City of Cambridge
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TO: **All Bidders**

FROM: **City of Cambridge**

DATE: **January 4, 2023**

RE: **File No. 11310 RFP for the Study of an Expansion of Out of School Time Programs - Addendum No. 1**

This addendum is comprised of:

- **Time Extension**
- **Questions & Answers**

TIME EXTENSION

Please note that the Above-referenced Request for Proposals due date has been postponed for a period of One Week from

Thursday, January 4, 2024 at 11:00AM to Thursday, January 11, 2024 at 11:00AM.

QUESTIONS & ANSWERS

1. **Q:** Who will be the core COC stakeholder team responsible for the study's decision-making, program management and regular operations? Roughly how many people?

   A: Agenda for Children OST co-directors who are the co-chairs of the Steering Committee for the project. The Sterring Committee has 12 members including the co-chairs.

2. **Q:** Do these stakeholders work on site in Cambridge, hybrid, remote?

   A: Stakeholders work on site in the City. Meetings may be conducted via Zoom/Teams.

3. **Q:** Who are a broader group of COC stakeholders who may provide input into today's OST ecosystem?

A: Cambridge Department of Human Services OST staff, Cambridge Public School's staff, Cambridge families.

4. **Q:** Who are external stakeholders (e.g., from non-profits) that should be involved in the study (being called for interviews / group sessions, etc.)?

    A: Cambridge Non-profit OST organizations' staff.

5. **Q:** Can we engage with our own subcontractors (e.g., recruiters for qualitative research, analysts), or does COC have existing relationships we will need to use?

    A: Work anticipated to be subcontracted should be clearly identified in the submitted proposal, along with subcontractor information, staff, and qualifications.

6. **Q:** If we use our own subcontractors, how should they be represented in the proposal (both technical and pricing)?

    A: See answer to Q5 above for identifying subcontractor information in the technical proposal. The City intends to contract with **one** vendor as a result of this RFP process. The price proposal Total Cost should be reflective of total contract value including subcontracted elements.

7. **Q:** Is there a budget (range, cap) for this project?

    A: The City estimates this project to cost approximately $100,000.00.

8. **Q:** What is the COC's policy on informed consent and protection of personal and identifying information of potential Cambridge residents who may participate in a qualitative study? Are there any approval processes the vendor would need to go through (training, etc.)?
    Does COC have their own means of informed consent, or will the vendor need to create this infrastructure with COC legal? If so, what is the potential lead time for approvals?

    A: Please refer to the Cambridge Written Information Security Policy for the protection of PII:
    https://www.cambridgema.gov/-/media/Files/informationtechnologydepartment/WISP.pdf

    In the event that informed consent forms or notifications become necessary, the City, working alongside its School Department and Legal departments, will work with the selected vendor to facilitate the drafting and distribution of said documents.

9. **Q:** What is COC's policy for providing incentives to people who may participate in a qualitative study? What about incentives for stakeholders - internal and external to COC?

    A: The City may provide incentives for participants, please identify any elements and costs associated with provisions of incentives in the submitted proposal. Any incentive programs shall be administered by the proposer.

10. **Q:** Where does the COC believe they stand in relation to other cities / municipalities regarding OST? Are they a leader in OST? Are there other Cities they look to as inspiration?

A: The City of Cambridge seeks to better understand its OST program needs, capacities, and risks through this study. Any models used by other municipalities may become inspirations as we examine our own programs.

11. **Q:** In addition to other cities within the U.S., is there an appetite to learn from cities outside the U.S. or analogous industries (e.g., how does private business support objectives like employee childcare)?

    A: Please include any relevant recommendations into the submitted proposal. The study may examine similar models used by other Municipalities, though the City may be constrained in applications of strategies used by private industries.

12. **Q:** Pertaining to this specific study question in the RFP: "What is the demand and need for afterschool seats?" - Is there already a hypothesis in place that demand does exist?

    A: There is preliminary data suggesting a need for expansion.

13. **Q:** Pertaining to this specific study question in the RFP: "What is the existing supply and capacity of out of school programs?" - Does COC have internal data on these factors, or will the vendor need to create a data collection instrument?

    A: There is some history of data collection that needs development, though more robust data collection may be required.

14. **Q:** Pertaining to this specific deliverable in the RFP: "Finalize analysis of the current situation and quantify main gaps." - Can you elaborate on what COC would be looking for in the "quantification" of gaps? Is the city looking for metrics around these gaps, or are they looking for an articulation of these gaps?

    A: Both. The City is looking for metrics around these gaps as well as articulation.

15. **Q:** How involved does the COC want to be in prioritizing and identifying resident and stakeholder-generated recommendations?

    A: The City will be involved when appropriate. The Agenda for Children OST, project manager, will be engaged appropriately throughout the study.

16. **Q:** What would COC consider credible methods for developing cost structures and funding? Does the vendor need to do a robust pricing study, for example? How detailed of a financial analysis is required?

    A: The financial analysis does not need to be extremely detailed, but should include some basic cost information and range of costs.

17. **Q:** Who does the COC believe should be the driving force behind identifying actionable next steps? Is the onus primarily on COC with the vendor as a facilitator / organizer of thought? Or, is

the vendor expected to generate the actionable next steps? Combo of both?

A: There is a Steering Committee made up of City leaders, Public School leaders and Non-profit leaders. Combo of both; the vendor is a facilitator/organizer of thought and from input generated from all stakeholders are expected to generate recommendations to the Steering Committee.

18. **Q:** Parent and family voice will be important in this project. Is it possible to administer a survey to all caregivers of CPS students? Would the district help us administer this or provide email addresses to share the survey?

    A: While email notification lists will not be provided, the City, working with its School Department and the selected vendor, will help facilitate survey issuance and data collection.

19. **Q:** Are charter schools a part of the project scope as well? If so, does Agenda for Children have existing partnerships with the charter schools? Would the charter schools partner with us to administer a survey to caregivers, for example?

    A: The current project scope of this study does not include Charter Schools.

20. **Q:** With the desire to take an equitable evaluation approach, incentives for participation will be important. Does the City of Cambridge have funds for incentives to recognize people's time and expertise? Or does this need to be built into the proposal?

    A: See Answer to Q9 above.

21. **Q:** The City of Cambridge has a new Language Justice department. Would the resources (e.g., translation and interpretation services) of that department be available for this project? We anticipate the need to translate evaluation tools and provide focus group opportunities in the language preferred by residents.

    A: The Language Justice Department will help to support consultation and facilitating connection to translation and interpreting services at no cost to the City. These direct services shall be reflected in the price proposal.

22. **Q:** Agenda for Children and the City of Cambridge have existing data on afterschool/OST programs (e.g., program information in Find It, data in the community partner portal). Will this data be available to leverage for this study? If so, is it possible to get a list of the existing data that would be available to use?

    A: Most, if not all, existing data in conformance with the City WISP and CPS data privacy policies in the Department of Human Services, School Department, other City Departments and Agenda for Children OST will be available to leverage for this study.

23. **Q:** Agenda for Children has an evaluation staff person. Will that individual play a role in this project as well? For example, will that person be available to help with data collection activities?

    A: The Co-Directors of AFCOST will be very involved in supporting the consultant leading the

study. Due to the limited time of other AFCOST staff and the evaluator, proposers shall include resources in the budget for data collection. The AFCOST evaluator will be engaged for consult and connection to existing resources.

24. **Q:** Has the City established a budget or not-to-exceed amount for this project?

    A: Please see answers to Q.7 above.

25. **Q:** What types of data does the OST Coalition already have access to that would help the selected vendor assess the supply and demand for OST seats and what might still need to be collected?

    A: We have preliminary data sets from the Department of Human Services, School Department and some data AFCOST has collected, and those data sets will require updating.

26. **Q:** Can the City provide any past reports that the City has done regarding Out of School Time (OST) Programs for Cambridge in the last 3-5 years?

    A: There are some reports written by the Department of Human Services to the City Council that are public record and can be found on the City website. Linked below are a few for reference: https://cambridgema.iqm2.com/Citizens/Detail_LegiFile.aspx?ID=18491&highlightTerms=after%20school
    https://cambridgema.iqm2.com/Citizens/Detail_LegiFile.aspx?ID=16518&highlightTerms=human%20services%20and%20veterans

27. **Q:** Can you please confirm, regarding the Owner's Protective Liability on page 6:

    Owner's Protective Liability:
    Each Occurrence $1,000,000
    Aggregate $1,000,000

    Is this the same coverage as the Owners and Contractor's Protective liability coverage, which refers to a stand-alone policy that covers the named insured's liability for bodily injury (BI) and property damage (PD) caused, in whole or in part, by an independent contractor's work for the insured? Does the City feel this is needed for the scope of work on this consulting project?

    A: This element of the City standard insurance requirements is waived for the purposes of this Request for Proposals.

28. **Q:** What data are currently available about the out of school time landscape? It will be helpful to know both whether the data are available and whether this data have been summarized/coalesced. This has multiple aspects, for example:
    - We have seen the DHSP's dashboard and reporting on applications and seats. Are there similar resources reflecting the current state of CPS and community organizations?

    A: There is not an up-to-date dashboard for School Department and non-profits. We have the Community Portal managed by the Cambridge Public School which has some of that data, but it is not as comprehensive as the DHSP dashboard.

29. **Q:** Is there financial data across DHSP, CPS and non-profits that can help us understand both revenue (with attention to sliding scale and City subsidy where relevant) and operating expenses?

    A: No.

30. **Q:** Is there data around workforce issues available? This could be things like: number of applicants for available positions, compensation assessment, applicant and employee diversity, professional development hours, tenure/attrition, etc. (again, across DHSP, CPS and non-profits).

    A: The City has some data available regarding hiring challenges, successes, and metrics for City Departments, which can be made available for the study.

31. **Q:** Is there data collected to understand facilities and capacity in CPS, City and community spaces?

    A: Facilities/capacity data is kept by various entities, but the City does not have that data aggregated.

All other details remain the same.

Elizabeth Unger
Purchasing Agent   **Addendum No. 1**