



**Massachusetts Department of Elementary and
Secondary Education (ESE)**

Request for Response

For

**Program Evaluation of the RTTT
Wraparound Zone Initiative
(RFR- 12OPRKW1)**

Posted June 14, 2011

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1.0 Background

Experience and research have consistently shown the ways in which students' behavioral, social, emotional, economic, familial, health-related, and cognitive needs affect their school performance. These challenges are typically magnified in high poverty schools where often the most effective classroom instruction cannot entirely overcome these non-academic barriers to learning.

In most districts, existing education and human service systems have some resources to address these non-academic barriers, but the implementation of these resources can suffer from systemic inefficiencies and fragmentation of effort. As part of its Race to the Top (RTTT) effort, Massachusetts will establish coordinated wraparound zones within a set of schools in up to seven districts across the state. The Wraparound Zone Initiative seeks to develop district and school systems to systematically address students' physical, social, and emotional health in order to promote academic success.

ESE is issuing this Request for Responses (RFR) to solicit proposals from qualified entities (hereinafter referred to as the "Bidder") to perform an independent program evaluation on its Wraparound Zone initiative. Bidders who have been preapproved as ESE research and evaluation Bidders under the Race to the Top **must reapply in full** to this RFR in order to be considered.

ESE's preference is to award this procurement to a Bidder that has experience in analyzing non-academic support systems within schools and districts. The selection of the final Bidder will be based on 1) the quality of the plan submitted to conduct the work, 2) the Bidder's previous experience with similar projects, 3) the qualifications of key personnel identified to carry out the work (note that the ESE contract for this work will require the selected Bidder to obtain written authorization from ESE in order to change any key personnel), 4) the adequacy and cost effectiveness of the itemized budget, and 5) the Supplier Diversity Program (SDP).

2.0 Scope of Work

2.1 Overview of MA's RTTT Wraparound Initiative

The Wraparound Zone Initiative seeks to develop district and school systems to systematically address students' physical, social, and emotional health for the explicit purpose of promoting the academic success of these students. The goal of this initiative is to build district capacity to support their schools' efforts to meet the non-academic needs of students and provide comprehensive student supports. Simultaneously, the project aims to improve collaboration between district and school administrators/teachers and community-based partners in order to foster positive school climates and effective academic instruction.

In a three-year period, up to seven districts will participate in the Wraparound Zone Initiative. In fiscal year 2012, up to five districts will be selected to implement a wraparound zone in 3-10 schools. In addition, up to six districts will have schools that are beginning a year of planning. Districts can apply to begin participation in this initiative in any of the three years. There are four major components to the Wraparound Initiative:

1. **Technical Assistance:** In collaboration with a selected technical assistance vendor, the Department will provide assistance to participating districts. The assistance will include district site visits, cross-district meetings, and other technical assistance, as needed.
2. **Designated School and District Wraparound Coordinators:** The Department's working assumption is that resources at both the district- and school- level already exist to support this work, but that these resources could be reorganized to create a higher functioning, coordinated resource management system. In order to develop more proactive systems of response as well as be able to more consistently follow through and follow up on recommendations and referrals, each school and district will have a designated school and district coordinator. These coordinators will create district-wide systems of support that can track and locate appropriate resources, provide infrastructure to support the work at the school level, and follow up on students and services.
3. **Interagency Coalition:** part of the districts' and schools' ability to function comprehensively depends on the ability of districts to bring together all the relevant public agencies and other service providers who interact with the students and their families. Hence, an "Interagency Coalition," will be created in each participating district. The coalition will be comprised of school and community leaders to monitor the development and implementation of the district's Wraparound Zone. This coalition would meet routinely to assess implementation progress, resolve challenges and problems, and address questions and exchange information.
4. **Four Wraparound Functions:** Districts that wish to implement a Wraparound Zone will have the flexibility to employ different strategies, based on their relationships with specific community partners and students' needs. However, all participating districts must ensure that the following four Wraparound Zone Functions will be performed:
 - 1) Each participating school creates a climate and culture that promotes mental health and positive social, emotional, and intellectual growth for students resulting in a new standard of practice understood and practiced by every member of the school community;

- 2) Each participating school implements a proactive system of identifying student needs in key academic and non-academic areas leading to both universal supports and targeted interventions;
- 3) Each participating school integrates a range of resources to tailor the student services from both within the school and the larger community. The range of services includes prevention, enrichment, early intervention, and intensive/crisis response services; and
- 4) Each participating district monitors school program effectiveness, creates district-wide supports for in-school social workers, and connects families to services by convening relevant agencies and organizations.

2.2 Wraparound Zone Program Evaluation

The Bidder will conduct an evaluation of the Wraparound Zone Initiative addressing the four major components of the Wraparound initiative (e.g., technical assistance, designated school and district wraparound coordinators, interagency coalition, and wraparound functions) in each of the following:

- The planning process of districts preparing for Wraparound Zones;
- The implementation of the Wraparound Zones;
- The impact and outcomes of the Wraparound Zones;
- Implications for sustainability of the Wraparound Zones.

Because some of the specifics of this project are still being developed, the successful Bidder will need to be flexible in its approach as the final details are determined.

2.2.1. Planning

In fiscal year 2012, one district received a planning grant and five districts received technical assistance to help schools prepare to implement a Wraparound Zone the following year. Lynn received the planning grant and the recipients of the implementation grants were Fall River, Holyoke, Lawrence, Springfield and Worcester (for the list of participating schools in the implementation districts, see the press release available on Comm-PASS (<http://www.comm-pass.com/>) in the same location of this RFR under solicitations document ID 12OPRKW1. The Department will be collaborating with an external vendor to provide this assistance. The planning process will include site visits, cross-district meetings, and other technical assistance, as needed. The Department is interested in documenting the planning process with the ultimate goal of understanding what components are necessary for a successful planning process, how these planning components in turn influence a successful implementation, and identifying the optimal role for the Department to play in the planning process. ESE is particularly interested in learning whether and how planning grants can best position districts and schools to implement successful Wraparound Zones.

2.2.2 Implementation

In fiscal year 2012, up to five districts will implement wraparound zones in 3-10 schools. Each district will design its own Wraparound Zone. There will be variation between the participating districts both in their starting points and in their models, but all districts will ensure that the four core functions (listed above) are present. It will be important for the evaluation to address how the different districts implement the four Wraparound functions based on the needs, strengths, and challenges of their schools, students and partners as well as what districts believe to be the areas where the Wraparound Zone might have the highest impact.

2.2.3 Wraparound Impact and Outcomes

The Department is interested in learning about any evidence of impact of the implementation of Wraparound Zones, at the district, school, classroom, and student levels. The goal of this Initiative is to create a coordinated system at the district level that allows schools to proactively and systematically address students' non-academic needs. The Department is currently in the process of defining a set of indicators that will be used to help monitor the progress of implementation and the actual outcomes of the initiative. These indicators will be provided to the successful bidder when they are available.

2.2.4 Wraparound Sustainability

The Department is interested in analysis and feedback that will contribute to the sustainability of the Wraparound Zone systems after the grant period ends in 3 years.

2.3 Sample Research Questions

The evaluation Bidder should be sensitive to the fact that there are multiple audiences for this analysis: The Department of Elementary and Secondary Education, district leadership, school leadership, teachers, and other educators. As such, the research questions must reflect these multiple perspectives. In addition, the Department is interested in the expertise of bidders and encourages bidders to organize and edit the research questions to reflect this expertise.

The following are examples of the types of questions that reflect relevant issues and that should inform the research design:

Planning

- What are the characteristics of the Wraparound Zone planning processes?
- In what ways does the planning process vary across schools and districts?
- How does the variation in the planning process contribute to the differences in the success of Wraparound Zone implementation across districts?

- In what ways are each of the four functions (p. 5) addressed in each district's planning process?
- What is the role of the Technical Assistant consultant/vendor in the planning period?
 - Contributions to the success of the planning period
 - Variations in how the expertise of the Technical Assistant consultant is best utilized
- What role(s) can ESE play to assure effective district/school planning?
- What lessons can future Wraparound Zone efforts learn about engaging in a successful planning process?

Implementation

- To what extent were each of the four Wraparound functions established?
- How, if at all, are the four functions incorporated into the daily practices of schools and districts? And how does this vary across districts and schools?
- What is the variation among the participating schools/districts in defining and implementing the four functions?
- What support does ESE provide district implementation? What forms of support are most helpful to districts?
- What, if any, district barriers implementation can be identified? What particular capacities, if any, did schools and districts lack or find the most challenging to develop?
- What specific school and district capacities are necessary to implement an effective Wraparound Zone?
- What are the elements of successful Wraparound Zone models? What are the high-impact elements?
- Did the "Interagency Coalitions" work as envisioned? Were they able to overcome obstacles to sharing information? And if so, how?

Impact and Outcomes

- To what extent were the indicators of success met? For example, are there any changes in student attendance, out-of-school suspensions, and grade level retention, and/or other aspects of student engagement?
- What was the role of the four functions in influencing districts' ability to meet the indicators?
- What, if any, district capacities have changed and in what ways?
- What, if any, district policies, systems and practices have changed, and in what ways?
- Have coherent systems been developed at the district level to access and connect resources for school-level staff? What do these systems look like and how do they vary across districts?
- Do the different district systems each include a data tracking element, or individual tracking capacity?

- What, if any, classroom practices changed? If so, how?
- What impact do the Wraparound Zones have in meeting the students' non-academic needs?
- Are there any early indicators documenting the effects of the Wraparound Zones on student achievement?
- What Race to the Top Performance Measures are being met?

Sustainability

- What district and school infrastructure, procedures and processes were put in place to sustain the Wraparound Zones? And how do these vary across districts and schools?
- What challenges to sustainability have been identified and how do these vary across districts and schools?
- How, if at all, are Wraparound coordinators integrated into schools and districts?
- What are the key issues to ensure that future Wraparound Zones can be successfully implemented after the grant period ends?

2.4 Data Access

In order to complete this analysis, the Department will authorize the Bidder to act on its behalf as its agent for the purpose of having temporary access to student-level data records in order to prepare reports as commissioned by the Department. The Bidder, as the Department's agent, will be subject to specific data confidentiality and privacy requirements consistent with applicable state and federal laws, to be spelled out in a Memorandum of Understanding between the Bidder and the Department. These requirements include provisions for ESE to retain final approval of any reports prepared using these data.

For more information about the existing available data, please refer to the "Researcher's Guide to Massachusetts state education data," August 2009. This guide contains descriptions of the Departments existing data sources as well as links to additional information on these, including user guides, frequently asked questions, and file layouts. A copy of this guide is available on Comm-PASS (<http://www.comm-pass.com/>) in the same location of this RFR under solicitations document ID 12OPRKW2.

2.5 Anticipated Timeline

The following reflects the current understanding of the timeline which may change as project requirements and work plans are developed further. Based on current estimates, we expect that within the first year, the Commonwealth will:

- 1) Select up to five districts to implement Wraparound Zones, starting in the school year 2011-12.
- 2) Select up to six districts to begin a planning year for some schools starting in the school year 2011-12, with the implementation to commence in 2012-13.

As the Bidder will be expected to adjust to changes in schedules, ESE will be responsible for updating the Bidder on a frequent and regular basis regarding any schedule changes.

2.6 Deliverables

To ensure that ESE is regularly updated on the progress of this evaluation, receives timely recommendations on program improvements during planning and implementation, and to allow ESE to track and report against its overall RTTT program plan, the Bidder will be required to submit:

- 1) Bidder and Department approved detailed project plan and timeline
- 2) Bidder and Department approved final research questions and research design
- 3) Bidder and Department approved budget based on project deliverables
- 4) Monthly progress reports and monthly updates to the detailed project plan for approval by the Department
- 5) Quarterly evaluation memos providing updates and recommendations for project improvements and/or course corrections for approval by the Department
- 6) Draft final report for ESE review and comment
- 7) Final report for ESE approval

2.6.1 Detailed Project Plan and Timeline

The detailed project plan will include, at a minimum, identification of the major tasks, task owners, milestones, deliverables, completion dates, and percent of work completion. The project plan must also provide for meetings with the relevant ESE project managers and ESE research staff to:

- Plan and design the evaluation to inform planning, implementation, and sustainability
- Design and implement evaluation and monitoring tools, measures, and data collection strategies
- Identify and report regularly on areas of the program that are in need of improvement

Ideally, the detailed project plan will be compatible with Microsoft Project Server, the project management software used by ESE.

2.6.2 Research Questions and Research Design

The Bidder will develop the final research questions and the appropriate research design required to answer these questions based on the Bidder's own expertise in this area, the sample questions provided in this RFR, and in collaboration with the relevant project managers and research and evaluation staff. The research questions and design should meet the following criteria:

- Include both quantitative and qualitative documentation and analysis of the activities, policies and procedures conducted in service of the Wraparound Zone Initiative and analyze the ways in which these influence the planning, implementation, and efficacy of the Initiative. The analysis should include both the individual contributions as well as the interactions between the activities, policies, and procedures of various stakeholders, including but not confined to ESE, districts, schools, educators, and contractors providing technical assistance.
- Include case study methods as part of the design, as determined by the Bidder's assessment of the contribution such methods would make to the overall utility of the evaluation. For example, such an analysis might examine different models of Wraparound Zones, exploring ongoing challenges and how they were resolved.
- Produce regular, timely written products that are useful for the project stakeholders and contain recommendations supported by the findings of the program evaluation. These written products are expressly for the purpose of identifying any needed course corrections or improvements regarding the implementation and support necessary to ensure this initiative's success. Specifically, ESE is interested in:
 - Information that will enhance the efficacy of the Wraparound Zones and will lead to other concrete improvements during the three-year grant period.
 - Analysis and feedback that will increase the sustainability of the Wraparound Zone systems after the grant period ends in 3 years.

2.6.3 Progress Reports and Updates

The Bidder will submit a monthly (or weekly) progress report including an updated project plan showing the planned versus actual effort and the percentage of work completed. The progress report will include accomplishments during the current reporting period, activities for the next reporting period, including as appropriate upcoming milestones and deliverables; and any open risks, issues and/or changes needed to the project. The progress report will also include an update to the financial budget showing actual costs, forecasted costs to completion, and highlight any major variances.

2.6.4 Quarterly Evaluation Memos

The goal of these memos is to provide project stakeholders with recommendations for program improvements that are revealed by the evaluation. These memos will focus on aspects of the design, roll out, implementation and support necessary to ensure this initiative's success. Specifically, ESE is interested in:

- Findings and recommendations for concrete revisions, changes, and improvements to be made during the three-year grant period that will improve the systems supporting Wraparound Zones.

- Analysis and feedback to make improvements that will increase the sustainability of these initiatives and their efficacy after the grant period ends in three years.

2.6.5 Draft Final Report for ESE Review and Comment

The Bidder will submit a draft final report summarizing research methods, the research findings, any recommendations and/or lessons learned during the research as well as the research activities and deliverables completed.

2.6.6 Final Report for ESE Approval

The Bidder will submit a final report that incorporates any changes or requests made by ESE during its review of the draft final report. The final report for approval will summarize the research methods, the research findings, any recommendations and/or lessons learned during the research as well as the research activities and deliverables completed. The final report will also include findings and recommendations for revisions, changes and improvements to be made in subsequent development and/or implementations of this or similar initiatives.

3.0 Budget Guidelines

The duration of this contract will be from the Approval date (approximately August 30, 2011) to June 30, 2014 – no renewal options available.

The budget for this three-year project should not exceed \$1,000,000. Bidders should note that budgets are evaluated based on “best value” and not lowest price. The submitted budget should be aligned to the following project deliverables (also outlined in section 2.6 of this RFR):

- 1) Bidder and Department approved detailed project plan and timeline
- 2) Bidder and Department approved final research questions and research design
- 3) Bidder and Department approved budget based on project deliverables
- 4) Monthly progress reports and monthly updates to the detailed project plan for approval by the Department
- 5) Quarterly evaluation memos providing updates and recommendations for project improvements and/or course corrections for approval by the Department
- 6) Draft final report for ESE review and comment
- 7) Final report for ESE approval

4.0 Qualifications

The successful bidder is required to provide evidence of the following qualifications when submitting the proposal:

4.1 Firm Qualifications

The Bidder selected for this engagement must:

- Have no apparent or actual conflict of interest, indicated by a summary of current projects and clients signed by the bidder or authorized member of bidder staff (see 5.4 Previous and Current Client Listing and Corporate/Business References);
- Have a demonstrable recent track record of successfully completing multiple projects with similar scope to the satisfaction of the clients as illustrated by the Previous and Current Client Listing and Corporate/Business References (see 5.4 of this document) and Listing of Key Personnel and Evidence of Qualifications (see 5.5 of this document).

4.2 Staff Qualifications

Staff members proposed for this engagement must meet the following prerequisites:

- Demonstrated expertise in program evaluation research, specifically within the fields of non-academic supports within schools and districts;
- Demonstrated expertise using multiple qualitative and quantitative research designs and methodologies including mixed quantitative and qualitative research design, analysis, and reporting, referential statistics and ethnographic methods.
- Familiarity with the nature and governance of Massachusetts public schools;
- Experience working directly with districts and schools;
- Experience working successfully across departments of complex organizations, preferably state agencies; and
- Demonstrable experience with large-scale projects. Preferably in statewide or national engagements.

5.0 Submission Requirements

Bidders should prepare a proposal that will successfully evaluate the Wraparound Zone Initiative that is part of the Commonwealth’s Race to the Top efforts.

The proposal must be written clearly and concisely so that it is understandable to a non-technical reader and organized in a manner convenient for reviewers. The cover sheet should include (a) the name and location of the responding entity, (b) the name, title, affiliation, address, telephone and email address of the individual having authorization to bind the contractor to the proposal, and (c) the name of the individual who will serve as the principal investigator.

Proposals will be evaluated based on the following seven criteria:

- 5.1 Executive Summary (10 points)
- 5.2 Project Narrative (15 points)
- 5.3 Work Samples (10 points)
- 5.4 Previous and Current Client Listing and Corporate/Business References(10 points)
- 5.5 Listing of Key Personnel (25 points)
- 5.6 Deliverable-based Budget (20 points)

5.7 Supplier Diversity Program (SDP) (10 points)

5.1 Executive Summary

The Bidder shall include with its response an executive summary of not more than **five pages** (“page” as used in this document includes minimum 1” margins left, right, top and bottom with text that is single-spaced, 12-point Times New Roman or equivalent font) that summarizes its proposal. The executive summary should briefly address:

- The Bidder’s understanding of the overall project, goals and objectives, and components;
- The Bidder’s understanding of the project’s constraints and the Bidder’s approach to overcoming them;
- Project risks and the Bidder’s approach to managing them; and
- A summary of the proposal that includes an overview of the approach the Bidder will take to complete each Phase.

5.2 Project Narrative

The Bidder shall include a project narrative of no more than **fifteen pages** that outlines the proposed analysis and research design, including a data analytic plan that describes how the analysis of the required variables and any others may be conducted.

The project narrative must include:

- A specific set of research questions addressing the issues raised in the Scope of Work;
- A research strategy to answer the questions;
- A research strategy that will enable to the Commonwealth to make adjustments to the Wraparound Zone Initiative, as revealed by the research findings;
- A research strategy that will provide useful information to the districts and schools as well as to ESE;
- A description and reasonable timetable of activities and deliverables for instrument design, data gathering, data analysis, interpretation, and reporting, as well as the interim reporting.
- An estimate of the work (i.e., hours per task) required for each facet of research planning, data collection, analysis and reporting, as well as who is responsible for each facet of the work and his or her qualifications for all related activities (See section on Key Personnel).

5.3 Work Samples

Bidders will include samples of work from any and all previous program evaluations that are similar to the work being proposed here. Preferably, Bidders would include at least some of these work samples that are authored by the key personnel whom the Bidder proposes to assign to this project. Each work sample will be accompanied by the client’s

contact information. ESE reserves the right to contact any of the client contacts listed with the work samples.

5.4 Corporate/Business References

The Bidder shall provide 1) a list of all current clients and projects signed by the bidder or individual staff member authorized by the bidder, 2) a list of all previous clients, and 3) references from at least **two** but no more than **five** entities for which the Bidder has successfully completed a Scope of Services of similar scale to, or larger than, the scope of work contemplated by this RFR. Experience with any Commonwealth of Massachusetts agency **must** be included, in addition to the above references. ESE reserves the right to contact any of the previous clients as well as the references for the purpose of selecting a Bidder for the program evaluation of the Wraparound Zone Initiative.

- 1) The list of all current clients must include the following:
 - The client organization's name and address;
 - The name and title, address, telephone number, fax number and e-mail address for a contact person;
 - A brief description of the contract requirements (including a description of the products and services offered, as appropriate);
 - The signature and date of signature of the bidder or authorize staff member for bidder verifying these to be

- 2) This list of all previous clients must include the following:
 - The client organization's name and address;
 - The name and title, address, telephone number, fax number and e-mail address for a contact person;
 - A brief description of the contract requirements (including a description of the products and services offered, as appropriate);

The references must include the following information (The limit on each such reference is **3 pages**):

- The client organization's name and address;
- The name and title, address, telephone number, fax number and e-mail address for a contact person;
- A brief description of the contract requirements (including a description of the products and services offered, as appropriate);
- The cost of the effort at contract signing and the final cost of the effort, with a brief explanation of any difference; and
- The start and end dates for the effort, commencing with the signed contract and the actual start and end dates, with a brief explanation of any difference.

5.5 Listing of Key Personnel and Evidence of Qualifications

The Bidder shall designate a Principal Investigator, a backup Principal Investigator, and a project manager for this project. These individuals shall be considered Key Personnel. The Bidder shall propose other individuals as are necessary, in the Bidder's judgment, to perform the work specified in this RFR and include evidence of the qualifications of the Principal Investigator, backup, and any research team members, including CV, references, and copies of at least two reports of comparable scope. Bidders please note that the contract for this work will require the Bidder to obtain advance written approval from ESE in order to remove or replace Key Personnel and any other personnel that the bidder and ESE mutually agree to so designate. Bidder should provide information about their strategy to replace Key Personnel, if needed, so that disruption to the project is minimized and the success of the work specified in this RFR is ensured.

5.6 Deliverable-based Budget

The budget should be based upon the proposed work plan and the budget for this three-year project should not exceed \$1,000,000. The project will be paid according to deliverables. The submitted budget should be aligned to the following project deliverables (also outlined in section 2.6 of this RFR):

- 1) Bidder and Department approved detailed project plan and timeline
- 2) Bidder and Department approved final research questions and research design
- 3) Bidder and Department approved budget based on project deliverables
- 4) Monthly progress reports and monthly updates to the detailed project plan for approval by the Department
- 5) Quarterly evaluation memos providing updates and recommendations for project improvements and/or course corrections for approval by the Department
- 6) Draft final report for ESE review and comment
- 7) Final report for ESE approval

Bidders should note that budgets are evaluated based on “best value” and not lowest price. Budget detail should be provided on a yearly basis for each of the three years.

A detailed payment schedule will be negotiated with the selected Bidder.

5.7 Supplier Diversity Program (SDP)

Massachusetts Executive Order 390 established a policy to promote the award of State Contracts in a manner that develops and strengthens Minority and/or Women Business Enterprises (M/WBEs). As a result, M/WBEs are strongly encouraged to submit bid responses to this RFR, either as prime Bidders, joint venture partners or subcontractors. All Bidders, regardless of their certification status, are required to submit a completed SDP Plan Form as part of their response for evaluation. It is required that Supplier Diversity Program participation accounts for no less than 10% of the total points in the

evaluation. Higher evaluation points may be awarded to SDP Plans that show more commitments for use of certified Bidders in the primary industry directly related to the scope of the RFR, subcontracting expenditures and partnerships for the purpose of contracting with the Commonwealth.

The Procurement Management Team (PMT) **requires** bidders to make a significant commitment to partner with certified Minority- and Women-Owned Businesses in order to be awarded a contract. A SOMWBA-certified Bidder may not list itself as being an Affirmative Market Program Partner to its own company. In addition, a narrative statement can be included to supplement the SDP Plan Form providing further details of the SDP commitments. The submission of this narrative statement does not replace the requirement of the SDP Plan Form. Bidders must submit one form for each M/WBE SDP Relationship. **Please note that no bidder will be awarded a contract unless and until they agree to commit to at least one (1) of following three (3) SDP Components selected by the PMT:**

- 1. Subcontracting:** If Bidder commits to Subcontracting in their SDP plan, then they must commit to subcontract a specific dollar amount, or a minimum percentage of dollars earned through an awarded contract, with a SOMWBA-certified company or a company that has applied for certification. Although this is only one of several options to meet the requirements for participation in the Affirmative Market Program, Bidder's submission of subcontracting commitments may be weighted most heavily. The PMT will set timelines for progress reviews (either quarterly or semi-annually) for the purpose of compliance and tracking of submitted commitments. Please note that all subcontracting partnerships require inclusion of that contract between the Bidder and the M/WBE subcontractor in the Bidder's bid package.
- 2. Growth & Development:** If a Bidder commits to Growth and Development in their SDP plan, then they must submit a plan for education, training, mentoring, resource sharing, joint activities, and assistance that would increase industry capacity and the pool of qualified SOMWBA certified companies.
- 3. Ancillary Uses of Certified M/WBE Firm(s):** If a Bidder commits to Ancillary Uses of certified M/WBE Firm(s) (or companies that have applied for certification) in their SDP plan, then they must include dollar or percentage expenditure commitments for use of these firm(s) with or without the use of written commitments between the Bidder and the M/WBE Firm(s). A description of the ancillary uses of certified M/WBEs, if any, must be included on the SDP Plan Form.

Resources available to assist Prime Bidders in finding potential M/WBE partners can be found at: <http://www.mass.gov/Aosd/docs/mwbe/SDP Resources and Guidance.doc>.

6.0 Procurement Process and Timetable

Procurement Calendar and Process

CALENDAR EVENT	DAY	DATE	TIME
RFR Posting and Release	Monday	June 13, 2011	
Questions due	Monday	June 27, 2011	5:00 pm
Answers posted on Comm-PASS (estimated)	Monday	July 11, 2011	5:00 pm
RFR Responses Due	Monday	July 25, 2011	5:00 pm

6.1 Written Questions and Answers

Potential Bidders may submit written questions regarding the RFR by June 27, 2011 via letter, fax or email to the contact listed below. No acknowledgment of receipt shall be given. No phone calls please.

ESE will review all questions and prepare written responses to those it determines to be of general interest and relevant to the preparation of a response to the RFR. Your question will be posted to the Comm-PASS web site: www.comm-pass.com, under open solicitations (same location as this RFR).

6.2 Oral Presentation/Staff Interview

ESE may invite those Bidders whose proposals have been judged most competitive and responsive in the course of the evaluation to attend an Oral Presentation/Staff Interview session. At that time, the Bidder's proposed approach will be discussed in detail. The Bidder's Key Personnel that ESE identifies are expected to attend the session. The results of this session shall be included in the overall evaluation of the responses. *ESE reserves the right to apply restrictions to the structure and content of the Oral Presentation/Staff Interview.*

6.3 Contact Information

No phone calls regarding this RFR will be accepted. If you have any questions please send an email to kwinner@mass.doe.edu. Questions must be submitted by June 27,

2011 and will be posted by July 11, 2011. Your question will be posted to the Comm-PASS website: www.comm-pass.com, under open solicitations (same location as this RFR).

Please mail or hand-deliver the original proposal in hard copy, along with four additional hard copies and four CDs, by 5:00 PM Eastern Time on July 25, 2011 to:

Attn: Kendra Winner, Research and Evaluation Specialist
Massachusetts Department of Elementary and Secondary Education
Office of Planning and Research
75 Pleasant Street, 5th floor
Malden, MA 02148