REQUEST FOR PROPOSAL FOR:

Third Party Evaluation Services

Project NCC14-02

Nashua Community College – lead grantee – Nashua, NH

PURPOSE:

The purpose of this REQUEST FOR PROPOSAL is to establish a contract for the Advanced Manufacturing by Innovation and Design (AMID) for consultants experienced and qualified to provide Third Party Evaluation services for Nashua Community College (NCC), for advanced manufacturing educational programs under the federal Trade Adjustment Assistance Community College and Career Training (TAACCCT III) grant sponsored by the U.S. Department of Labor (US DOL) Employment and Training Administration, grant # TC-25184-13-60-A-33.

VENDOR CERTIFICATIONS:

The consultant (also referred to as evaluator) who is awarded the contract must comply with the terms of the CCSNH P-37 contract and of the US DOL TAACCCT grant. Prospective bidders are encouraged to ensure they are able to comply with all applicable regulations. Compliance regulations are indicated further down in the document under the header COMPLIANCE BY CONSULTANT WITH LAWS AND REGULATIONS.

A completed Alternate W-9 form (no fee) must be submitted with the contract.

CONTRACT TERM:

The term of any resulting contract shall end upon completion and submission of the NH (Round 3) TAACCCT grant’s final report to US DOL, which is due on September 30, 2017. There is potential for a 1 year extension due to the late start with the grant. NCC may terminate the contract at any time by giving the consultant a 30-day written notice, with or without cause. The consultant may terminate the contract upon 30-day written notice to NCC, with or without cause.

BACKGROUND:

The U.S. Department of Labor (DOL) has awarded $2,507,462.00 to NCC for the TAACCCT III Grant Program. The TAACCCT grant provides community colleges and other eligible institutions of higher education with funds to expand and improve their ability to deliver education and career training programs that can be completed in two years or less, are suited for workers who are eligible for training under the Trade Adjustment Assistance for Workers program and prepare program participants for employment in high-wage, high-skill occupations. The targeted population of this program is workers who have lost their jobs or are threatened with job loss as a result of foreign trade by funding the expansion and improvement of education and career training programs that are suited for these individuals.

NCC, as a Single State Institution, will take the lead for the grant proposal that focuses on the Advance Manufacturing by Innovation and Design.

Nashua Community College part of the Community College System of New Hampshire (CCSNH) has spearheaded the development of AMID, which will implement activities under previously funded TAACCCT projects. Specifically, the AMID will build upon the (CCSNH) Regional Advanced Manufacturing Partnership (RAMP Up) project funded under TAACCCT Round 1 that addresses the needs of workers and employers in Advanced Manufacturing.

AMID will implement a two-county pilot of a STEM-based two-year to four-year college transition program in Machine Tooling in partnership with the College for America (CfA), a competency-based learning model embedded at Southern New Hampshire University. The project will encompass all five TAACCCT Core Elements with a particular emphasis on (a) the development of stackable credentials that build Advance Manufacturing competencies; (b) articulation agreements that allow dual enrollment at NCC and CfA and facilitate transition to four-year STEM programs of study; (c) technology-enabled learning strategies using virtual instruction to standardize program study across the state; (d) interactive simulations that provide state-of-the-art experiential learning opportunities for new, dislocated and incumbent workers; and (e) cyber-instruction through innovative instructional design.
PAYMENT AND COMPENSATION:
Payment terms: 100% due within 30 days after satisfactory completion of work invoiced, receipt of the invoice, approval, and acceptance by Nashua Community College. Partial payments are allowed.

OWNERSHIP OF MATERIALS PRODUCED:
NCC shall own any and all materials created or produced by consultant, including but not limited to reports, research, analysis and recommendations. The consultant either shall provide all such elements to NCC or shall maintain all such elements in a manner acceptable to NCC, and shall provide all such elements to NCC at any time and upon cessation or termination of contract.

SCOPE OF SERVICES:
Work within this request for proposal (RFP) shall include the following:

Evaluator’s Role
In broad terms, the evaluator will support the operation and implementation of the grant by 1) analyzing progress against strategy implementation 2) providing evaluation of deliverables produced under the grant to date 3) assessing student outcomes 4) developing an evaluation report that provides recommendations for adjustments and improvements to programs 5) ensuring NCC is in compliance with mandatory reporting requirements 6) attending meetings with the grant management and staff from NCC and grant office personnel from CCSNH 7) participating in evaluator webinars including TAACCCCT evaluator online community of practice 8) attending evaluation conferences offered by DOL in Washington, DC.

Evaluator’s Qualifications
The evaluator must have extensive knowledge of high quality project research, principles and methodologies; experience with data collection and analysis; demonstrated expertise in conducting same of similar federally funded grants as described herein; knowledge of postsecondary education; experience assessing student academic success; and the ability to evaluate and produce the deliverables specified in the Measurable Progress and Implementation and Outcome Measures in the AMID technical grant proposal. The evaluator should be familiar with the American Evaluation Association’s Guiding Principles for Evaluators http://www.eval.org/p/cm/ld/fid=51 and the Program Evaluation Standards of the Joint Committee on Standards for Educational Evaluations (www.wmich.edu/evalctr/jc/).

Other Requirements
The evaluator shall foster collaboration and evaluation relevance. The external evaluator shall be expected to meet with NCC faculty, staff and key stakeholders, including advisory boards, curriculum committees and Board of Directors periodically. Presentations to the Academic Affairs council, Systems Leadership Team and other groups will be made as necessary.

The evaluator shall also collaborate with external organizations including Department of Higher Education (DHE), NH Employment Security (NHES), Career Technical Education (CTE) and other state agencies, including political state representatives as required.

Evaluator’s Point of Contact
The evaluator’s primary liaison will be the Grant Project Manager, with the secondary liaison being the Data Analyst.

Contract Performance Period
The evaluator contract shall begin upon issuance of contract award and extend through the submission of the final annual report on September 30, 2017; contingent upon both AMID’s successful operation and continued funding from the U.S. Department of Labor.

Work Product
Data collection methods (e.g., surveys, interview protocols) developed and quantitative and qualitative data collected for the purpose of conducting this evaluation shall be retained as the property of the lead grantee, NCC.
**STATEMENT OF WORK:**
The consultant awarded this contract shall perform the tasks and sub-tasks listed below:

**Task 1: Design**
The project will be devoted to understanding the AMID program and the submittal of a final evaluation report, due to the Department at the end of the grant period of performance, and at least one interim report to include an evaluation design and on evaluation findings-to-date at a time determined by the applicant.

The evaluator must include their proposed timeline for transmitting these reports on the first page of the summary of the evaluation plan, which is due on June 30th.

**Task 1.1: Conduct start-up Meetings.** Start-up meetings will be conducted between the TAACCCT grant management team, fiscal agent and systems office grant personnel to discuss the project, priorities for the evaluation, methods and sources of data collection, timelines, expectations, etc.

**Task 1.2: Start-Up Meeting Report.** The evaluator will provide a summary of project understandings and agreements to the NH TAACCCT III grant management team.

**Task 1.3: Prepare a Design Report.** The evaluator will prepare a brief Design report to describe a detailed strategy for carrying out the project activities. This will be submitted to the AMID grant management team and be revised as necessary based on the management team’s comments or to accommodate additional data collection needs.

**Task 2: Data Collection**
Data will be collected from multiple sources: project process data, grantee participant level, administrative data from the Banner/Cognos information system, the NH Department of Employment Wage data, and NCC’s registrar offices. The Data Analyst and Analyst will help facilitate access to this data.

**Task 2.1: Collecting Participant Level Administrative Data**
1) Banner/Cognos data- This data will be entered in to the Banner system by the CCSNH systems office IT department for NCC’s students and participants. Queries and reports can be generated for individual participants, schools and aggregate across the consortium as needed.
2) It may be necessary to utilize a state-wide data system to supplement the Banner data and for data validation purposes.
3) It will be necessary to use NHES wage data to verify employment, wage information and employment retention.
4) Use of College Registrar data as needed.
5) Main focus will be on the following:
   a. Performance metrics of the scorecard
   b. Outcomes and Outputs
      i. Analysis of outcome projections
         1. Outcome projections
         2. Targets
         3. Balance of deliverables and outcomes

**Task 3: Analysis and Reporting**
1) The evaluator will be expected to assure compliance with mandatory reporting requirements. **Note:** The final report at the end of the evaluation period should include: executive summary, evaluation methodology, summary of program, presentation of formative and summative results (including a mix of graphic data representations and narrative explanations of findings, with an emphasis on outcomes, comparisons and observations), conclusions and implications and recommendations for future research.
2) Make presentations quarterly to a variety of faculty, partners and stakeholders to communicate and explain useful data results based on AMID progress in alignment with grant deliverables.
3) Prepare a narrative and data analysis that assesses and draws conclusions about the efficacy of the AMID program strategies as they impact employment outcomes for project participants.
4) Prepare all required reports in a format that follows Open Source and Creative Commons requirements.
5) Support the evaluation design and implementation process during any DOL monitoring visits.

**Task 4: Deliverables Review**
Conduct reviews of the deliverables produced through the grant to include: articulation agreements, IT performance improvements, system enhancements, statewide marketing efforts, common and fully transferable credit-bearing courses, common core manufacturing competencies, efficiencies of scale, Career Pathways, curricula, course materials, teacher guides, and other products developed with grant funds.
RFP EVALUATION AND REVIEW CRITERIA:

1) Introduction (10 points) – Provide a narrative which includes information that shows an understanding of the background of TAACCCT Round 3 grant and the NH TAACCCT AMID project. Additionally include:
   A. Proposer Certification form – Ensure that all addenda, if applicable, are acknowledged.
   B. Consultant’s Qualification Statement
   C. Corporate Information: If proposer is a corporation, provide a copy of the certification from your state Secretary corporate status and good standing, and in the case of out of State Corporation, evidence of authority to do business in your state.
   D. Subsidiaries: Name any subsidiary or affiliated companies in which principals have a financial interest. Explain in detail the principal’s interest in this company.
   E. History of firm: Indicate brief firm history/bio.
   F. Drug Free Workplace Certification.
   G. W9- Attachment A

2) Technical Proposal (40 points) – Submit a detailed plan, including specific timelines, for accomplishing each of the tasks outlined in the Statement of Work of this RFP. Scoring on this criterion will be based on the extent to which the applicant presents a clear strategy and related deliverables, outlines timelines and demonstrates an understanding of the scope of the Third party Evaluator’s role; requirements of the SGA; DOL reporting requirements; and the goals and outcomes of the AMID technical grant proposal.

3) Qualifications and Experience (30 points) – Provide detailed information about your experience with community colleges, large-scale consortium-based research projects, grants, and data collection, evaluation and analysis. Include any relevant experience with DOL and TAACCCT grants. Include information about your capacity to complete the Statement of Work, including your ability to manage the research, fiscal, collaboration, and administrative aspects of the Third Party Evaluator’s role. Include a minimum of 3 professional references. Include a description of the qualified team and resources that will be used to accomplish this project successfully.

4) Budget (20 points) – Provide the total amount required to perform the duties and fulfill the Statement of Work, and describe in detail the amount required for each of the items listed below. Attach budget documents as needed. Also include a budget narrative that provides a description of costs associated with each of the following items:
   a) Personnel
   b) Travel
   c) Supplies
   d) Other

6) Budget Summary (0 points) – Provide a summary of this budget as outlined in Exhibit A of this RFP.

ADDITIONAL INFORMATION:

Nashua Community College reserves the right to make a written request for additional information from a consultant to assist in understanding or clarifying a Bid Proposal. The responses are to be provided in writing.

All local, state and federal regulations are to be followed. Any fines assessed to NCC due to the lack of these regulations being followed will be the responsibility of the successful bidder.

The consultant who is awarded the contract will need to complete a P-37 contract (sample available upon request) and provide the required Corporate Resolution (corporations/LLC) or Partnership Certificate of Authority or Sole Proprietor Certification of Authority, whichever applies, to show the individual signing the contract is authorized to do so.

Workers’ compensation requirements as outlined in the P37 (15) and as required by NH law must be followed, and includes, in part, providing proof by the Consultant of workers’ compensation insurance coverage for all of its employees on this site. The Consultant awarded the work is also to submit information as required under RSA 21:1-81 B. This law requires, among other things, the Consultant to provide timely information on employee and sub-consultant identity, including all CFOs and principals on a log for this purpose, and for the College to potentially post this information on a publicly accessible website. (Note: Any exemptions demonstrated by the Consultant can be noted in the contract at Exhibit C.)
After the Award of Bid, the consultant shall submit a list of all employees, all sub-consultant employees, and other related personnel who will be physically required to work at any NH community college campus, providing the following information for each person:

- Name
- Employer’s Company Name

Nashua Community College reserves the right to request a criminal background check on any employee of consultant. Nashua Community College also in its discretion may decide that anyone with a criminal history, other than traffic violations that have not been annulled, will not be allowed to work at the project site.

**COMPLIANCE BY CONSULTANT WITH LAWS AND REGULATIONS:**

In connection with the performance of the Services, the Consultant shall comply with all statutes, laws, regulations, and orders of federal, state, county or municipal authorities which impose any obligation or duty upon the Consultant, including, but not limited to the following:

i) The Consultant shall allow access by the grantees, the sub-grantees, the Federal agency, the Comptroller General of the United States, or any of the their duly authorized representatives to any books, documents, papers, and records of the Consultant which are directly pertinent to that specific contract for the purpose of making audits, examinations, excerpts, and transcripts.


iii) Copeland Anti-Kickback Act (18 U.S.C. 874 and 40 U.S.C. 276c), as supplemented by Department of Labor Regulations 29 CFR part 3. Consultants and Sub recipients performing services in excess of $2,000 for construction or repair, shall be prohibited from inducing, by any means, any person employed in the construction, completion, or repair of public work, to give up any part of the compensation to which he is otherwise entitled.

iv) Davis-Bacon Act, as amended (40 U.S.C. 276a to a-7) and supplemented by Department of Labor regulations (29 CFR part 5). Consultants and Sub recipients performing services in excess of $2,000 for construction or repair, shall be required to pay wages to laborers and mechanics at a rate not less than the minimum wages specified in a wage determination made by the Secretary of Labor. In addition, Consultants shall be required to pay wages not less than once a week.

v) Contract Work Hours and Safety Standards Act (40 U.S.C. 327-333 sections 102 and 107), as supplemented by the Department of Labor Regulations (29 CFR part 5). Construction Consultants performing services in excess of $2,000 and other Consultants performing services in excess of $2,500 shall be required to compute the wages of every mechanic or laborer on the basis of a standard work week of 40 hours. Work in excess of the standard work week is permissible provided that the worker is compensated at a rate of not less than 1 and 1/2 times the basic rate of pay for all hours worked in excess of 40 hours in the work week. Section 107 of the Act is applicable to construction work and provides that no laborer or mechanic shall be required to work in surroundings or under working conditions which are unsanitary, hazardous or dangerous.

vi) Clean Air Act (42 U.S.C 7401) and the Federal Water Pollution Control Act (33 U.S.C. 1251), as amended. Consultants and Sub Recipients performing services in excess of $100,000 agree to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act and the Federal Water Pollution control Act. Violations will be reported to the Federal awarding agency and the Regional Office of the Environmental Protection Agency.

vii) Byrd Anti-Lobbying Amendment (31 U.S.C. 1352). Consultants who apply or bid for an award of $100,000 or more shall file a certification stating that it has not and will not use Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant or any other award covered by this regulation. The Consultant shall also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award.

viii) Rights to Inventions Made Under a Contract or Agreement. For contracts involving the performance of experimental, developmental, or research work, the Consultant agrees to comply with 37 CFR part 401 and give rights to the CCSNH and the Federal Government for any resulting invention.
ix) Debarment and Suspension (E.O.s 12549 and 12689. For contracts equal to or greater than $25,000, contract awards shall not be made to parties listed on the government-wide Excluded Parties List System, in accordance with the OMB guidelines at 2 CFR Part 180. CCSNH will be checking this system for the Consultant’s information, and if found, reserves the right to not award and/or rescind said contract.

x) The Consultant agrees to supply CCSNH with any necessary information as it relates to this contract for the purpose of any required federal reporting, either programmatic or financial.

xi) The Consultant agrees to the retention of all required records and documentation for three years after the College makes final payment and all other pending matters are closed.

**PUBLIC INFORMATION:**

The responding consultant hereby acknowledges that all information relating to this bid and any resulting order (including but not limited to fees, contracts, agreements and prices) are subject to the laws of the State of New Hampshire and rules under the federal TAACCCT grant regarding public information.

**PUBLIC DISCLOSURE:**

Any information contained in the bid that a consultant considers confidential must be clearly designated. Marking of the entire bid or entire section of the bid (e.g. pricing) as confidential will neither be accepted nor honored. Notwithstanding any provision of this bid to the contrary, consultant pricing will be subject to public disclosure upon the effective date of all resulting contracts or purchase orders.

Generally, each bid shall become public information upon the effective date of all resulting contracts or purchase orders; however, to the extent consistent with applicable state and federal law and regulations, as determined by the State, including, but not limited to, RSA Chapter 91-A (Right to Know Law), the state/CCSNH shall endeavor to maintain the confidentiality of portions of the bid that are clearly and properly marked confidential. If a request is made to CCSNH to view portions of a bid that a consultant has properly and clearly marked as confidential, CCSNH will notify consultant of the request and of the date that CCSNH plans to release the records. By submitting a bid, consultants agree that unless the consultant obtains a court order, at its sole expense, enjoining the release of the requested information, CCSNH may release the requested information on the date specified in the CCSNH’s notice without liability to the consultants.

**INSURANCE:**

Insurance will be more fully addressed at the time a P37 is submitted after the bidding process. The Contractor awarded the contract will need to furnish an insurance certificate which includes the following:

The Contractor shall, at its sole expense, obtain and maintain in force, and shall require any subcontractor or assignee to obtain and maintain in force, both for the benefit of the State and the Nashua Community College, the following insurance:

Comprehensive general liability insurance against all claims of bodily injury, death or property damage, in amounts of not less than $250,000 per claim and $2,000,000 per incident, and fire and extended coverage insurance covering all property subject to subparagraph 9.2 (P-37) of these general provisions, in an amount not less than 80% of the whole replacement value of the property.

This insurance is in addition to the workers’ compensation insurance requirements outlined above in this document.

The policies shall be the standard form employed in the State of New Hampshire, issued by underwriters acceptable to the State, and authorized to do business in the State of New Hampshire.

The certificates shall contain a clause prohibiting cancellations or modifications of the policy earlier than 10 days after written notice thereof has been received by the Nashua Community College.

The certificates are required to name Nashua Community College/CCSNH as additional insured.
ADDENDUM:

In the event it becomes necessary to add to or revise any part of this RFP prior to the scheduled submittal date, the Nashua Community College will fax addenda to all who have already submitted bids and post any changes to its website www.ccsnh.edu/open-bids. Before your submission, always check for any addenda or other materials that may have been issued which would affect the RFP by checking this website.

Any change, correction or deviation to this RFP must be addressed in a written addendum. Verbal changes will not be allowed.

SUBMISSION OF RFP RESPONSE:

Bids are due on or before Monday, June 2, 2014 at 2:00 p.m. If any Addenda to the RFP are issued, please acknowledge this in your bid. Your response must include all the materials requested in this RFP document if applicable. One hard copy of the bid should be either mailed to Nashua Community College, 505 Amherst Street, Nashua, NH 03063 Attention: Amber Wheeler, Chief Business Officer, hand carried to Amber Wheeler at the address above. You are also required to send an electronic copy to awheeler@ccsnh.edu.

Nashua Community College is not responsible for proposals not received due to equipment failure, mail delays, etc. If you want to ensure your proposal was received please verify by calling Amber Wheeler at (603) 578-8983.

If you have any questions regarding the bid they should be addressed to Phil Frankland at (603) 882-6923 ext. 1610.

BID RESULTS:

Bid results may be viewed when available, once the award has been made, on our web site only at: http://www.ccsnh.edu/open-bids. Select among the options in the left banner for open, closed or under review status.

ATTACHMENTS:

The following attachments are an integral part of this bid invitation:

Appendix A- Proposal Contact and Cost Form (Must be fully completed)

Appendix B- Technical Assistance for Developing Detailed Evaluation Plans Document
(must sign that this document has been reviewed)

Appendix C- Grant Resources https://etagrantees.workforce3one.org/page/resources/1001235252826360515
(must sign that this website has been reviewed)

Appendix D- Scoring Criteria (must sign that this document has been reviewed)

Note: To be considered, bid must be signed on front cover sheet in the space provided.

AWARD:

Nashua Community College reserves the right to accept or reject any or all of the proposals.

Nashua Community College reserves the right to waive any and all informalities in its best interest.

SUMMARY OF FEES:

Please provide below a summary of fees that would be charged based on the 20-point Budget line items in RFP Evaluation and Review Criteria. These should be quoted as fully burdened (i.e., direct labor + overhead + profit) hourly or project-based rates offered on a time-and-materials basis. Prices stated below must be valid for the length of the resulting contract unless extended by mutual written agreement between NCC and the consultant. Make any explanatory notes/comments on a separate page following this exhibit.
EXHIBIT A

PROJECT: Third Party Evaluation Services

COLLEGE NAME: Nashua Community College

NCC14-02

PROPOSAL CONTACT AND COST FORM

Company Name: ________________________________________________________________

Address: __________________________________________________________________________

Telephone Number: __________________________________________________________________

Fax Number: __________________________________________________________________________

All labor to complete the project: $ ______________________
(Include anticipated hours and rates)

All materials and equipment to complete the project: $ ______________________
(Include a listing of major components)

All miscellaneous components to complete the project: $ ______________________
(Including Personnel, Travel, Supplies, Other)

Project Total $ ______________________

Signature: _________________________________________________________________________

Printed Name: _______________________________________________________________________

Date: ______________________________________________________________________________

Acknowledging Inclusion of Addendum:

Signature: _________________________________________________________________________

Printed Name: _______________________________________________________________________

Date: ______________________________________________________________________________

This form must be signed by a person authorized to legally bind the applicant organization.
The Trade Adjustment Assistance Community College Career Training (TAACCCT) Grant Program requires grantees to retain a third-party evaluator who will design and execute a rigorous evaluation of each funded project. The third-party evaluation contractor must oversee the design of the evaluation, the impact/outcomes analysis, the implementation analysis, data collection and analysis, and development of the interim and final reports.

The TAACCCT Solicitation for Grant Applications (SGA PY12-10) required applicants to submit a summary evaluation plan with their grant applications, including their plans for: 1) a participant impact or outcomes assessment; and 2) a program implementation assessment. Applicants were encouraged to consider randomized controlled trials, although non-experimental designs are allowed as long as they meet evidence standards and provide a convincing argument for how the alternative design (e.g., quasi-experimental designs such as regression discontinuity) would allow for drawing causal inferences about the effects of the program.

SGA PY12-10 also required those awarded grant funds to submit a detailed evaluation plan. The detailed evaluation plan must reflect an expansion of the summary evaluation plan, incorporate feedback received from DOL on the summary plan, and discuss the required components of the evaluation detailed in SGA PY12-10. The plans should be double-spaced, use 12-point font, and be no more than 30 pages in length.

Below is a suggested framework and outline for the detailed evaluation plans with column names defined as follows:

- **Component** – Labels the elements of the suggested detailed evaluation plan outline. (Note: numbering is not associated with the numbering in the SGA).
- **Description** – Offers a description of what to include in this section of the plan.
- **Reference** – Indicates which components are required and cites the specific language in the SGA. Where no reference is provided, the component is recommended, but not required.
- **Recommendation/Tip** – Provides information on expectations for a high-quality evaluation plan and offers some tips on the development of the plan.
For additional resources, please see the TAACCCT Evaluation SharePoint site at [https://sp-rc.urban.org/ibp/taaccct/default.aspx](https://sp-rc.urban.org/ibp/taaccct/default.aspx) (log-in required). You need to sign up to access SharePoint by emailing TAACCCTeval@urban.org.

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<th>DESCRIPTION</th>
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<tr>
<td>I. Table of Contents</td>
<td>• List of sections and any tables and figures in the detailed evaluation plan with page number references</td>
<td></td>
<td>• Tip: The Table of Contents does not count against the suggested 30-page limit</td>
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<tr>
<td>II. Introduction</td>
<td>• What the evaluation will try to achieve</td>
<td></td>
<td>• Include an introduction that provides a high-level summary of the evaluation design, outlining the research questions, data, methods, and reporting that will be provided</td>
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| III. Intervention | • What the intervention is and how it is supposed to effect change for the target population  
                   |           | • Discuss whether funded program is using a particular evidence-based model and describe model                   |
|                 | • How the funded programs build institutional capacity                        |           | • Describe ancillary components of each intervention, such as coaching, job placement assistance, and tutoring |
|                 | • What part of the intervention will be evaluated                            |           | • Describe each intervention that will be evaluated (if the grant is funding more than one)                      |
|                 |                                                                             |           | • Tip: The SGA provides potentially useful references for understanding the evidence base for selected models |


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| IV. Implement-ation Analysis Design | • How the third-party evaluator will analyze the steps taken by the institution to create and run the training program  
• How the third-party evaluator will assess the operational strengths and weaknesses of the project after implementation  
• How the third-party evaluator will suggest how implementation might be strengthened within appropriate timing so as not to interfere with the impact/outcomes analysis | SGA, p. 60-61, section V.C.1.b | • Include a conceptual framework for implementation analysis (e.g., theory of change, logic model) and describe how conceptual framework will be used to guide the implementation analysis  
• Examine fidelity to the model, including whether program, processes, and systems are operating as intended, and, if not, how and why  
• Tip: Changes may be needed to a program, but they should be described as part of the evaluation  
• Tip: For new programs, it may make sense to delay the impact analysis until after adequate timing has been allowed for implementation and model adjustments |
| IV.A. Implement-ation Analysis Research Questions | • The research questions that will guide the evaluation  
• **Required research questions**  
  1. How was the particular curriculum selected, used, and/or created?  
  2. How were programs and program designs improved or expanded using grant funds? What delivery methods were offered? What was the program administrative structure? What support services and other services were offered?  
  3. Was an in-depth assessment of participants’ abilities, skills, and interests conducted to select participants into the grant program? What assessment tools and processes were used? Who conducted the assessment? How were the assessment results used? Were the assessment results useful in determining the appropriate program and course sequence for participants? Was career guidance provided, and if so, through what methods?  
  4. What contributions did each of the partners (employers, workforce system, other training institutions) make? | SGA, p. 61, section V.C.1.b.1-4 | • Take into account all of the required research questions from the SGA, but include additional questions as appropriate based on the intervention being tested  
• Include questions regarding efforts to expand institutional capacity  

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<tr>
<td>Implementation Analysis Research Questions (continued)</td>
<td>providers and educators, philanthropic organizations, and others as applicable) make in terms of: 1) program design, 2) curriculum development, 3) recruitment, 4) training, 5) placement, 6) program management, 7) leveraging of resources, and 8) commitment to program sustainability? What factors contributed to partners’ involvement or lack of involvement in the program? Which contributions from partners were most critical to the success of the grant program? Which contributions from partners had less of an impact?</td>
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| IV.B. Implementation Analysis Data Strategies | • Identification of data sources that will be utilized to address the research questions  
• How data will be collected and analyzed | SGA, p. 60-61, section V.C.1.b | • Include interviews with staff and stakeholders, which are critical for obtaining information for the implementation analysis  
• Use other methods/sources, where feasible, including surveys, observations, document review, focus groups, etc.  
• When measuring capacity building, include a description of the indicators that will be used |
| V. Outcomes/Impact Analysis Design | • The plan for rigorously evaluating the participant outcomes or impacts, including a complete description of the study methodology  
• How the methodology proposed is the most rigorous for the participant outcomes or impacts, given the number of participants (including TAA-eligible workers) the project intends to serve | SGA, p. 60, section V.C.1.a | • Justify the selected strategy, whether experimental or non-experimental impact analysis or outcomes-only analysis will be conducted  
• If small sample sizes prevent from using a treatment/comparison cohort design, identify other strategies for benchmarking the program’s outcomes or consider pre/post tests to measure changes over time  
• Tip: Only impact analyses with carefully designed comparison groups can be used to assess the effectiveness of TAACCT-funded programs  
• Tip: For programs with small sample sizes, benchmarks could include outcomes of other similar programs for the target population |
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<th>COMPONENT</th>
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<th>REFERENCE</th>
<th>RECOMMENDATION/TIP</th>
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<tr>
<td>V.A. Outcomes/Impact Analysis Research Questions</td>
<td>• The research questions the evaluation will use to guide the data collection and analysis for this component</td>
<td></td>
<td>• While the SGA does not specify questions to be answered, it does indicate that the purpose of the outcomes/impact analysis is to rigorously evaluate participant outcomes and impacts. Thus, research questions should be developed to guide this analysis.</td>
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</table>
| V.B. Outcomes Analysis | • Outcomes to be analyzed, expanding on or refining what was discussed in your summary evaluation plan  
• How the nine outcomes required in the SGA will be used in the evaluation | SGA, p. 60, section V.C.1.a | • Offer hypotheses for how the intervention will affect the outcomes of interest  
• Specify how/when outcomes will be measured  
• Include an analysis of outcomes, whether it is an outcomes or impact study  
• Tip: The SGA provides a list of nine required outcomes, but grantees may add others as deemed appropriate (See SGA Appendix F)  
• Tip: Study the size of the earnings change, in addition to if there was an earnings increase |
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<tbody>
<tr>
<td>V.C. Experimenta l Design (if selected method for impact analysis)</td>
<td>- How the recruitment plan will yield a sufficient number of qualified applicants (both program and controls) to produce valid estimates of these key outcomes: program completion, credential attainment, placement into employment, and employment retention (Outcomes # 2, 5, 7, and 8 in Appendix F), as well as average earnings for those who retain employment&lt;br&gt;- How random assignment will be performed&lt;br&gt;- What procedures will be in place to ensure compliance with random assignment procedures (i.e., that all eligible individuals that apply and who are randomly assigned to treatment can receive it and those who were assigned to the control do not receive the treatment)&lt;br&gt;- What procedures will be in place to ensure the fidelity of implementation (i.e., that the features of the intervention occurred in the treatment condition as intended and did not occur in the control condition)</td>
<td>SGA, p. 60, section V.C.1.a</td>
<td>- Provide information on why grantee believes it will be able to recruit enough people for the study based on their past experience or their plans for expanded outreach&lt;br&gt;- Describe how TAA-eligible workers and veterans will be treated in the evaluation&lt;br&gt;- Indicate if different programs or colleges will be merged in the analysis, and describe if and how merging them will allow the detection of impacts&lt;br&gt;- Tip: Different evaluation approaches may be needed for TAA-eligible workers and veterans, who cannot be randomly assigned</td>
</tr>
<tr>
<td>V.D. Non-Experimental Design (if selected method for impact analysis)</td>
<td>- Argument for how the design (e.g., quasi-experimental designs such as regression discontinuity) will allow for drawing causal inferences about the effect of the program&lt;br&gt;- Comparison Group Design&lt;br&gt; 1. The source of the comparison group(s) and how individuals are selected for the comparison group&lt;br&gt; 2. If matching across groups is used (e.g., demographics, pretest scores, level of education), the statistical techniques for matching should be described, including an explanation of how these techniques are appropriate for the sample size&lt;br&gt; 3. The procedures that will be in place to ensure</td>
<td>SGA, p. 60, section V.C.1.a</td>
<td>See</td>
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<td>V.D. Non-</td>
<td>- Provide information on why the comparison group was selected and why the third-party evaluator/grantee believes it is similar to the treatment group&lt;br&gt;- Provide information on the treatment group: 1) How is entry into the treatment group determined? 2) Will there be placement tests? 3) Are there other explicit or implicit mechanisms underlying allocation to the treatment group? 4) Do college staff play a role in determining entry into the treatment group?&lt;br&gt;- Describe statistical techniques that will be used to correct for possible selection bias&lt;br&gt;- Use a power analysis such as minimum detectable effect analysis to guide determination of appropriate sample sizes&lt;br&gt;- Collect as much pre-program data and characteristics at</td>
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<td>COMPONENT</td>
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<td>Experimenta l Design (continued)</td>
<td>the fidelity of implementation (i.e., that the features of the intervention occurred in the treatment condition as intended and did not occur in the comparison condition)</td>
<td>previous page</td>
<td>entry as possible, especially data on pre-program earnings and employment. • Indicate if different programs or colleges will be merged in the analysis, and describe if and how merging them will allow the detection of impacts. • Tip: Since treatment and comparison group members need to be as similar as possible, a broad set of variables is preferred to match on observable characteristics. If feasible, include variables related to attitudes/motivations, especially if there is strong treatment group self-selection. Note that a broader set of variables requires larger sample sizes.</td>
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<tr>
<td>V.E. Outcomes/Impact Data Collection and Analysis</td>
<td>• The data collection methods and data source(s) that will be used for the outcomes/impact analysis. • How the anticipated follow-up data will be successfully collected from participants and the control/comparison group (if using experimental or non-experimental design). • The plan for data analysis, including the statistical methods that will be used to measure impacts of the training on participants.</td>
<td>SGA, p. 60, section V.C.1.a</td>
<td>• Specify source of data on employment outcomes and plans for collecting unemployment insurance wage records or other state data. • Indicate whether outcomes will be analyzed using descriptive statistics and/or or causal analysis. • Describe variables to be used for estimation models. • Describe any subgroup analysis to be conducted, such as by program, college, year of funding, or any demographic subgroup. • Discuss planned sensitivity analyses to determine the robustness of the findings. • Tip: Analysis could be conducted regarding how sensitive results are to the selection of covariates, comparison groups, and timing of the outcomes.</td>
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<td>VI. Limitations</td>
<td>• The challenges and limitations likely to be encountered throughout the execution of the evaluation and their implications for findings.</td>
<td></td>
<td>• Discuss limitations related to such issues as the ability to collect certain data, small sample sizes, inability to assure that the comparison group is sufficiently similar to the treatment group, or other factors that might affect the analysis.</td>
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<td>COMPONENT</td>
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| VII. Reports | • Plans to submit a final evaluation report, due to the Department at the end of the grant period of performance.  
• Plans to submit at least one interim report to include an evaluation design and on evaluation findings to date at a time determined by the grantee.  
• A timeline for transmitting these reports | SGA, p. 59, section V.C. | • Include a discussion of evaluation activities and milestones in the timeline in addition to the reports  
• Discuss how the outcomes/impact analysis results and implementation analysis findings will be integrated  
• Describe how the third-party evaluator will provide information on the evaluation to the grantee for the purpose of quarterly report submission |
| VIII. Reference List | • List of literature that was cited in the detailed evaluation design plan | | • Tip: This does not count toward the suggested 30-page limit |

REVIEWED:

Initials: ___________________________  Date: ___________________________
Exhibit C

PROJECT: Third Party Evaluation Services  
COLLEGE NAME: Nashua Community College  

TAACCCT III Resources

https://etagrantees.workforce3one.org/page/resources/1001235252826360515

REVIEWED:

Initials: ________________________  Date: ________________________
Exhibit D

PROJECT: Third Party Evaluation Services
COLLEGE NAME: Nashua Community College

SCORING CRITERIA

<table>
<thead>
<tr>
<th>Category</th>
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<tr>
<td>1. Quality of the Evaluation Team</td>
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<tr>
<td>2. Quality of the related projects/areas of expertise/</td>
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<tr>
<td>experience with Community College grant evaluation Projects</td>
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<tr>
<td>3. Cost –including a detailed budget by activity over the four year</td>
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<td>period</td>
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Grand Total 100

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