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Address:
5830 Middle Fiskville Rd.
Suite 507
Austin, TX 78752

October 15, 2007

Dear Research Consultant:

As we move fully into the fall semester of our school year, and Central Texas engages in community dialogues about the state of education in our region, the same questions return:

- Are we educating all our children for a successful future?
- How can we best reach our students at all levels with diverse learning styles?
- How do we create a versatile and agile education system from birth through workforce entry that can best serve our residents and strengthen our community and economy?

E³ Alliance is a regional collaborative and P-16 Council dedicated to answering these questions by creating a unified vision for what 21st Century Education should be for Central Texas and by identifying the systemic means by which to achieve this vision. The E³ Alliance plans to undertake this task through rigorous research and evaluation, community engagement and systems alignment.

As part of our research effort, the E³ Alliance is pleased to announce a Request for Proposal (RFP) for a major longitudinal study focused on education in Central Texas from Early Childhood through Workforce/Prosperity. This study will identify key indicators that influence student performance and the outcomes that we should prioritize as we create our education vision and craft a ***Blueprint for Change for Central Texas.***

We invite you to submit an application in response to the RFP and encourage these responses to be creative in approach and design. The RFP references a single project, but is comprised of three separate components each with a specific set of deliverables. A team may choose to bid on one or all of these components.

Change is happening now. Help us use objective research to guide that change toward ever greater student achievement for a strong and vital Central Texas to come.

Sincerely,

Susan Dawson
President and
Executive Director
E³ Alliance

Dr. Pat Pringle
Executive Director
Region XIII ESC

Dr. Stephen B. Kinslow
President & CEO
Austin Community
College District

Dr. Denise M. Trauth
President
Texas State University

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**REQUEST FOR PROPOSAL
(RFP)**

FOR

**Mapping the Central Texas Education Landscape:
Analysis and Performance Modeling**

Issue Date: October 15, 2007

Due Date: November 15, 2007

Time Due: 5:00 p.m. CST

**Proposal Submission to:
Dr. Hannah Gourgey
E³ Alliance RFP
5930 Middle Fiskville Road
Suite 507
Austin, Texas 78752**

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OTHER PACKET MATERIALS

Central Texas Snapshot V1

White Papers

- Barriers to Effective Evaluation
- College Readiness Considerations
- Developmental Education: Challenges and Opportunities

E³ Alliance Research Methodology

E³ Alliance FAQ

Request for Information

Please return ALL required attachments for this RFP. Failure to provide requested information in the proper format may result in disqualification.

Section 1 – Background and Scope of Work

1.1 E³ Alliance 2006-2007 Research Milestones

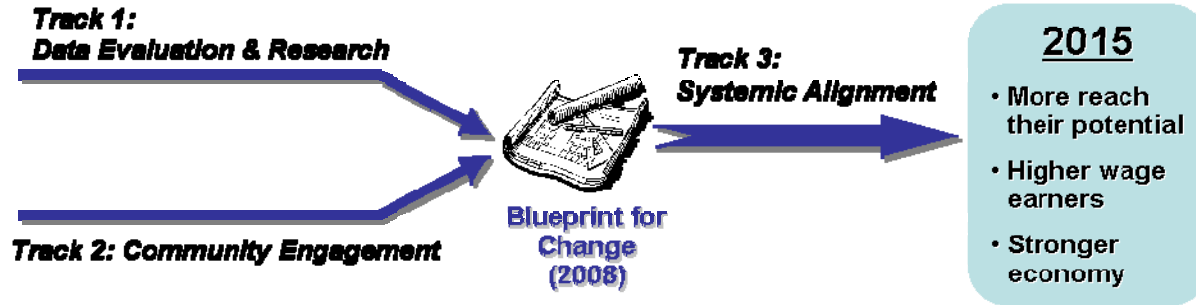
The Texas education system has not been keeping pace with changing economic needs for higher skill workers. According to the U.S. Census, 90 percent of the fastest growing jobs require some post-secondary education and two-thirds of the new jobs created in the next decade will require a college degree. To keep its economy viable, Texas must prepare its students to enter a competitive, global workforce. As 'lowtouch' and low-skill jobs are exported to other countries and highly-educated workers from other countries join the U.S. workforce, our students face increasing competition for positions in the local economy. The Texas State Data Center projects that the percentage of Texans without a high school diploma to rise from 18.8 percent in 2000 to 30.1 percent in 2040 unless we succeed in educating those populations who traditionally have not performed well in our school system.

The E³ Alliance is a regional collaborative dedicated to increasing the economic vitality of Central Texas by aligning our education systems to better fulfill the potential of every citizen. The E³ Alliance was formed in May 2006 through founding partners Austin Area Research Organization, Austin Community College, and the University of Texas. (For more information about the organization see Attachment D and visit our website at www.e3alliance.org).

The goal of the E³ Alliance is to use a ***data and community-driven process*** to identify optimal alignment opportunities that yield the best student outcomes in a cost effective manner– throughout the Central Texas education system and be the catalyst for systemic change in the region. Below is an illustration of the E³ Alliance approach to the research, analysis and to the development of critical tools to help drive successful systemic change in education.

E³ Alliance also works to raise public awareness about the urgent necessity for education reform in the region and generate community dialogue to develop regional values and goals surrounding education for Central Texas. The purpose of both the Data Evaluation & Research Track and the Community Engagement Track, illustrated below, is to help identify the desired education outcomes specific to Central Texas, to create a ***Blueprint for Change*** that enables different constituencies within Central Texas to learn how they fit into this effort and to identify the best leverage points for systemic alignment across the education continuum and from early childhood to workforce entry.

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Since the organization's official launch, E³ Alliance has completed several data and research projects that have:

- ✓ provided the most comprehensive view of education trends and outcomes available for any region in the state;
- ✓ generated regional discussion among key stakeholder leaders;
- ✓ informed strategic planning across a range of educational institutions;
- ✓ led to state-level changes in public data availability; and
- ✓ seeded the content for a series of community dialogues around achievement gaps in Central Texas.

E³ Alliance's Research Milestones to date include:

1. **Central Texas Education Snapshot V1:** A comprehensive review of the state of Central Texas Education from Kindergarten through the Baccalaureate degree. This review described the changing demographics of the region, and the economic consequences of not improving the education achievements of our children. The Snapshot offered new information to the public including college remediation and graduation rates by school district. The project also identified critical data gaps and areas where discrepancies in statistical information can lead to different interpretations of performance.
2. **Snapshot Profiles for 7 Target Districts and ACC:** As a compendium to the Central Texas Education Snapshot, E³ Alliance developed district profiles for its seven target districts that provide greater detail about these select districts' demographic changes, and education progress and challenges. Profiles were developed for Austin, Bastrop, Del Valle, Eanes, Manor, Round Rock and San Marcos. In addition, E³ Alliance developed a profile of Austin Community College as a way to highlight the role community colleges play as both a gateway to higher education and an engine for workforce training and industry connection.

3. **White Papers on Selected Topics:** During the course of its research for the Central Texas Education Snapshot, the E³ Alliance identified key topics that required additional attention due to inconsistencies in definitions and measurements, high levels of interest in the region, or as a means of identifying strategies for moving forward. By Spring 2007 E³ Alliance completed white papers on:
 - a. College Readiness Considerations
 - b. Developmental Education in Texas
 - c. Barriers to Effective Evaluation
 - d. Systems Map of Data & Evaluation Researchers, Practitioners and Users
4. **Essential Student Influences:** As part of its commitment to research efforts that address both the “what” and the “why” of student performance, E³ Alliance conducted school district stakeholder focus groups and interviews. Interviews were held with select district administrators and leadership to get the high-level view of the key factors the effect student performance. These interviews were followed by focus groups with teachers, counselors, and campus administrators and centered on those factors that most affected critical transition years for students such as PreK to Kindergarten to 1st grade, elementary to middle school, middle school to high school, high school to college or work. While many of the factors validated the findings of our Snapshot and national research, some variables suggested unique challenges that Central Texas districts may face.
5. **In-depth Analyses on Student-level Data from Target Districts:** In planning and preparation for a comprehensive, longitudinal study that will lead to a Central Texas Education Systems Map and database, the E³ Alliance is currently conducting a preliminary statistical analyses on student level data from target districts in order to identify a “superset” of indicators and outcomes that recur as the critical factors affecting or guiding student achievement and performance. E³ Alliance will provide the contractor with the results of its preliminary work in developing a superset of indicators and outcomes. The contractor will be expected to complete the formulation of this superset.

1.2 Project Scope of Work

The project resulting from this RFP will be a comprehensive analysis of the education system(s) and student performance in Central Texas. The projects will identify and prioritize the factors that have the greatest impact on student achievement and the opportunities to affect broad-scale improvements to student performance based on those factors. The factors included will be both qualitative and quantitative. The analysis should comprehensive, although some data may not be available at this time (e.g. early childhood measured outcomes) or may need to be integrated from other ongoing research projects (e.g. high school to post-secondary transitions such as those measured by the High School Graduate Data Center).

This research effort has been divided into three separate project components that may be bid out separately. Proposers may bid on one or more of these components

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and must submit separate project descriptions, task activities, and budgets for each.

The methodology for Components A and B should incorporate a blended quantitative and qualitative research design appropriate to the purpose and scope of the project.

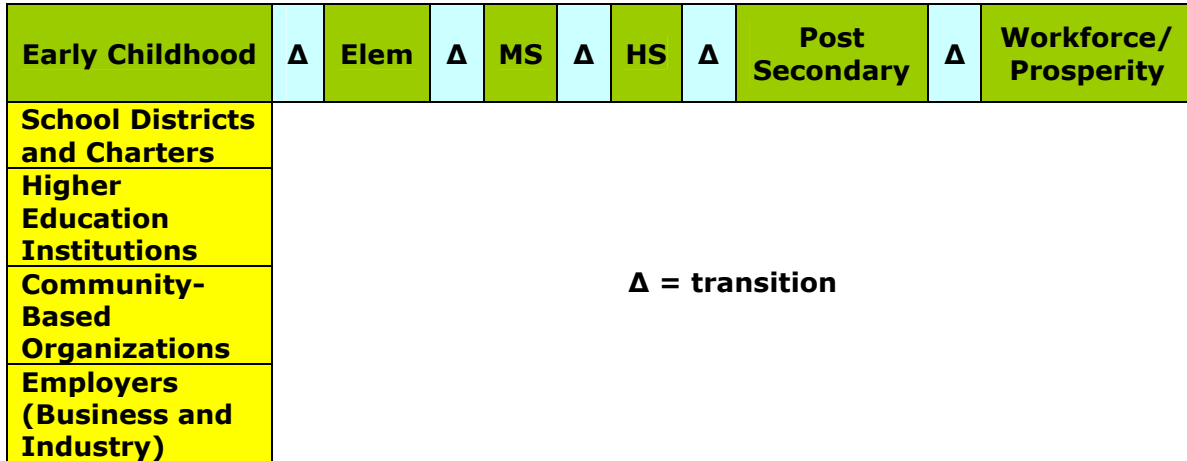
The findings will be used to drive education change, systemic alignment and policy decisions in Central Texas. As a result, timeliness and research applicability are of paramount importance. Equally important is that these findings be useful to the community in making decisions and driving change

1.2.1 Key Expectations

1. The E³ Alliance was created to be the catalyst for systemic change in education. The overall quality, robustness, and objectivity of the research that will support that change are critical. Following are key E³ Alliance expectations. Creative (out of the box) approaches are encouraged.
2. Nontraditional teams are acceptable. A quality team with a diverse skills set is required for different components of this effort.
3. Community usefulness trumps academic elegance. This project will require robust, objective research to drive community change.
4. Timeliness in meeting defined milestones/deliverables is key. The timelines specified are driven by the need to support change, and future work is contingent upon meeting deadlines.
5. Building on the data evaluation and community engagement work already completed and underway by the E³ Alliance and other research organizations, as described in this RFP, is expected.
6. Optimal solutions to data access are required. Complying with security and privacy needs, while accessing individualized data from multiple sources, will be critical to project success
- 7.** Replicability is key. Central Texas is the pilot area for driving change, but E³ Alliance must build a data model, methodology, and a Performance Framework that can be used with data sets from other regions across the state. The database and methodology to support a living analysis and Performance Framework are critical.

1.2.2 Research Questions

E³ Alliance Education Continuum



The project will address the following research questions:

1. Profile the Central Texas education continuum ranging from Early Childhood to Workforce Entry, across the categories of student demographics, student performance, district and campus characteristics, and instruction.
 - Identify the primary factors contributing to or inhibiting student outcomes.
 - Identify the primary factors affecting transition along the Early Childhood to Workforce/Prosperity education continuum.
 - Define appropriate outcomes at each stage of the continuum.
 - Operationally define for the purposes of this project the concept of “Workforce/Prosperity” for Central Texas – the ultimate outcome measure of community success.

2. What are the critical problem areas (relating to performance and transition) in the Central Texas education continuum? Are the problem areas affecting student performance or transitions:
 - Policy-related;
 - Resource-related;
 - Quality-related;
 - Due to a lack of standardization;
 - Due to systemic breakdowns; or
 - Due to other factors?

3. What are the most effective ways to address these problem areas in the Central Texas Early Childhood to Workforce Entry education continuum?

What are regional and national examples of programs, models, or systems that effectively address these problem areas (through increase in student performance, increase in successful rates of transition, systemic fiscal efficiency)?

What are the critical characteristics of such models, programs or systems that could be used to compare to other similar programs, models or systems?

4. What types of systemic alignment in the education continuum will ensure that Central Texas remains a competitive economy?

What impact would changes, corrections and modifications in these specified problem areas have on the Central Texas economy? The analyses and prediction models should address but not be limited to:

- Rates at which regional higher education degrees awarded correspond to industry occupational needs in the region.
- Percentage of students graduating from regional high schools or higher education institutions obtaining career-track jobs.
- Whether an increase in high school graduation rates correlate to a decline in use of social services in the region.

1.3 Project Deliverables

The project will have three components requiring separate bids. The components and the deliverables associated with each are listed below.

1.3.1 Component A –Central Texas Education Systems Map and Database

- A comprehensive report detailing the findings from the Research Questions listed in Section 1.1 of this RFP. The report will address Research Questions 1, 2 and 4 and will be used to develop and describe the Central Texas Education Systems Map (see below).
- Recommendations addressing the problem areas identified as a result of the analysis of the Central Texas student performance and transitions along the education continuum. The recommendations will identify policies, strategies, and resources needed to address these problem areas. The recommendations will also identify the types of systemic alignment in the education continuum likely to ensure that Central Texas remains a competitive economy.
- *A Central Texas Education Systems Map.* The map is an interdependent, comprehensive, and objective model of the Early Childhood through

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Workforce Entry continuum defining the indicators and outcomes specific to and most influential in this region. The map will position each indicator and outcome on the continuum, identify the institutions and organizations that influence these indicators and outcomes, and define the characteristics of programs and interventions that contribute to successful outcomes. The Central Texas Education Systems Map will be used by both public and private sector policy makers to identify areas for investment in the Central Texas education systems and the economy. However, data is not available currently for all indicators – where new strategies to collect data are required, they should be defined as a part of this deliverable. (Refer to the Glossary of E³ Alliance Terms - Attachment E - for definitions of the Central Texas Education Systems Map.)

Indicators and outcomes should be defined in measurable terms with monitoring strategies recommended. These indicators and outcomes will inform the design of the Central Texas Performance Framework (see Component C below).

- A comprehensive Central Texas database with student level data covering the Early Childhood to Workforce Entry continuum. The database deliverable will include documentation of each variable, its definition, its source, and how it was accessed. The database documentation will also describe the structure of the database, the procedures for securing the data, and mechanisms for maintaining and updating it on a regular basis.

Once developed, the database will be maintained by a contracted organization or entity. The contractor will be responsible for ensuring the security and sustainability of the database. While not a deliverable under this contract, the contractor must have the capacity to meet this requirement subject to further funding and negotiation.

- *A research methodology report.* A separate report on the research methodology will describe both the methodology and the process used in identifying, defining, accessing, analyzing the education system and student data and using the results in developing an Education Systems Map. The level of detail will ensure that other regions in the State of Texas could replicate the data collection and analysis and the development of an Education Systems Map representing their region.

1.3.2 Component B – Characteristics of Effective Programs and Interventions Applicable to Central Texas

- A summary of programs, models and interventions identified, screened and reviewed and judged to be effective, along with evidence of effectiveness for each. This component will specifically address Research Question 3 and will require input from findings of Component A for the final product.

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- Specification of characteristics of programs, models, and interventions that will be effective in addressing the problem areas and the associated student populations identified through the analysis of the Central Texas education system and student performance data.
- A detailed methodology for searching, screening, and reviewing educational programs, models, and interventions used in Texas or in other states; for determining their effectiveness; and for extracting those characteristics most likely to contribute to successful outcomes in Central Texas. The detailed methodology will allow replication in other regions.

1.3.3 Component C - Central Texas Performance Framework Design

- *The Performance Framework* will be developed based on the school and student database developed under Component A and on the findings of the characteristics of effective interventions from Component B. The Performance Framework is an interactive, predictive modeling tool used in conjunction with the student database to predict outcomes based on interventions or changes in programs and resources, monitor progress, and track impact on ultimate student outcomes and the Central Texas economy. (Refer to the Glossary of E³ Alliance Terms - Attachment E - for definitions of the Performance Framework.)
- The Performance Framework design will describe and document the layout and features, including a user-friendly interface, prototypes for standard reports and data views (i.e. tables which summarize relationships between key indicators) based on the research outcomes of Components A and B. As the Performance Framework is intended for use by education leaders, districts, community organizations, business and industry, and funding entities, it is important that representatives of these organizations have input into its design. The proposer should describe how user input will be obtained.

Section 2 – Contractor Qualifications and Requirements

2.1 Contractor Responsibilities

The contractor(s) will be responsible for performing the tasks and submitting the deliverables described in Section 1.3 of the RFP, including the preparation of monthly progress reports. The tasks will include, but not be limited to:

For Component A:

- Developing the research design (in response to project research questions);
- Defining all variables to be used or evaluated;
- Working with E³ Alliance to obtain data;
- Providing secure storage for the data obtained in accordance with all state and federal laws concerning individual records;
- Identifying key data elements to be incorporated in future phases;
- Analyzing the data and preparing a report with recommendations;
- Preparing a Central Texas Education Systems Map;
- Documenting the database; and
- Preparing a detailed methodology report allowing replication.

For Component B:

- Developing a methodology for searching, screening, and reviewing educational programs, models, and interventions used in Texas or in other states and for determining their effectiveness.
- Preparing a summary of effective programs, models and interventions, along with evidence of effectiveness for each.
- Extracting those characteristics that will be effective in addressing the problem areas and the associated student populations identified through the analysis of the Central Texas education system and student performance data.

For Component C:

- Obtaining input on the function, layout and features of the Performance Framework from end-user representatives.
- Developing a high-level design of the Performance Framework including layout, features and use.

Contractor(s) will be required to attend three project meetings at a minimum. These include:

- A project kick-off meeting with E³ Alliance project staff and advisory committee members representing the user community.
- A progress meeting within 30 days of obtaining access to all appropriate datasets to review the research and data analysis approach;
- A progress meeting during the final phase (three months) of the project to present key research findings, the database, and the design of the Performance Framework.

2.2 Contractor Qualifications

Proposers for all components (A, B and C) must demonstrate evidence of their experience with and ability to conduct similar large-scale projects and meet the requirements of on-time performance. These qualifications include, but are not limited to:

- Experience with community-solutions based research;
- Experience in conducting large scale research projects;
- Experience working with student level records in a secure environment in accordance with all state and federal laws;
- Knowledge of and experience with quantitative and qualitative research methods;
- Knowledge of and experience with predictive and econometric modeling;
- Evidence of on-time performance in similar projects.

Additionally –

For Component A, proposers must demonstrate that they have the capacity to:

- Maintain and update the database in compliance with FERPA;
- Ensure the security and sustainability of the database.

For Components A and C, proposers must demonstrate:

- Experience in the development of interactive analytical tools and user-interfaces for large databases and complex issues.

Section 3 – General Instructions and Proposal Requirements

Proposals in response to this request must meet the following conditions in order to be considered. Failure to meet these conditions shall result in disqualification.

Proposals may be submitted for a single project component, all components, or any combination of components.

3.1 Proposal Submission, Date and Time

WITHOUT EXCEPTION - PROPOSAL MUST BE TIME AND DATE STAMPED BY E³ ALLIANCE BEFORE November 15, 2007, 5:00pm CST:

Proposals must be submitted in a sealed envelope or box, as appropriate, with the proposer's name and closing date prominently visible on the envelope/package. If multiple envelopes/boxes are used, the proposer should indicate on the package "*specific item # of total # of items.*"

Facsimile transmissions (FAX) or e-mail submissions of proposals will not be accepted under any circumstances.

To be eligible, proposals must be received in the E³ Alliance office on or before 5:00 p.m. (Central Time) on the closing date as specified in the Request for Proposal.

Regardless of the method of submitting the proposal—United States Postal Service (USPS), United Parcel Service, Federal Express or any other delivery service—**the proposal must be received in the E³ Alliance office before 5:00 PM (Central Time) on or before the closing date in order to be considered.**

Note: Proposers are advised that E³ Alliance assumes no responsibility, due to any circumstances, for the receipt of a proposal after the deadline time and date established in this RFP.

3.1.1 E³ Alliance Offices

The E³ Alliance office is open Monday through Friday, 8:00 a.m. to 5:00 p.m., excluding holidays. Proposals will not be considered if received in the E³ Alliance office after 5:00 p.m. (Central Time) on the closing date. E³ Alliance is located in Room 507, on the 5th floor of the ACC Highland Mall Business Center.

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The mailing address is:

E³ Alliance
5930 Middle Fiskville Road
Suite 507
Austin, TX 78752

3.1.2 Number of Copies of Proposal

Five (5) copies of the proposal must be submitted: one (1) ORIGINAL and four (4) copies in hard copy format. One of the copies must be marked "ORIGINAL" and contain original signatures. An electronic version of the proposal must also be submitted on a CD.

The required number of copies of the proposal must be received in the E³ Alliance office by 5:00 p.m. on the established deadline date. Failure to meet this condition shall result in disqualification of proposal and the proposal shall receive no further consideration. Photocopying is not available at E³ Alliance office.

Additions or replacements to the proposal will not be accepted after the closing date for receiving the proposal in the E³ Alliance office.

3.2 Expected Sequence of Events/Critical Dates

E³ Alliance currently anticipates that the release of an RFP and its award will proceed according to the following schedule:

Activity	Date
RFP Release	October 15, 2007
All Questions Due in Writing	November 12, 2007 before 12:00 noon CST
Proposal Due	November 15, 2007 before 5:00 CST
Review & Evaluation of Proposals	November 16-December 12
Finalist Interviews	December 5, 2007
Award Announcement	December 21, 2007
Contract Award	January 31, 2008

The above dates are subject to change. Notices of changes to items directly impacting the RFP will be posted on the E³ Alliance website located at www.e3alliance.org.

3.3 Questions Received Prior to Opening of Proposals

In order to assure that no proposer may obtain a competitive advantage because of acquisition of information unknown to other prospective proposers, any additional information, which is different from or in addition to, information provided in the RFP, will be provided only in response to written inquiries.

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Questions relating to this Request for Proposal must be submitted in writing by noon CST, November 12, 2007. Questions may be addressed to E3RFI@austincc.edu. All questions received and answers will be posted on the E³ Alliance website (www.e3alliance.org) on November 13, 2007. Individual responses will not be provided. **NO PHONE INQUIRIES WILL BE ACCEPTED.**

Upon publication of this RFP, besides written inquiries as described above, employees and representatives of E³ Alliance will not answer questions or otherwise discuss the contents of the RFP with any proposer or their representatives. If a proposer fails to observe this restriction, that proposer's response to this RFP may be disqualified.

3.4 Standard Proposal Requirements

- Proposals that address only part of the requirements contained in this Request for Proposal will be considered non-responsive.
- E³ Alliance reserves the right to reject any and all proposals and to negotiate portions thereof.
- The selected proposal may not necessarily be funded for the full amount if E³ Alliance determines that a different amount is more appropriate. The budget submitted by the proposer is subject to negotiation by E³ Alliance.
- E³ Alliance reserves the right to request that the proposer furnish additional information as appropriate prior or as a part of the contract process.

3.5 Proposer's Responsibility for Preparation Costs

E³ Alliance will not be liable for any costs incurred in the preparation and submittal of a proposal.

3.6 Disclosure of Proposal Content

Proposers must indicate on their proposal cover if their submission contains proprietary information. It is recommended that a proposer identify the specific sections within the proposal that it considers proprietary.

3.7 Conflict of Interests

Potential proposers are in the best position to initially evaluate potential conflicts of interest, being aware of various situational details.

A proposer will not be selected if it has a conflict of interest that will or may arise during the performance of its obligations under the contract. For this reason, Proposer's response to this RFP must disclose all business interest and all relationships that could reasonably be considered to pose possible conflicts of interest in the proposer's performance of contract obligations. In addition, Proposer must represent and warrant in its response to this RFP and in the contract that in the performance of services under the contract, (1) proposer does not have and will not have any actual or potential conflict of interest, and (2) proposer will take whatever reasonable actions that may be necessary and prudent to avoid even the appearance of impropriety.

Section 4 – Proposal Format and Content

4.1 Proposal Format and Content

Proposals must be typewritten, double-spaced and single-sided, with margins of at least one inch on 8.5"x 11" paper. Font size must be no smaller than 12-point (Times Roman suggested), and width between characters should be normal (100%). Proposals must be submitted in a manner that does not carry any benefit, keepsake, or value for members of the review panel.

4.1.1 Proposal Cover Page

Proposals should use the cover page included in Attachment A. The proposer should clearly state the name of the firm or organization and the name, position, telephone number of the proposer's project administrator who may be contacted regarding the proposal, and provide all other information requested.

4.1.2 Response Structure

Proposals shall be submitted using the following number and section title structure. Failure to submit a proposal in this format may result in disqualification.

- | | |
|------------|---|
| Section 1 | Proposal Cover Page (Attachment A of this RFP) |
| Section 2 | Proposal Summary |
| Section 3 | Understanding of the Project Goals and Requirements |
| Section 4 | Management Plan |
| Section 5 | Relevant Experience |
| Section 6 | Task/Activity Plan (a separate plan is required for each component if bidding on more than one) |
| Section 7 | Cost Proposal (a separate cost proposal is required for each component if bidding on more than one) |
| Section 8 | Proposer's Financial Responsibility |
| Section 9 | Proposer Identification |
| Section 10 | Signed Execution of Offer, Affirmation of Terms and Conditions, and Proposal Preferences |

4.2 Understanding of the Project

Each proposal should contain a clear and concise summary, not to exceed 2 pages describing the proposer's approach and qualifications. The proposal must communicate an understanding of prior studies and research pertinent to the project, describe the tasks to be performed, and identify potential problems in the conduct of the project and methods to identify and address such problems.

The proposer must describe clearly, specifically, and as completely as possible, the methodology for carrying out the objectives and requirements of the project component(s), as described in this RFP.

4.3 Management Plan for the Project

The proposer must provide satisfactory evidence of its capability to perform, manage and coordinate the types of activities described in the RFP and to produce the specified product(s) and deliverables at a high level of quality and on time. Proposers must include the following information in the Management Plan section:

- Project organizational chart.
- Name of person directing the project.
- Names of all staff proposed to work on the project.
- Relevant experience and qualifications of each person assigned to the project, role in the project, and time allocation to the project.
- Include resumes for all project staff members in an appendix.
- If the proposer plans to use subcontractors, the proposer must include similar information specified above on the subcontractor organization and its staff assigned to the project, including resumes.
- All project staff must be named in the proposal. Any changes in staffing must be submitted in writing to E³ Alliance for approval.

4.4 Relevant Experience

The proposer must describe its experience with similar projects. The Relevant Experience section of the proposal must include the following information:

- Description of similar projects the proposer and its subcontractor(s) have performed in the past five years. The description should include the name of agency or organization for which the project has been conducted, the activities that were performed, dates project was performed, contract award amount and the name and phone number of a contact person from that organization or agency.
- References: contact information for five references.

4.5 Task/Activity Plan

E³ Alliance is aware that data acquisition may not occur on or before the contract award date. E³ Alliance expects the project to be completed within 12 months of the award date. The time expected for the performance of each component of the project is as follows; this timing reflects the expectation of the E³ Alliance that some work on Component A will begin prior to data acquisition.

- Component A – Central Texas Education Systems Map and Associated Reports - 8 months from data acquisition;
- Component B – Analysis of Effective Programs and interventions and Associated Reports - 9 months from contract start date with final product expected one month after the Education Systems Map is completed;
- Component C – Performance Framework Design - 3 months from completion of Components A & B – or no more than 12 months from the contract start date.

The proposer must submit a task/activity plan specifying the tasks and activities which are to be undertaken for each component. **If a proposer is submitting responses to multiple components, a separate task/activity plan must be submitted for each component.**

In addition to time frames and task/activity details, the proposer must include the name(s) of person(s) responsible for each task. Activities must be sufficiently designed and outlined in the task/activity plan to provide evidence of satisfactory delivery of services and products. Time frames must be logical and appropriate for completing activities within the beginning and ending dates of the contract.

4.6 Proposed Budget

The proposer must submit a budget detailing costs necessary to accomplish the project objectives and activities outlined in the task/activity plan. It is recommended that budget detail be submitted using the exhibits included in Attachment B in Excel compatible or Excel format.

If a proposer is submitting responses to multiple components, a separate budget proposal must be submitted for each component.

Categories of expenditure used in the budget summary should be appropriate for the activities performed. Costs must be justified in terms of activities and categories of expenditure and must be reasonable (i.e., consistent with current market price) and necessary to accomplish the objectives of the project. The budget must show evidence that financial resources are adequately and appropriately allocated among cost categories in a cost-effective and prudent business manner to accomplish project objectives and activities. Services to be purchased from subcontractors or other agencies and organizations must be specified.

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This section of the proposal must contain:

- An exhibit showing person hours by task for each individual bid, and the hourly rate for each individual.
- An exhibit showing costs by task by major expenditure categories (e.g. labor, travel, communications, subcontractor, data management, etc.).
- An exhibit showing costs by task/subtask and month.
- A schedule of task total costs and start and completion dates which ensures completion of tasks and the delivery of products by specified dates.

Each exhibit must have a supporting narrative justifying the cost structure.

Payment will be made upon satisfactory performance of services, receipt by the E³ Alliance of specified deliverables, and receipt of properly prepared and certified invoices.

4.7 Proposer's Financial Responsibility

All private sector companies, individuals, or non-profit organizations may be required to submit indicators of financial stability upon award.

For example:

- Private companies must submit their most recent audited financial statement or a certified public accountant-compiled financial report;
- Nonprofits must submit an audited financial statement, a certified public accountant-compiled financial report, or similar document; and
- Individuals must submit those documents that depict their financial stability, such as an audited proprietorship financial statement, statement from a certified public accountant or banker, or the most recent tax filing.

Upon award, nonprofit organizations will be required to submit proof of nonprofit status.

A proposer may show that it is a nonprofit organization by any of the following means:

- A copy of a letter from the Internal Revenue Service recognizing that contributions to the organization are tax deductible under Section 501(c)(3) of the Internal Revenue Code;
- A statement from a state taxing body or the state attorney general certifying that the organization is a nonprofit organization operating within the state and that no part of its net earnings may lawfully benefit any private shareholder or individual;
- A certified copy of the proposer's certificate of incorporation or similar document if it clearly establishes the nonprofit status of the proposer; or
- Any item described above if that item applies to a state or national parent organization, together with a statement by the parent organization that it is a local nonprofit affiliate.

4.8 Proposer Identification

Proposer shall provide to E³ Alliance the 9-digit Federal Employer's Identification Number (FEI); Social Security Number (SSN) if proposer is an individual; or proposer's 14-digit State of Texas Vendor's Identification Number (TIN). If incorporated, proposer shall also provide to agency the corporation's charter number issued by the Texas Secretary of State's office.

Proposer's FEI: _____

Proposer's SSN: _____

Proposer's Texas Identification Number (TINS): _____

Section 5 – Review of Proposals

5.1 Eligible Respondents:

Responses to the RFP may be submitted by an individual, a company/organization or a group of companies/organizations (public or private) working together.

E³ Alliance strongly encourages developing creative partnerships as a means of meeting all the research and product development requirements for this project.

5.2 Review of Proposals

Review of proposals will begin as soon as practical after receipt. The proposers receiving the most favorable ratings during the first round of selection may be asked to send representative(s) to E³ Alliance at a time and place to be arranged for oral presentation of proposals. Proposals may be rated again following oral presentations. The evaluation team shall consist of E³ Alliance staff knowledgeable in the content area, as well as reviewers from outside with expertise in the area.

The recommendations of the review panel will be compiled and presented to the E³ Alliance Board who will:

- Approve the proposal in whole or in part;
- Disapprove the proposal; or
- Defer action on the proposal for such reasons as a requirement for further evaluation.

E³ Alliance will notify each proposer in writing of its selection or non-selection for funding.

5.3 Selection Criteria

Proposals will be selected based on the ability of each proposer to carry out all of the requirements contained in this Request for Proposal. E³ Alliance will base its selection on demonstrated competence and qualifications, as well as the methodologies described by the proposer and on the reasonableness of the proposed budget.

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Following are the criteria and the total number of points assigned to each criterion that will be applied in selecting a proposer:

CRITERIA	COMPONENT A	COMPONENT B	COMPONENT C
A. Quality of Technical Component. 1. Clear understanding of project and component goals and requirements 2. Adequacy and appropriateness of project/component design 3. Demonstrated ability to use a blended methodology (qualitative and quantitative)	25	35	35
B. Ability to acquire and securely store data. 1. Access to individual level data for Central Texas schools and workforce 2. Compliance with all state and federal laws pertaining to individual records	15	Not Applicable	Not Applicable
C. Quality of Management Component. 1. Evidence of capability to performance and manage project/component 2. Experience of organization 3. Personnel qualifications	20	20	20
D. Quality of Task/Activity Plan. 1. Logical and appropriate time frames 2. Activities are of sufficient scope and detail to provide evidence of satisfactory delivery of services and products 3. Ability to begin project/component following award	35	35	35
E. Cost-Effectiveness and Appropriateness of Financial Resources Dedicated to Project/Component	10	10	10
TOTAL	100	100	100

5.4 Project Costs

The contract(s) resulting from this RFP will be fixed price.

Total project costs (components A, B, and C) will not exceed \$740,000.
 Costs for Component A will not exceed \$430,000.
 Costs for Component B will not exceed \$210,000.
 Costs for Component C will not exceed \$100,000.

Section 6 – Contractual Requirements

6.1 Contractor’s Proposal

The selected proposal(s) will be incorporated into a contract prepared by E³ Alliance for signature by the contracting parties.

6.2 Project Review Requirements

The project design and all materials, project activities, and/or other products developed, produced, or adapted by the contractor must be reviewed and approved in draft form and in final form by the E³ Alliance Project Administrator. E³ Alliance will have 30 working days to review project materials, project design, and/or other products developed or adapted by the contractor.

6.3 Project Timeline

The contractor must commence and perform project activities according to the timeline described in the task/activity plan.

6.4 Project Reporting Requirements

The proposer agrees to comply with all reporting requirements specified for the project and will submit reports in the format requested by E³ Alliance. The proposer(s) will provide written monthly progress reports as requested by E³ Alliance.

6.5 Payment

All payments are made in accordance with E³ Alliance procedures. Unless otherwise indicated by E³ Alliance, payment is only by reimbursement upon satisfactory performance.

Payment is contingent upon submission of a properly prepared and certified invoice. The invoice shall note the contract number, and detail tasks performed and deliverables provided during the invoice period and associated costs. The information provided on each invoice must coincide with the tasks and cost categories outlined in the approved budget, as negotiated by E³ Alliance.

6.6 10% Holdback

All payments are subject to a 10% holdback, to be paid upon successful completion of the project as determined by E³ Alliance.

6.7 Proposal Conditions

E³ Alliance reserves the right to accept or reject any or all Proposals submitted. E³ Alliance also reserves the right to cancel this RFP in part, or in its entirety and to make partial awards or reissue this RFP.

- 6.7.1 E³ Alliance is exempt by law from payment of Texas Sales Tax and Federal Excise Tax.
- 6.7.2 This RFP does not commit E³ Alliance to pay for any cost incurred prior to the execution of any contract. Contracts are contingent upon availability of funds.
- 6.7.3 Any indirect/institutional overhead costs will be limited to no more than 10% of the contract amount.
- 6.7.4 Pertaining to this RFP, proposers shall not make contact with, or make offers of gratuities or favors, to any officer, employee, or member of the E³ Alliance Board. Violation of this instruction will result in immediate rejection of the proposal.
- 6.7.5 E³ Alliance specifically reserves the right to modify the provisions set herein anytime prior to the execution of the contract where such variance is deemed to be in the best interest of E³ Alliance.
- 6.7.6 E³ Alliance reserves the right to change the scope of this request for proposal at the time of award and/or throughout the term of this contract.
- 6.7.7 All proposals and their accompanying attachments will become the property of E³ Alliance after submission and materials will not be returned.
- 6.7.8 The contents of the successful proposal(s) will become part of the contract, if a contract is awarded. The contents and requirements of this RFP may be incorporated into any legally binding and duly negotiated contract between E³ Alliance and the contractor(s).
- 6.7.9 E³ Alliance reserves the right to request additional information and/or negotiate issues prior to making a selection.
- 6.7.10 E³ Alliance reserves the right to accept or reject any or all Proposals submitted. E³ Alliance reserves the right to cancel this RFP in part, or in its entirety and to make partial awards or reissue this RFP. E³ Alliance reserves the right to select and/or contract with more than one proposer from the proposals submitted.
- 6.7.11 E³ Alliance reserves the right to cancel the contract if the contractor fails to perform as agreed, or for convenience if it is in the best interest of E³ Alliance.

ATTACHMNET A
PROPOSAL COVER PAGE

Project name	
Proposal includes Project Component A, B, C	
Organization name	
Mailing address	
Physical address (if different from above)	
City/State/Zip	
Date Submitted	
Contact person Telephone number and Email address	
Type of organization (mark all that apply)	<input type="checkbox"/> Private for-profit <input type="checkbox"/> Private non-profit <input type="checkbox"/> State government agency <input type="checkbox"/> Local government <input type="checkbox"/> Community college district <input type="checkbox"/> University <input type="checkbox"/> Other:
Federal Employer ID	
Texas State Comptroller ID	
Corporation Certification	Attach Corporation's State Corporation Certification
Nonprofit Certification	Attach Nonprofit Certification
Total Cost of Project	

Typed Name & Title of authorized signatory

Signature & Date

ATTACHMENT B:
FORMAT FOR BUDGET SUMMARY

Budget Exhibit 1
PROJECT BUDGET BY TASK AND PERSON HOURS

Task #	Task Description	Staff 1	Staff 2	Staff 3	Staff 4	Staff 5	Total
Total							

* Hourly rates for each proposed staff

ATTACHMENT B:
FORMAT FOR BUDGET SUMMARY

Budget Exhibit 2
PROJECT BUDGET BY TASK AND EXPENDITURE CATEGORY

Task #	Task Description	Labor	Travel	Communications	Data Management	Sub-contractor	Other Expenses	Total
Total								

ATTACHMENT B:
FORMAT FOR BUDGET SUMMARY

Budget Exhibit 3
PROJECT BUDGET BY TASK AND MONTH

Task #	Task Description	% of Task Completed	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Total
Total												

ATTACHMENT B:
FORMAT FOR BUDGET SUMMARY

Budget Exhibit 4
SCHEDULE OF TASK COMPLETION

Task #	Subtask	Task Description	Projected Start Date	Projected Completion Date	Estimated Costs
Total					



ATTACHMENT C
EXECUTION OF OFFER, AFFIRMATION OF TERMS AND CONDITIONS, AND
PROPOSAL PREFERENCES

By signing this “Execution of Offer, Affirmation of Terms and Conditions, and Proposal Preferences” instrument, Proposer or Proposer’s legally authorized agent affirms that the all statements within the proposal are true and correct. Proposer understands and acknowledges that discovery of any false statement in the proposal is a material breach and shall void the submitted proposal or any resulting contracts. By signature hereon affixed, Proposer hereby acknowledges and certifies that Proposer shall be subject to the following specific affirmations, general provisions, and special provisions if the Proposer is awarded a contract:

1. Proposer expressly makes the following specific affirmations in response to this RFP:
 - A. Proposer understands that any proposal signed by an agent or attorney-in-fact shall be accompanied by evidence of authority.
 - B. Proposer has fully complied with all of the terms and conditions for submission of proposal expressly stated throughout this RFP.
 - C. Proposer has not given, offered to give, nor intends to give at any time hereafter any economic opportunity, future employment, gift, loan, gratuity, special discount, trip, favor, or services to a E³ Alliance employee or board member in connection with the submitted proposal or bid.
 - D. Proposer agrees to purchase and maintain at its expense insurance as required for the work being performed and furnished pursuant to any contract awarded from this RFP. Such insurance will protect E³ Alliance from all claims from bodily injury, death, or property damage which may arise out of or result from the performance or furnishing by the Proposer and Proposer’s other obligations under the Contract Documents, whether it is performed or furnished by Proposer, any Subcontractor or Supplier, or by anyone directly or indirectly employed by any one of them to perform or furnish any of the Work, or by anyone for whose acts any of them may be liable.
 - E. No public disclosures or news releases pertaining to this RFP shall be made without prior written approval of E³ Alliance.

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2. Proposer has read, understands, and agrees to be bound, with concerns noted, to the terms and conditions stated in the E³ Alliance "General Provisions" if a contract is awarded to Proposer pursuant to this RFP. The following General Provisions which will be included as part of the contractual terms for any contract awarded under this RFP are included in this instrument and are stated as follows:

General Provisions

This agreement dated _____ is made by **E³ Alliance**, whose address is 5930 Middle Fiskville Road, Austin, Texas 78752, and _____ whose address is, _____, hereafter referred to as "CONTRACTOR."

In consideration of the mutual promises hereinafter set forth, E³Alliance and CONTRACTOR agree as follows:

1. **Scope of Work.** CONTRACTOR will complete the following work as stipulated in CONTRACTOR's Proposal titled:

Insert Language from Components A, B and /or C here.

The duration of this project commences on _____ and is completed upon receipt and approval of E³ Alliance of final project deliverables. The total cost for completion of deliverables is \$ _____.

2. **Approval of Work Products.** E³ Alliance will approve all work products prior to determining product or project completion.
3. **Compliance With Laws.** CONTRACTOR shall observe and comply with all applicable Federal, State, and County laws, regulations and ordinances.
4. **Term of Agreement.** This contract will begin on date to be specified. This contract may be extended or otherwise amended only by a formal written amendment properly executed by both the E³ ALLIANCE and CONTRACTOR. No other agreement, written or oral, purporting to alter or amend this contract shall be valid.
5. **Payment to Contractor.** Payment for service(s) described in this Contract is contingent upon satisfactory completion of all tasks and deliverables and a mutually-agreed upon payment plan based on milestones completed and 10% withholding. Satisfaction will be determined by E³ Alliance's Project Administrator and in accordance with reasonable standards. E³ Alliance shall pay CONTRACTOR only for allowable costs upon receipt of a detailed and correct invoice.
6. **Indirect Costs.** Indirect costs shall not exceed 10%.
7. **Contingency.** This contract is executed by the E³ ALLIANCE subject to the availability of funds for the defined purposes herein stated. Notwithstanding any

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other provision in this contract or any other document, this contract is void if sufficient funds can not be obtained.

- 8. Termination.** This contract may be terminated by E³ ALLIANCE at any time for good reason with a fifteen–calendar-day written notice to the CONTRACTOR. Expenditures, work activity, and or products for which CONTRACTOR may claim reimbursement shall not be accrued or claimed subsequent to receipt of such notice of termination from the E³ ALLIANCE.
- 9. Independent Contractor.** Both the E³ ALLIANCE and the CONTRACTOR, agree that the CONTRACTOR and its subcontractor(s) will act as an independent contractor in the performance of its duties under this contract. Accordingly, the CONTRACTOR shall be responsible for payment of all taxes including Federal, State and local taxes arising out of the CONTRACTOR'S activities in accordance with this contract, including by way of illustration but not limitation, Federal and State income tax, Social Security tax, Unemployment Insurance taxes, and any other taxes or business license fee as required. It is understood and agreed that as an independent contractor and not an employee of the E³ ALLIANCE and neither the CONTRACTOR nor CONTRACTOR'S assigned subcontractors shall have any entitlement as an E³ ALLIANCE employee. CONTRACTOR shall not be covered by worker's compensation; nor shall CONTRACTOR be entitled to compensated sick leave, vacation leave, retirement entitlement, participation in group health, dental, life and other insurance programs, or entitled to other fringe benefits payable by the E³ ALLIANCE to employees of the E³ ALLIANCE.
- 10. Confidential Information.** The CONTRACTOR agrees that any non-public information received by the CONTRACTOR during any furtherance of the in accordance with this contract, which concerns the personal, financial or other affairs of the E³ ALLIANCE will be treated by the CONTRACTOR in full confidence and will not be revealed to any other persons, firms or organizations.
- 11. Ownership of work product.** All technical data, evaluations, plans, specifications, reports, documents, power point presentations, software, spreadsheets, or other work products developed by CONTRACTOR provided hereunder shall be the property of E³ ALLIANCE. The CONTRACTOR shall deliver all products mentioned above to E³ ALLIANCE upon completion of the services authorized hereunder. CONTRACTOR may retain copies thereof for its files and internal use. Publication of the information directly derived from work performed or data obtained in connection with services rendered under this Agreement must first be approved in writing by E³ ALLIANCE.
- 12. Unfair Business Practices.** By signing this contract CONTRACTOR certifies that within the preceding 12 months, CONTRACTOR has not been found guilty, in a judicial or state agency administrative proceeding, of unfair business practices. CONTRACTOR also certifies that no officer of its company has, within the preceding 12 months, served as an officer in another company which has been found, in a judicial or state agency administrative proceeding, to be guilty of unfair business practices.

- 13. Use of Funds.** By signing this contract, CONTRACTOR agrees that no funds provided by E³ ALLIANCE pursuant to this contract shall be used by CONTRACTOR for any political activity or PAC contribution and that CONTRACTOR is prohibited from using such funds for influencing or attempting to influence any member of Congress or its employees or any federal agency employee concerning the making or awarding of a federal grant.
- 14. Notice of Felony Conviction.** By signing this contract, CONTRACTOR certifies that neither they, the owner of their company, or operator of their business have been convicted of a felony, nor are any of the named persons presently debarred, suspended, proposed for disbarment, declared ineligible, or voluntarily excluded from participation in this proposed contract by any Federal or State Department or Agency.
- 15. Indemnification.** CONTRACTOR shall indemnify and hold harmless the E³ ALLIANCE from any and all claims, damages, suits, and expenses caused by or arising out of the acts, omissions, errors or negligence of the CONTRACTOR or subcontractors. The obligation of the CONTRACTOR under this section will not extend to any liability caused by the sole negligence or acts of the E³ ALLIANCE or its employees.
- 16. Nondiscrimination in employment, services, benefits and facilities.** By signing this contract:

CONTRACTOR agrees and assures E³ ALLIANCE that CONTRACTOR and its subcontractors shall comply with all applicable federal, state, and local Anti-discrimination laws, regulations, and ordinances and to not unlawfully discriminate, harass, or allow harassment against any employee, applicant for employment, employee or agent of E³ ALLIANCE, or recipient of services contemplated to be provided or provided under this Agreement, because of race, ancestry, marital status, color, religious creed, political belief, national origin, ethnic group identification, sex, sexual orientation, age (over 40), medical condition (including HIV and AIDS), or physical or mental disability. CONTRACTOR shall ensure that the evaluation and treatment of its employees and applicants for employment, the treatment of E³ ALLIANCE employees and agents, and recipients of services are free from such discrimination and harassment.

CONTRACTOR represents that it is in compliance with and agrees that it will continue to comply with the Americans with Disabilities Act of 1990 (42 U.S.C. §12101 et seq.), the Fair Employment and Housing Act (Government Code §12900 et seq.), and regulations and guidelines issued pursuant thereto.

CONTRACTOR agrees to compile data, maintain records and submit reports to permit effective enforcement of all applicable anti-discrimination laws and this provision.

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CONTRACTOR shall include this nondiscrimination provision in all subcontracts related to this contract.

- 17. Contractor's Proposal:** Contractor's proposal that was furnished to E³ Alliance in response to a request for proposal is incorporated in this Contract by reference. The provisions of this Contract shall prevail, however, in all cases of conflict arising from the terms of Contractor's proposal whether such proposal is a written part of this Contract or is attached as a separate document.
- 18.** All notices, reports and correspondence required by this Contract shall be in writing and delivered to the following representatives of E3 Alliance and Contractor or their successors in office:

E³ Alliance | CONTRACTOR

Proposer has read, understands, and agrees to be bound to the terms and conditions stated in this document, if a contract is awarded to Proposer pursuant to this RFP.

Signatures. Both the E³ ALLIANCE and the CONTRACTOR agree to the above contract.

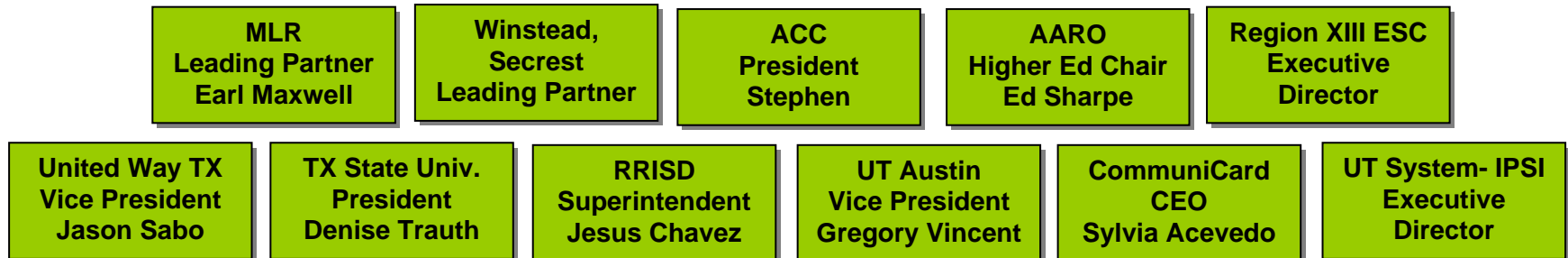
Contractor
Organization
Date: _____

Susan Dawson, Executive Director
E³ Alliance
Date: _____

ATTACHMENT D
E³ BOARD OF DIRECTORS

E³ Alliance Structured for Regional Replicability

- All seven university presidents in the region
- Target superintendents and K-12 leaders
- CEOs of major businesses in the region
- Non-profit and youth services Directors
- Parents of past, current and future students



ATTACHMENT E **GLOSSARY OF E³ ALLIANCE TERMS**

Alignment – Refers to coordination of operations, practices, content development, administrative processes that allows students to move seamlessly and resources to be applied effectively across the range of education systems.

- Vertical alignment specifies the systemic P-16 process starting from early childhood and moving through the workforce. This alignment focuses primarily on eliminating barriers to student success.
- Horizontal alignment refers to systemic operational processes across districts, institutions or community organizations. This alignment focuses on creating efficiency, sustainability and scalability in district and educational institution operations and practices.

Blueprint for Change: Refers to the combined product of the Education Systems Map and the community deliberative dialogues process from which emerges the critical leverage points that will enable systemic alignment of education systems in a feedback process. Specific to this Blueprint will be a series of actions that capitalize on these leverage points that will include education content, fiscal, and infrastructure management and opportunity. Most important, this Blueprint offers a cascading definition for how each constituency can participate in education reform.

Example Q&A: If we want to achieve our Closing the Gaps to college goal by 2015, how many additional students from my school do we need to get into college in the next 2 years?

Deliberative Dialogues: Refers to the primary method by which E³ Alliance will engage the community in defining a set of values and overall goals for Education Reform in Central Texas. These Dialogues currently focus on Achievement Gaps and are in partnership with Austin Voices, Kettering Foundation, Participating School Districts, Texas Forums and United Way.

E³ Alliance Central Texas Education Profile: Refers to the series of reports that E³ Alliance generates that describe the state of education (and labor) systems within a geographical map of Central Texas that includes the 5-county Austin MSA and the additional ACC service area districts in Gillespie, Blanco, Burnet and Gonzales. The Snapshot provides a comprehensive, aggregate view of education trend and outcomes data across the region.

Example Q&A: What are the differences in high school and college graduation rate by Central Texas school district, and are they trending up or down?

Education Systems Map: Refers to the interdependent information model of indicators and outcomes based on the longitudinal analysis of student and system education data. The Education Systems Map will be considered by stakeholders to represent the objective set of findings

1. Specific to Central Texas demographics and student experiences and
2. Critical to regional economic success
3. Critical to regional quality of life success

4. Delineated as the set of variables for students, education institutions, and the region.

This model serves as the basis for developing the interactive Performance Framework that can be used to optimize allocation of resources and identify effective interventions.

Example Q&A: What are the key indicators that predict a successful student transition from middle to high school, and what are the success characteristics of programs that most contribute to a successful outcome in that transition point?

Essential Student Influences: Refers to the universe of variables that affect student achievement in school either positively or negatively, that may serve as predictors of student success or failure, or that may serve as desired outcomes for students based on a general consensus on what defines success. Some of these variables are accessible through existing agency databases. Others may be new or captured inefficiently in those databases.

Indicators: Refers to the subset of variables of essential student influences that may serve as predictors for future student success. For example, poor attendance in 8th grade may be a strong predictor of failing to meet TAKS standards or increased risk for drop out rates, whereas passing Algebra I by 8th grade serves as a strong predictor of successful transition to higher education.

Outcomes: Refers to the set of variables that serve as standards of student success. These outcomes would include

- intermediate successes, such as an LEP student successfully transitioning out LEP programs,
- ultimate goals for students that evolve from research and from public discussions of values and
- goals in education reform, such as successful graduation from higher education in target industry field.

These outcomes include not only individual student success but school, district, and regional goals as well.

Performance Framework: Refers to the “interactive predictive modeling tool” created out of the longitudinal research on Central Texas districts that specify the regional outcomes and operational strategies to reach those. The Framework will be interactive (although it may be accessed through an intermediary analyst), updated on an ongoing basis, and should support both predictive analysis and progress monitoring. The Performance Framework is meant to be used by funders, political leaders, community organizations, education leaders and other community stakeholders as a means of tracking success on specified variables or student populations and supporting “what if” analysis on potential resource or practice changes.

Example Q&A: If I adopted X practice at a middle school level for Y school district, what will be the predicted change in outcomes for these student populations in my district?

OTHER PACKET MATERIALS

1. Snapshot V1
2. White Papers
 - a. Barriers to Effective Evaluation
 - b. College Readiness Considerations
 - c. Developmental Education: Challenges and opportunities
3. E³ Alliance Research Methodology
4. E³ Alliance FAQ
5. RFI