.
- **Please describe the key members of the project team and the role each is expected to play in your ecosystem project.**
 - Identify and describe the role of any consultants, partners or major subcontractors.
 - Summarize each partner and team member's relevant experience and expected contributions that will contribute to overall project success.
 - Where appropriate please describe each partner's major facilities, equipment and other resources that will contribute to the execution of the project.

Policy Objectives: The T&I Ecosystem Program has policy objectives beyond those referenced above. Applicants are required to address their approach and expected impact on the following policy objectives.

- **Diversity, Equity and Inclusion:** Please review criteria in section 2.4, category D and indicate your approach and expected impacts on this program objective.
- **Regional Impact Beyond Traditional Innovation Centers:** Please review criteria in section 2.4, category E and indicate your approach and expected impacts on this program objective.

Budget

Provide a budget for the Ecosystem Project using the provided form. The proposed budget should be consistent with the foundational principles of the T&I Ecosystem Program. Respondents must submit the budget for their overall ecosystem project, including the portions of the project not funded by the Mass Tech Collaborative. The total grant budget must show the funding requested and the required match which should be no less than 25% of the Mass Tech Collaborative award. The grant budget must also provide a summary of projected grant expenditures by fiscal year in the applicable tab of the Capital

Project Budget Form. In the total budget, Respondents should specify which portions of the expenditures associated with the capital projects are proposed to be funded by the Mass Tech Collaborative. Any capital expenditure to be funded by the Mass Tech Collaborative under this Program must be one that will be accounted for by the recipient on in its financial records as a capital expenditure under Generally Accepted Accounting Principles (“GAAP”). Allowable grant expenses include Capital expenditures for the acquisition of land and existing facilities, construction of new buildings, renovation of existing buildings, and purchase of equipment and technology platforms. Such capital expenditures may, in certain cases, also include salaries of staff directly engaged in development and managing capital projects to the extent such expenditures are capitalizable under GAAP. Salaries of individuals engaged in operations, as well as other operating costs, are not capital expenditures. Budgets must include sufficient detail of the proposed costs and of the status of the funding that will be used to meet matching requirements. This detail can be provided in the Supporting Detail tab of the Capital Project Budget Form or in narrative form. The Capital Project Budget Form is available as a separate MS Excel® workbook on the Mass Tech Collaborative’s website (www.masstech.org).

Attachment A

CONCEPT PAPER
AUTHORIZED RESPONDENT'S SIGNATURE AND ACCEPTANCE FORM

The undersigned is a duly authorized representative of the Respondent listed below. The Respondent has read and understands the Solicitation requirements. The Respondent acknowledges that all of the terms and conditions of the Solicitation are mandatory. By executing this Authorized Respondent's Signature and Acceptance Form, Respondent certifies that they (1) are in compliance with the terms, conditions and specifications contained in this Solicitation, (2) acknowledges and understands the procedures for handling materials submitted to the Mass Tech Collaborative as set forth in section 3.1 b. iv. of this Solicitation, (3) agrees to be bound by those procedures, and (4) agrees that the Mass Tech Collaborative shall not be liable under any circumstances for the disclosure of any materials submitted to the Mass Tech Collaborative pursuant to this Solicitation or upon the Respondent's selection.

I further certify that the statements made in this Response to this Solicitation, including all attachments and exhibits, are true and correct to the best of my knowledge.

Respondent: _____
(Printed Name of Respondent)

By: _____
(Signature of Authorized Representative)

Name: _____

Title: _____

Date: _____

Attachment B
Application Cover Sheet

Name of Respondent			
Mailing Address	City/Town	State	Zip Code
Telephone	Fax	Web Address	
Primary Contact for Clarification		Primary Contact E-mail Address	
Authorized Signatory		Authorized Signatory E-mail Address	
Legal Status/Jurisdiction (e.g., a Massachusetts Corporation, LLC, LLP, etc.)		Respondents DUNS No.	

Attachment C

Application Authorized Respondent's Signature and Acceptance Form

The undersigned is a duly authorized representative of the Respondent listed below. The Respondent has read and understands the Solicitation requirements. The Respondent acknowledges that all of the terms and conditions of the Solicitation are mandatory. By executing this Authorized Respondent's Signature and Acceptance Form, Respondent certifies that they (1) are in compliance with the terms, conditions and specifications contained in this Solicitation, (2) acknowledges and understands the procedures for handling materials submitted to the Mass Tech Collaborative as set forth in section 3.1 b. iv. of this Solicitation, (3) agrees to be bound by those procedures, and (4) agrees that the Mass Tech Collaborative shall not be liable under any circumstances for the disclosure of any materials submitted to the Mass Tech Collaborative pursuant to this Solicitation or upon the Respondent's selection.

The Respondent understands that, if selected by the Mass Tech Collaborative, the Respondent and Mass Tech Collaborative will execute an Agreement specifying the mutual requirements of participation. The undersigned has either (*please check one*):

- specified exceptions and counter-proposals to the terms and conditions of the (TBD) [T&I Grant Agreement](#); or
- agrees to the terms and conditions set forth therein;

The undersigned acknowledges and agrees that the failure to submit exceptions and counter-proposals with this response shall be deemed a waiver, and the Agreement shall not be subject to further negotiation.

Respondent agrees that the entire bid response will remain valid for sixty (60) days from receipt by the Mass Tech Collaborative.

I certify that Respondent is in compliance with all corporate filing requirements and State tax laws.

I further certify that the statements made in this response to the Solicitation, including all attachments and exhibits, are true and correct to the best of my knowledge.

Respondent: _____
(Printed Name of Respondent)

By: _____
(Signature of Authorized Representative)

Name: _____

Title: _____

Date: _____

Attachment D
Budget Template

SEE EXCEL SPREADSHEET