

APPENDIX A: NARRATIVE QUESTIONS TO BE ANSWERED BY RESPONDENTS

All respondents must respond to the following questions following the Environmental Response Submission Compliance requirements set forth in Appendix C: Required Specifications. Please include the question number and then the response.

Responses must be limited in total (excluding any attachments, organization charts, etc.) to fifteen (15) double sided, single-spaced pages. Text must be written in at least eleven (11) point font size.

Applicant Name: *(please include applicant name as a header on the top of each page of your proposal)*

Question I. Implementation Plan (35 points):

1. Provide in your response a detailed six month implementation plan to address each of the fifteen key elements of a strong CCRR outlined in the Eligibility Section of this RFR. This plan should describe in detail how your agency intends to provide the required services by June 30, 2013. The implementation plan must be organized by date from the contract start date, January 1, 2013 through June 30, 2013 and should outline by month the efforts and specific plans/steps you will take to ensure that by June 30, 2013, your agency has in place all necessary staff, administrative and out-posting offices, resources, collaborations with CFCE and EPS grantees and other state agencies, in order to provide the required services. The implementation plan should address existing staffing as of the contract start date and address any staffing hiring or changes you anticipate during the ensuing six month period to ensure that qualified and capable staff are providing the required services.
2. Include an organizational chart that identifies the title and job description for each staff person. The chart should specifically name the individuals in each of these roles, if known at the time of bidding, and must specifically outline the educational background and other relevant skills (i.e. experience with special needs, bilingual, cultural, etc.) for each staff person. For any staff person that does not have a bachelor's degree in a relevant field, you must briefly explain why a bachelor's degree is not necessary to perform that role and whether the individual plans to attend a continuing education program to obtain a bachelor's degree during the contract term or whether your agency has plans to hire someone with a bachelor's degree to fill the position.
3. If you are proposing that any of the required services will be provided through one or more subcontracts, please specify in detail and outline the experience and qualifications for any such subcontractors. *(Note: Proposals that include subcontracts will be closely reviewed and may be scored lower if the arrangements may result in funding being directed toward administrative costs versus direct service).*
4. Describe your agency's ability to utilize technology for effective CCRR Management and to meet the reporting requirements outlined in the RFR. Provide detail on how your agency will interface with EEC's Child Care Financial Assistance (CCFA) system, QRIS manager, and any other EEC financial assistance system, if required.

Question II: Family Focused Services (35 points):

1. Please describe your agency's knowledge regarding the early education and out of school time care needs of families in the cities and towns your agency proposes to serve. Describe the process through which this information will be attained and updated. If proposing to serve communities that your agency does not currently serve, describe how this information will be attained.
2. Identify methods by which all families will:
 - a. Have access to accurate, meaningful consumer information, education and referrals that meet their specific needs (including any special needs) and assist them in a quality care decision making process;
 - b. Receive information and referrals in a manner that meets high quality customer service benchmarks, and is sensitive to the families in their cities and towns including cultural, socio-economic, language and other factors;

- c. Be informed about the range of care costs in the cities and towns served, and financial assistance available; and
- d. Have access to information through a website maintained by your agency and/or other social media, i.e. Facebook, etc.

In addition, describe how enhanced referral services will be provided to families that are hard-to-serve/high risk and/or have specialized care needs. Describe staff expertise related to working with such families.

3. Describe efforts that your agency plans to undertake to ensure strong relationships with child and family serving agencies, in particular strong partnerships with CFCEs. Attach support letters from CFCE grantees from the proposed service area.
4. Provide a detailed description of how families in need of assistance with the voucher application and referral process will be educated and served. Detail hours of operation and staffing of outpost/offsite locations; describe where these outposts will be located and the hours staffing will occur at each outpost. Describe in detail how your agency will provide non-traditional hours for families; detail the days and hours that your agency will be open, the locations where this will occur, and the staffing during non-traditional hours.
5. Describe all plans for coordination between the CCRR, Mass 2-1-1 and EEC's CFCE grantees.
6. Describe all plans to educate families on the concepts of high quality care as specified in QRIS.
7. Provide specific descriptions of the methods by which family services will be outcome driven and informed by results of service evaluation.

Question III: Provider Development and Engagement Services (35 points):

1. Describe how your agency will recruit new providers and new care slots, based on the needs of the community, and how data on all providers in the service area will be maintained and updated through the use of NACCRRWare or a similar database.
2. Provide a detailed description of the process and procedures that your agency will implement to ensure that Early Education and Care Voucher Services Agreements are executed, reviewed and monitored. Be sure to address:
 - a) Monitoring and Recoupment
 - b) Documentation
 - c) Maintenance of an individual file for each provider/System
 - d) Billing and Reimbursement
 - e) Transportation
3. Describe how the training and technical assistance needs of the providers in the proposed CCRR service area will be assessed as they relate to EEC licensing, health and safety and voucher utilization, and how collaboration and coordination between your agency and EPS grantees will take place.
4. Provide a detailed description of how your agency will provide high quality trainings and technical assistance on various topic areas including:
 - a) those that will focus mainly on EEC licensing and/or subsidy requirements and early education and care vouchers;
 - b) plans for educating providers on the QRIS and how to access trainings that help them achieve their QRIS level goal;

- c) education and consultation will be provided to informal care providers (e.g. in home and relative care providers);
 - d) how your agency will manage the tracking of training and technical assistance given to providers through NACCRRWare's Training Tracker or a similar database designated by EEC; and
 - e) how linkages for providers will be made to other agencies that have information pertaining to young children and family services.
5. Provide a detailed plan for marketing of CCRR services to providers in the field and the promotion of high quality early education and out of school time care in their service area.

Question IV: Budget (20 points):

All Bidders must submit as part of their Response, a completed Budget Detail and Budget Narrative. This form is available through the on-line Application described above in Part I and is separate from the required Purchase of Service (POS) - Attachment 3: Fiscal Year Program Budget.

Question V: Supplier Diversity Program (14 points):

To be answered by all bidders regardless of whether they are a Women Owned (WBE), Minority Owned (MBE) or Minority and Woman Owned (M/WBE) Business Enterprise or Woman Nonprofit (WNP) or Minority Nonprofit (MNP) certified by the Supplier Diversity Office (f/k/a SOWMBA).

Each bidder must complete in its entirety the Supplier Diversity Program Plan Form in accordance with the Instructions that accompany the Form. Bidders will be eligible to receive up to 14 points available depending upon whether they are a Women Owned (WBE), Minority Owned (MBE) or Minority and Woman Owned (M/WBE) Business Enterprise or Woman Nonprofit (WNP) or Minority Nonprofit (MNP) certified by the Supplier Diversity Office (f/k/a SOWMBA) and the number and nature of the relationships they have with SDP Partners. **The bidder must submit copies of the certification letters for all certified businesses (including all SDP partners) that are named on the bidder's Supplier Diversity Program Plan form.**

More information about the Supplier Diversity Program is available at <http://www.mass.gov/anf/budget-taxes-and-procurement/procurement-info-and-res/procurement-prog-and-serv/sdo/sdp>. Additionally, the SDP Plan Form is available in the Forms and Terms section of Comm-PASS as it relates to this RFR.

APPENDIX B: EVALUATION OF RESPONSES

In determining contract awards, EEC will consider a number of relevant factors, including each bidder's score, adequate geographic coverage, each bidder's contracting history with the Commonwealth and/or EEC, best value to the Commonwealth, and any other relevant factors. EEC reserves the right to interview and/or negotiate with bidders as part of the application and evaluation process.

Evaluation Scorecard

Bidder Name:

Evaluation Committee Members:

	Possible Points	Points Awarded
1. Implementation Plan	35	
2. Family Focused Services	35	
3. Provider Development and Engagement Services	35	
4. Budget	20	
5. Supplier Diversity Program Plan Form	14	
Total	139	

Following a review of all the responses, a recommendation will be made to the EEC Commissioner regarding which respondent(s) should be selected as the contract recipient(s). The Commissioner will make the final decision based on the factors outlined above and any other relevant factors, including but not limited to a respondent's prior contract and/or contract history with the Commonwealth, ensuring adequate geographic coverage, and best value.

35 pts	Rating Criteria for Implementation Plan (Question 1) Worth Up to 35 Points
0	The Bidder's answer is incomplete and/or vague and/or does not answer all of the questions posed. The answer does not demonstrate an understanding of the issues and/or programmatic requirements. The weaknesses of the answer far outweigh its strengths.
10	The Bidder's answer barely meets minimum requirements. It demonstrates a reasonable understanding of the issues but provides insufficient detail in response to the questions posed. The weaknesses of the answer outweigh its strengths. With respect to the implementation plan, the bidder failed to provide a detailed plan for the first six months of the contract or the plan provided did not sufficiently address the steps necessary to provide the contract required services.
20	The Bidder's answer provides sufficient detail regarding all of the questions posed and demonstrates an understanding of the issues and satisfies programmatic requirements. Overall, the answer demonstrates more strengths than weaknesses and the proposed services will provide good value to the Commonwealth. With respect to the implementation plan, the bidder provided sufficient detail regarding the steps it plans to take during the first six months of the contract to provide most if not all of the required services; the steps outlined are reasonable and consistent with EEC's priorities for this contract.
35	The Bidder's answer is comprehensive and provides sufficient detail regarding all of the questions posed. It reflects a clear understanding of the issues and satisfies all programmatic requirements and the majority of instances, exceeds the requirements. The answer's strengths far outweigh any weaknesses and the proposed services will provide best value to the Commonwealth. With respect to the implementation plan, the bidder

	provided sufficient detail regarding the steps it plans to take during the first six months of the contract to provide all of the required services and many of the necessary steps (offices, staffing, collaboration, etc.) are already in place; the steps outlined are reasonable and align closely with EEC's priorities for this contract.
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35 pts	Rating Criteria for Family Focused Services and Provider Development and Engagement Services (Questions II and III) Worth Up to 35 Points
0	The Bidder's answer is incomplete and/or vague and/or does not answer all of the questions posed. The answer does not demonstrate an understanding of the issues and/or programmatic requirements. The weaknesses of the answer far outweigh its strengths.
10	The Bidder's answer barely meets minimum requirements. It demonstrates a reasonable understanding of the issues but provides insufficient detail in response to the questions posed. The weaknesses of the answer outweigh its strengths.
20	The Bidder's answer provides sufficient detail regarding all of the questions posed and demonstrates an understanding of the issues and satisfies programmatic requirements. Overall, the answer demonstrates more strengths than weaknesses and the proposed services will provide good value to the Commonwealth.
35	The Bidder's answer is comprehensive and provides sufficient detail regarding all of the questions posed. It reflects a clear understanding of the issues and satisfies all programmatic requirements and the majority of instances, exceeds the requirements. The answer's strengths far outweigh any weaknesses and the proposed services will provide best value to the Commonwealth.

20 pts	Rating Criteria for Budget Question (Question IV) Worth Up to 20 Points
0	The Bidder failed to submit a completed budget and budget narrative using the form specified in the RFR or Bidder's budget request, budget detail, and expenditure description are incomplete; inappropriate use of funds; does not satisfy fiscal requirements. The weaknesses of the answer far outweigh its strengths.
5	The Bidder submitted a budget and budget narrative using the form specified in the RFR. The Bidder's fund allocation, budget detail, and/or expenditure description is complete, however insufficient information is provided on how funding will be allocated to meet contract requirements; little to no correlation between the budget detail, the expenditure description, and the responses; does not satisfy fiscal requirements. The response barely meets minimum requirements and the weaknesses of the answer outweigh its strengths. Amount being sought is too high in comparison to the services that are being proposed.
10	The Bidder submitted a budget and budget narrative using the form specified in the RFR. The Bidder's fund allocation, budget detail, and expenditure description are complete. It demonstrates a correlation between the budget detail, the expenditure description, and the responses; satisfies fiscal requirements. Amount being sought is reasonable in comparison to the services being proposed. The answer demonstrates more strengths than weaknesses.
20	The Bidder submitted a budget and budget narrative using the form specified in the RFR. The Bidder's fund allocation, budget detail, and budget expenditure description are complete. Extensive detail is provided in the budget expenditure description to demonstrate appropriate use of funds; demonstration of leveraging resources and maximizing allocation. Amount being sought is very reasonable in comparison to the services being proposed. Will provide best value to the Commonwealth. Budget detail and expenditure description reflect a clear correlation between responses and specified fund allocations; appropriate fund use. No weaknesses are identified.

14 pts	Rating Criteria for Supplier Diversity Program Plan (Question V) Worth Up to 14 Points
0	The Bidder failed to complete or submit a Supplier Diversity Program (SDP) Plan Form or submitted a substantially incomplete SDP Plan Form. The Bidder is not a certified Women Owned (WBE), Minority Owned (MBE) or Minority and Woman Owned (M/WBE) Business Enterprise or Woman Nonprofit (WNP) or Minority Nonprofit (MNP) certified by the Supplier Diversity Office (f/k/a SOWMBA).
7	The Bidder submitted a complete SDP Plan Form. The Form provides general information about the Bidder having at least one SDP partner that is a certified Women Owned (WBE), Minority Owned (MBE) or Minority and Woman Owned (M/WBE) Business Enterprise or Woman Nonprofit (WNP) or Minority Nonprofit

	(MNP) certified by the Supplier Diversity Office (f/k/a SOWMBA), and/or the Bidder is a certified Women Owned (WBE), Minority Owned (MBE) or Minority and Woman Owned (M/WBE) Business Enterprise or Woman Nonprofit (WNP) or Minority Nonprofit (MNP) certified by the Supplier Diversity Office (f/k/a SOWMBA).
14	The Bidder submitted a complete SDP Plan Form which provides general information about the Bidder having several SDP partners that are Women Owned (WBE), Minority Owned (MBE) or Minority and Woman Owned (M/WBE) Business Enterprises or Woman Nonprofit (WNP) or Minority Nonprofits (MNP) certified by the Supplier Diversity Office (f/k/a SOWMBA) and the Bidder is a certified Women Owned (WBE), Minority Owned (MBE) or Minority and Woman Owned (M/WBE) Business Enterprise or Woman Nonprofit (WNP) or Minority Nonprofit (MNP) certified by the Supplier Diversity Office (f/k/a SOWMBA).

APPENDIX C: REQUIRED SPECIFICATIONS

The Required Specifications outlined below apply to all contracts and subcontracts executed pursuant to this RFR.

The terms of *801 CMR 21.00: Procurement of Commodities and Services* (and *808 CMR 1.00: Compliance, Reporting and Auditing for Human and Social Services*, if applicable) are incorporated by reference into this RFR. Words used in this RFR shall have the meanings defined in 801 CMR 21.00 (and 808 CMR 1.00, if applicable). Additional definitions may also be identified in this RFR. Unless otherwise specified in this RFR, all communications, responses, and documentation must be in English, all measurements must be provided in feet, inches, and pounds and all cost proposals or figures in U.S. currency. All responses must be submitted in accordance with the specific terms of this RFR.

Supplier Diversity Program (SDP). Massachusetts Executive Order 524 established a policy to promote the award of state contracts in a manner that develops and strengthens Minority and Women Business Enterprises (M/WBEs) that resulted in the Supplier Diversity Program in Public Contracting. M/WBEs are strongly encouraged to submit responses to this RFR, either as prime vendors, joint venture partners or other type of business partnerships. All bidders must follow the requirements set forth in the SDP section of the RFR, which will detail the specific requirements relating to the prime vendor's inclusion of M/WBEs. Bidders are required to develop creative initiatives to help foster new business relationships with M/WBEs within the primary industries affected by this RFR. In order to satisfy the compliance of this section and encourage bidder's participation of SDP objectives, the Supplier Diversity Program (SDP) Plan for large procurements greater than \$150,000 will be evaluated at 10% or more of the total evaluation. Once an SDP Plan is submitted, negotiated and approved, the agency will then monitor the contractor's performance, and use actual expenditures with SDO certified contractors to fulfill their own SDP expenditure benchmarks. M/WBE participation must be incorporated into and monitored for all types of procurements regardless of size; however, submission of an SDP Plan is mandated only for large procurements over \$150,000.

This RFR will contain some or all of the following components as part of the Supplier Diversity Program Plan submitted by bidders:

- Sub-contracting with certified M/WBE firms as defined within the scope of the RFR,
- Ancillary use of certified M/WBE firms,
- Growth and Development activities to increase M/WBE capacity,

All certified businesses that are included in the bidder's SDP proposal are required to submit an up to date copy of their certification letter. For further information on SDO certification, contact the Supplier Diversity Office at (617) 502-8831 or via the Internet at www.mass.gov/sdo. Other resources are available to M/WBE firms that may qualify for SDO certification at www.mass.gov/sdp.

Supplier Diversity Program Subcontracting Policies. Prior approval of the agency is required for any subcontracted service of the contract. Agencies may define required deliverables including, but not limited to, documentation necessary to verify subcontractor commitments and expenditures with Minority- or Women-Owned Business Enterprises (M/WBEs) for the purpose of monitoring and enforcing compliance of subcontracting commitments made in a bidder's Supplier Diversity Program (SDP) Plan. Contractors are responsible for the satisfactory performance and adequate oversight of its subcontractors.

Agricultural Products Preference (only applicable if this is a procurement for Agricultural Products) - Chapter 123 of the Acts of 2006 directs the State Purchasing Agent to grant a preference to products of agriculture grown or produced using locally grown products. Such locally grown or produced products shall be purchased unless the price of the goods exceeds the price of products of agriculture from outside the Commonwealth by more than 10%. For purposes of this preference, products of agriculture are defined to include any agricultural, aquacultural, floricultural or horticultural commodities, the growing and harvesting of forest products, the raising of livestock, including horses, raising of domesticated animals, bees, fur-bearing animals and any forestry or lumbering operations.

Best Value Selection and Negotiation. The Procurement Management Team (PMT) may select the response(s) which demonstrates the best value overall, including proposed alternatives that will achieve the procurement goals of the department. The PMT and a selected bidder, or a contractor, may negotiate a change in any element of contract performance or cost identified in the original RFR or the selected bidder's or contractor's response which results in lower costs or a more cost effective or better value than was presented in the selected bidder's or contractor's original response.

Bidder Communication. Bidders are prohibited from communicating directly with any employee of the procuring department or any member of the PMT regarding this RFR except as specified in this RFR, and no other individual Commonwealth employee or representative is authorized to provide any information or respond to any question or inquiry concerning this RFR. Bidders may contact the contact person for this RFR in the event this RFR is incomplete or the bidder is having trouble obtaining any required attachments electronically through Comm-PASS.

Comm-PASS SmartBid Subscription. Bidders may elect to obtain an optional SmartBid subscription which provides value-added features, including automated email notification associated with postings and modifications to Comm-PASS records. When properly configured and managed, SmartBid provides a subscriber with:

- A secure desktop within Comm-PASS for efficient record management
- A customizable profile reflecting the subscriber's product/service areas of interest
- A customizable listing in the publicly accessible Business Directory, an online "yellow-pages" advertisement
- Full-cycle, automated email alert whenever any record of interest is posted or updated
- Access to Online Response Submission, when allowed by the Issuer, to support:
 - paperless bid drafting and submission to an encrypted lock-box prior to close date
 - electronic signature of OSD forms and terms; agreement to defer wet-ink signature until Contract award, if any
 - withdrawal of submitted bids prior to close date
 - online storage of submitted bids

Every public purchasing entity within the borders of Massachusetts may post records on Comm-PASS at no charge. Comm-PASS has the potential to become the sole site for all public entities in Massachusetts. SmartBid fees are only based on and expended for costs to operate, maintain and develop the Comm-PASS system.

Contract Expansion. If additional funds become available during the contract duration period, the department reserves the right to increase the maximum obligation to some or all contracts executed as a result of this RFR or to execute contracts with contractors not funded in the initial selection process, subject to available funding, satisfactory contract performance and service or commodity need.

Costs. Costs which are not specifically identified in the bidder's response, and accepted by a department as part of a contract, will not be compensated under any contract awarded pursuant to this RFR. The Commonwealth will not be responsible for any costs or expenses incurred by bidders responding to this RFR.

Debriefing. Non-successful bidders may request a debriefing from the department. Department debriefing procedures may be found in the RFR. Non-successful POS bidders aggrieved by the decision of a department must participate in a debriefing as a prerequisite to an administrative appeal.

Debriefing/Appeals: Administrative Appeals to Departments. Non-successful bidders who participate in the debriefing process and remain aggrieved with the decision of the department may appeal that decision to the department head. Department appeal procedures may be found in the RFR.

Debriefing/Appeals: Administrative Appeals to OSD. Non-successful bidders who participate in the department appeal process and remain aggrieved by the selection decision of the department may appeal the department decision to the

Operational Services Division. The basis for an appeal to OSD is limited to the following grounds:

1. The competitive procurement conducted by the department failed to comply with applicable regulations and guidelines. These would be limited to the requirements of 801 CMR 21.00 or any successor regulations, the policies in the OSD Procurement Information Center, subsequent policies and procedures issued by OSD and the specifications of the RFR; or
2. There was a fundamental unfairness in the procurement process. The allegation of unfairness or bias is one that is easier to allege than prove, consequently, the burden of proof rests with the bidder to provide sufficient and specific evidence in support of its claim. OSD will presume that departments conducted a fair procurement absent documentation to the contrary.

Requests for an appeal must be sent to the attention of the State Purchasing Agent at Room 1017, One Ashburton Place, Boston, MA 02108 and be received within fourteen (14) calendar days of the postmark of the notice of the department head's decision on appeal. Appeal requests must specify in sufficient detail the basis for the appeal. Sufficient detail requires a description of the published policy or procedure which was applied and forms the basis for the appeal and presentation of all information that supports the claim under paragraphs 1 or 2 above. OSD reserves the right to reject appeal requests based on grounds other than those stated above or those submitted without sufficient detail on the basis for the appeal.

The decision of the State Purchasing Agent shall be rendered, in writing, setting forth the grounds for the decision within sixty (60) calendar days of receipt of the appeal request. Pending appeals to the State Purchasing Agent shall not prohibit the department from proceeding with executing contracts.

Electronic Communication/Update of Bidder's/Contractor's Contact Information. It is the responsibility of the prospective bidder and awarded contractor to keep current the email address of the bidder's contact person and prospective contract manager, if awarded a contract, and to monitor that email inbox for communications from the PMT, including requests for clarification. The PMT and the Commonwealth assume no responsibility if a prospective bidder's/awarded contractor's designated email address is not current, or if technical problems, including those with the prospective bidder's/awarded contractor's computer, network or internet service provider (ISP) cause email communications sent to/from the prospective bidder/awarded contractor and the PMT to be lost or rejected by any means including email or spam filtering.

Electronic Funds Transfer (EFT). All bidders responding to this RFR must agree to participate in the Commonwealth Electronic Funds Transfer (EFT) program for receiving payments, unless the bidder can provide compelling proof that it would be unduly burdensome. EFT is a benefit to both contractors and the Commonwealth because it ensures fast, safe and reliable payment directly to contractors and saves both parties the cost of processing checks. Contractors are able to track and verify payments made electronically through the Comptroller's Vendor Web system. A link to the EFT application can be found on the [OSD Forms](http://www.mass.gov/osd) page (www.mass.gov/osd). Additional information about EFT is available on the [VendorWeb](http://www.mass.gov/osc) site (www.mass.gov/osc). Click on MASSfinance.

Successful bidders, upon notification of contract award, will be required to enroll in EFT as a contract requirement by completing and submitting the *Authorization for Electronic Funds Payment Form* to this department for review, approval and forwarding to the Office of the Comptroller. If the bidder is already enrolled in the program, it may so indicate in its response. Because the *Authorization for Electronic Funds Payment Form* contains banking information, this form, and all information contained on this form, shall not be considered a public record and shall not be subject to public disclosure through a public records request.

The requirement to use EFT may be waived by the PMT on a case-by-case basis if participation in the program would be unduly burdensome on the bidder. If a bidder is claiming that this requirement is a hardship or unduly burdensome, the specific reason must be documented in its response. The PMT will consider such requests on a case-by-case basis and communicate the findings with the bidder.

Environmental Response Submission Compliance. In an effort to promote greater use of recycled and environmentally preferable products and minimize waste, all responses submitted should comply with the following guidelines:

- All copies should be printed double sided.
- All submittals and copies should be printed on recycled paper with a minimum post-consumer content of 30% or on tree-free paper (i.e. paper made from raw materials other than trees, such as kenaf). To document the use of such paper, a photocopy of the ream cover/wrapper should be included with the response.
- Unless absolutely necessary, all responses and copies should minimize or eliminate use of non-recyclable or non-reusable materials such as plastic report covers, plastic dividers, vinyl sleeves and GBC binding. Three ringed binders, glued materials, paper clips and staples are acceptable.
- Bidders should submit materials in a format which allows for easy removal and recycling of paper materials.
- Bidders are encouraged to use other products which contain recycled content in their response documents. Such products may include, but are not limited to, folders, binders, paper clips, diskettes, envelopes, boxes, etc. Where appropriate, bidders should note which products in their responses are made with recycled materials.
- Unnecessary samples, attachments or documents not specifically asked for should not be submitted.

Executive Order 509, Establishing Nutrition Standards for Food Purchased and Served by State Agencies. Food purchased and served by state agencies must be in compliance with Executive Order 509, issued in January 2009. Under this Executive Order, all contracts resulting from procurements posted after July 1, 2009 that involve the purchase and provision of food must comply with nutrition guidelines established by the Department of Public Health (DPH). The nutrition guidelines are available at the Department's website: [Executive Order # 509 Guidance](#).

Filing Requirements. Successful bidders must have filed their Uniform Financial Statements and Independent Auditor's Report (UFR), as required for current contractors, with the Operational Services Division via the Internet using the UFR eFiling application for the most recently completed fiscal year before a contract can be executed and services may begin. Other contractor qualification/risk management reporting requirements and non-filing consequences promulgated by secretariats or departments pursuant to 808 CMR 1.04(3) may also apply. In the event immediate services are required by a department, a contract may be executed and services may begin with the approval of OSD and the appropriate secretariat. However, unless authorized by OSD and the appropriate secretariat, the contractor will not be paid for any such services rendered until the UFR has been filed.

HIPAA: Business Associate Contractual Obligations. Bidders are notified that any department meeting the definition of a Covered Entity under the Health Insurance Portability and Accountability Act of 1996 (HIPAA) will include in the RFR and resulting contract sufficient language establishing the successful bidder's contractual obligations, if any, that the department will require in order for the department to comply with HIPAA and the privacy and security regulations promulgated thereunder (45 CFR Parts 160, 162, and 164) (the Privacy and Security Rules). For example, if the department determines that the successful bidder is a business associate performing functions or activities involving protected health information, as such terms are used in the Privacy and Security Rules, then the department will include in the RFR and resulting contract a sufficient description of business associate's contractual obligations regarding the privacy and security of the protected health information, as listed in 45 CFR 164.314 and 164.504 (e), including, but not limited to, the bidder's obligation to: implement administrative, physical, and technical safeguards that reasonably and appropriately protect the confidentiality, integrity, and availability of the protected health information (in whatever form it is maintained or used, including verbal communications); provide individuals access to their records; and strictly limit use and disclosure of the protected health information for only those purposes approved by the department. Further, the department reserves the right to add any requirement during the course of the contract that it determines it must include in the contract in order for the department to comply with the Privacy and Security Rules. Please see other sections of the RFR for any further HIPAA details, if applicable.

Minimum Bid Duration. Bidders responses/bids made in response to this RFR must remain in effect for at least 90 days from the date of bid submission.

Pricing: Price Limitation: The bidder must agree that no other state or public entity customer within the United States of similar size and with similar terms and conditions shall receive a lower price for the same commodity and service during the contract period, unless this same lower price is immediately effective for the Commonwealth. If the Commonwealth believes that it is not receiving this lower price as required by this language, the bidder must agree to provide current or historical pricing offered or negotiated with other state or public entities at any time during the contract period in the absence of proprietary information being part of such contracts.

Prompt Payment Discounts (PPD). All bidders responding to this procurement must agree to offer discounts through participation in the Commonwealth Prompt Payment Discount (PPD) initiative for receiving early and/or on-time payments, unless the bidder can provide compelling proof that it would be unduly burdensome. PPD benefits both contractors and the Commonwealth. Contractors benefit by increased, usable cash flow as a result of fast and efficient payments for commodities or services rendered. Participation in the Electronic Funds Transfer initiative further maximizes the benefits with payments directed to designated accounts, thus eliminating the impact of check clearance policies and traditional mail lead time or delays. The Commonwealth benefits because contractors reduce the cost of products and services through the applied discount. Payments that are processed electronically can be tracked and verified through the Comptroller's Vendor Web system. The PPD form can be found under the Forms and Terms tab of this solicitation.

Bidders must submit agreeable terms for Prompt Payment Discount using the PPD form within their proposal, unless otherwise specified by the PMT. The PMT will review, negotiate or reject the offering as deemed in the best interest of the Commonwealth.

The requirement to use PPD offerings may be waived by the PMT on a case-by-case basis if participation in the program would be unduly burdensome on the bidder. If a bidder is claiming that this requirement is a hardship or unduly burdensome, the specific reason must be documented in or attached to the PPD form.

Provider Data Management. The Executive Office of Health and Human Services (EOHHS) has established a Provider Data Management (PDM) business service that is integrated into the Virtual Gateway. PDM is accessible by providers with current POS contracts. Departments may require that bidders with current POS contracts submit certain RFR-required documents through PDM. These documents have been specified in the RFR. When submitting documents via PDM, bidders are required to print and sign a PDM Documentation Summary. PDM users should verify that all information is accurate and current in PDM. Bidders are required to include the signed PDM Documentation Summary in their RFR response.

Public Records. All responses and information submitted in response to this RFR are subject to the Massachusetts Public Records Law, M.G.L., c. 66, s. 10, and to c. 4, s. 7, ss. 26. Any statements in submitted responses that are inconsistent with these statutes shall be disregarded.

Reasonable Accommodation. Bidders with disabilities or hardships that seek reasonable accommodation, which may include the receipt of RFR information in an alternative format, must communicate such requests in writing to the contact person. Requests for accommodation will be addressed on a case by case basis. A bidder requesting accommodation must submit a written statement which describes the bidder's disability and the requested accommodation to the contact person for the RFR. The PMT reserves the right to reject unreasonable requests.

Restriction on the Use of the Commonwealth Seal. Bidders and contractors are not allowed to display the Commonwealth of Massachusetts Seal in their bid package or subsequent marketing materials if they are awarded a contract because use of the coat of arms and the Great Seal of the Commonwealth for advertising or commercial purposes is prohibited by law.

Subcontracting Policies. Prior approval of the department is required for any subcontracted service of the contract.

Contractors are responsible for the satisfactory performance and adequate oversight of its subcontractors. Human and social service subcontractors are also required to meet the same state and federal financial and program reporting requirements and are held to the same reimbursable cost standards as contractors.

Comm-PASS. Comm-PASS is the official system of record for all procurement information which is publicly accessible at no charge at www.comm-pass.com. Information contained in this document and in each tab of the Solicitation, including file attachments, and information contained in the related Bidders' Forum(s), are all components of the Solicitation.

Bidders are solely responsible for obtaining all information distributed for this Solicitation via Comm-PASS, by using the free Browse and Search tools offered on each record-related tab on the main navigation bar (Solicitations and Forums). Forums support Bidder submission of written questions associated with a Solicitation and publication of official answers. All records on Comm-PASS are comprised of multiple tabs, or pages. For example, Solicitation records contain Summary, Rules, Issuer(s), Intent or Forms & Terms and Specifications, and Other Information tabs. Each tab contains data and/or file attachments provided by the Procurement Management Team. All are incorporated into the Solicitation.

It is each Bidder's responsibility to check Comm-PASS for:

- Any addenda or modifications to this Solicitation, by monitoring the "Last Change" field on the Solicitation's Summary tab, and
- Any Bidders' Forum records related to this Solicitation (see Locating a Online Bidders' Forum for information on locating these records.

The Commonwealth accepts no responsibility and will provide no accommodation to Bidders who submit a Response based on an out-of-date Solicitation or on information received from a source other than Comm-PASS.

APPENDIX D: LIST OF CITIES AND TOWNS IN EACH EEC REGION

City/Town ID	Town	FY13 Region ID	Region	FY12 Region ID
4	Adams	1	Western MA	1
5	Agawam	1	Western MA	1
7	Alford	1	Western MA	1
10	Amherst	1	Western MA	1
16	Ashfield	1	Western MA	1
20	Athol	1	Western MA	1
32	Becket	1	Western MA	1
34	Belchertown	1	Western MA	1
40	Bernardston	1	Western MA	1
45	Blandford	1	Western MA	1
65	Buckland	1	Western MA	1
76	Charlemont	1	Western MA	1
85	Cheshire	1	Western MA	1
86	Chester	1	Western MA	1
87	Chesterfield	1	Western MA	1
89	Chicopee	1	Western MA	1
93	Clarksburg	1	Western MA	1
96	Colrain	1	Western MA	1
99	Conway	1	Western MA	1
103	Cummington	1	Western MA	1
104	Dalton	1	Western MA	1
109	Deerfield	1	Western MA	1
132	East Longmeadow	1	Western MA	1
147	Easthampton	1	Western MA	1
150	Egremont	1	Western MA	1
151	Erving	1	Western MA	1
162	Florida	1	Western MA	1
173	Gill	1	Western MA	1
175	Goshen	1	Western MA	1
178	Granby	1	Western MA	1
179	Granville	1	Western MA	1
180	Great Barrington	1	Western MA	1
182	Greenfield	1	Western MA	1
185	Hadley	1	Western MA	1
188	Hampden	1	Western MA	1
189	Hancock	1	Western MA	1
197	Hatfield	1	Western MA	1
200	Hawley	1	Western MA	1
202	Heath	1	Western MA	1
204	Hinsdale	1	Western MA	1
209	Holyoke	1	Western MA	1
217	Huntington	1	Western MA	1
229	Lanesboro	1	Western MA	1
231	Lee	1	Western MA	1
234	Lenox	1	Western MA	1
237	Leverett	1	Western MA	1
239	Leyden	1	Western MA	1
243	Longmeadow	1	Western MA	1
245	Ludlow	1	Western MA	1
274	Middlefield	1	Western MA	1
287	Monroe	1	Western MA	1

APPENDIX D: LIST OF CITIES AND TOWNS IN EACH EEC REGION

City/Town ID	Town	FY13 Region ID	Region	FY12 Region ID
288	Monson	1	Western MA	1
289	Montague	1	Western MA	1
292	Monterey	1	Western MA	1
293	Montgomery	1	Western MA	1
296	Mount Washington	1	Western MA	1
303	New Ashford	1	Western MA	1
306	New Marlborough	1	Western MA	1
307	New Salem	1	Western MA	1
315	North Adams	1	Western MA	1
343	Northampton	1	Western MA	1
346	Northfield	1	Western MA	1
353	Orange	1	Western MA	1
356	Otis	1	Western MA	1
360	Palmer	1	Western MA	1
365	Pelham	1	Western MA	1
368	Peru	1	Western MA	1
369	Petersham	1	Western MA	1
370	Phillipston	1	Western MA	1
371	Pittsfield	1	Western MA	1
372	Plainfield	1	Western MA	1
389	Richmond	1	Western MA	1
396	Rowe	1	Western MA	1
399	Royalston	1	Western MA	1
401	Russell	1	Western MA	1
407	Sandisfield	1	Western MA	1
412	Savoy	1	Western MA	1
416	Sheffield	1	Western MA	1
417	Shelburne	1	Western MA	1
423	Shutesbury	1	Western MA	1
448	South Hadley	1	Western MA	1
463	Southampton	1	Western MA	1
467	Southwick	1	Western MA	1
469	Springfield	1	Western MA	1
474	Stockbridge	1	Western MA	1
480	Sunderland	1	Western MA	1
492	Tolland	1	Western MA	1
498	Tyringham	1	Western MA	1
508	Ware	1	Western MA	1
511	Warwick	1	Western MA	1
512	Washington	1	Western MA	1
519	Wendell	1	Western MA	1
542	West Springfield	1	Western MA	1
543	West Stockbridge	1	Western MA	1
552	Westfield	1	Western MA	1
554	Westhampton	1	Western MA	1
561	Whately	1	Western MA	1
567	Wilbraham	1	Western MA	1
568	Williamsburg	1	Western MA	1
569	Williamstown	1	Western MA	1
575	Windsor	1	Western MA	1
584	Worthington	1	Western MA	1

APPENDIX D: LIST OF CITIES AND TOWNS IN EACH EEC REGION

City/Town ID	Town	FY13 Region ID	Region	FY12 Region ID
14	Ashburnham	2	Central MA	2
15	Ashby	2	Central MA	2
22	Auburn	2	Central MA	2
25	Ayer	2	Central MA	2
29	Barre	2	Central MA	2
35	Bellingham	2	Central MA	2
39	Berlin	2	Central MA	2
44	Blackstone	2	Central MA	2
46	Bolton	2	Central MA	2
52	Boylston	2	Central MA	2
59	Brimfield	2	Central MA	2
62	Brookfield	2	Central MA	2
78	Charlton	2	Central MA	2
94	Clinton	2	Central MA	2
115	Douglas	2	Central MA	2
118	Dudley	2	Central MA	2
125	East Brookfield	2	Central MA	2
160	Fitchburg	2	Central MA	2
167	Franklin	2	Central MA	2
169	Gardner	2	Central MA	2
177	Grafton	2	Central MA	2
183	Groton	2	Central MA	2
192	Hardwick	2	Central MA	2
193	Harvard	2	Central MA	2
206	Holden	2	Central MA	2
207	Holland	2	Central MA	2
210	Hopedale	2	Central MA	2
213	Hubbardston	2	Central MA	2
228	Lancaster	2	Central MA	2
233	Leicester	2	Central MA	2
236	Leominster	2	Central MA	2
246	Lunenburg	2	Central MA	2
267	Medway	2	Central MA	2
269	Mendon	2	Central MA	2
276	Milford	2	Central MA	2
278	Millbury	2	Central MA	2
281	Millville	2	Central MA	2
305	New Braintree	2	Central MA	2
320	North Brookfield	2	Central MA	2
345	Northbridge	2	Central MA	2
351	Oakham	2	Central MA	2
359	Oxford	2	Central MA	2
363	Paxton	2	Central MA	2
367	Pepperell	2	Central MA	2
379	Princeton	2	Central MA	2
402	Rutland	2	Central MA	2
421	Shirley	2	Central MA	2
422	Shrewsbury	2	Central MA	2
465	Southbridge	2	Central MA	2
468	Spencer	2	Central MA	2
471	Sterling	2	Central MA	2

APPENDIX D: LIST OF CITIES AND TOWNS IN EACH EEC REGION

City/Town ID	Town	FY13 Region ID	Region	FY12 Region ID
478	Sturbridge	2	Central MA	2
481	Sutton	2	Central MA	2
486	Templeton	2	Central MA	2
494	Townsend	2	Central MA	2
499	Upton	2	Central MA	2
500	Uxbridge	2	Central MA	2
503	Wales	2	Central MA	2
510	Warren	2	Central MA	2
515	Webster	2	Central MA	2
523	West Boylston	2	Central MA	2
525	West Brookfield	2	Central MA	2
555	Westminster	2	Central MA	2
572	Winchendon	2	Central MA	2
582	Worcester	2	Central MA	2
9	Amesbury	3	Northeast	3
11	Andover	3	Northeast	3
41	Beverly	3	Northeast	3
43	Billerica	3	Northeast	3
51	Boxford	3	Northeast	3
82	Chelmsford	3	Northeast	3
106	Danvers	3	Northeast	3
117	Dracut	3	Northeast	3
119	Dunstable	3	Northeast	3
152	Essex	3	Northeast	3
153	Everett	3	Northeast	3
170	Georgetown	3	Northeast	3
174	Gloucester	3	Northeast	3
184	Groveland	3	Northeast	3
187	Hamilton	3	Northeast	3
199	Haverhill	3	Northeast	3
222	Ipswich	3	Northeast	3
230	Lawrence	3	Northeast	3
244	Lowell	3	Northeast	3
247	Lynn	3	Northeast	3
248	Lynnfield	3	Northeast	3
250	Malden	3	Northeast	3
252	Manchester	3	Northeast	3
255	Marblehead	3	Northeast	3
266	Medford	3	Northeast	3
268	Melrose	3	Northeast	3
271	Merrimac	3	Northeast	3
272	Methuen	3	Northeast	3
275	Middleton	3	Northeast	3
298	Nahant	3	Northeast	3
308	Newbury	3	Northeast	3
309	Newburyport	3	Northeast	3
316	North Andover	3	Northeast	3
337	North Reading	3	Northeast	3
364	Peabody	3	Northeast	3
385	Reading	3	Northeast	3
394	Rockport	3	Northeast	3

APPENDIX D: LIST OF CITIES AND TOWNS IN EACH EEC REGION

City/Town ID	Town	FY13 Region ID	Region	FY12 Region ID
397	Rowley	3	Northeast	3
405	Salem	3	Northeast	3
406	Salisbury	3	Northeast	3
411	Saugus	3	Northeast	3
475	Stoneham	3	Northeast	3
482	Swampscott	3	Northeast	3
487	Tewksbury	3	Northeast	3
493	Topsfield	3	Northeast	3
497	Tyngsboro	3	Northeast	3
502	Wakefield	3	Northeast	3
520	Wenham	3	Northeast	3
538	West Newbury	3	Northeast	3
553	Westford	3	Northeast	3
2	Acton	2	Central MA	4
13	Arlington	3	Northeast	4
17	Ashland	2	Central MA	4
33	Bedford	3	Northeast	4
36	Belmont	3	Northeast	4
50	Boxboro	2	Central MA	4
54	Braintree	6	Metro Boston	4
66	Burlington	3	Northeast	4
69	Cambridge	6	Metro Boston	4
70	Canton	5	Southeast and Cape	4
71	Carlisle	3	Northeast	4
95	Cohasset	6	Metro Boston	4
98	Concord	2	Central MA	4
108	Dedham	6	Metro Boston	4
116	Dover	2	Central MA	4
165	Foxboro	2	Central MA	4
166	Framingham	2	Central MA	4
203	Hingham	5	Southeast and Cape	4
208	Holliston	2	Central MA	4
211	Hopkinton	2	Central MA	4
214	Hudson	2	Central MA	4
215	Hull	6	Metro Boston	4
238	Lexington	3	Northeast	4
240	Lincoln	3	Northeast	4
242	Littleton	2	Central MA	4
257	Marlborough	2	Central MA	4
264	Maynard	2	Central MA	4
265	Medfield	2	Central MA	4
280	Millis	2	Central MA	4
282	Milton	6	Metro Boston	4
301	Natick	2	Central MA	4
302	Needham	6	Metro Boston	4
310	Newton	3	Northeast	4
313	Norfolk	2	Central MA	4
344	Northborough	2	Central MA	4
348	Norwell	5	Southeast and Cape	4
349	Norwood	5	Southeast and Cape	4
373	Plainville	2	Central MA	4

APPENDIX D: LIST OF CITIES AND TOWNS IN EACH EEC REGION

City/Town ID	Town	FY13 Region ID	Region	FY12 Region ID
382	Quincy	6	Metro Boston	4
383	Randolph	6	Metro Boston	4
413	Scituate	5	Southeast and Cape	4
415	Sharon	5	Southeast and Cape	4
420	Sherborn	2	Central MA	4
428	Somerville	6	Metro Boston	4
464	Southborough	2	Central MA	4
477	Stow	2	Central MA	4
479	Sudbury	2	Central MA	4
504	Walpole	2	Central MA	4
505	Waltham	3	Northeast	4
513	Watertown	3	Northeast	4
514	Wayland	2	Central MA	4
516	Wellesley	6	Metro Boston	4
551	Westborough	2	Central MA	4
556	Weston	6	Metro Boston	4
559	Westwood	2	Central MA	4
560	Weymouth	6	Metro Boston	4
571	Wilmington	3	Northeast	4
574	Winchester	3	Northeast	4
577	Woburn	3	Northeast	4
585	Wrentham	2	Central MA	4
1	Abington	5	Southeast and Cape	5
3	Acushnet	5	Southeast and Cape	5
12	Aquinnah	5	Southeast and Cape	5
21	Attleboro	5	Southeast and Cape	5
24	Avon	5	Southeast and Cape	5
37	Berkley	5	Southeast and Cape	5
49	Bourne	5	Southeast and Cape	5
56	Brewster	5	Southeast and Cape	5
57	Bridgewater	5	Southeast and Cape	5
61	Brockton	5	Southeast and Cape	5
72	Carver	5	Southeast and Cape	5
81	Chatham	5	Southeast and Cape	5
91	Chilmark	5	Southeast and Cape	5
107	Dartmouth	5	Southeast and Cape	5
110	Dennis	5	Southeast and Cape	5
113	Dighton	5	Southeast and Cape	5
120	Duxbury	5	Southeast and Cape	5
124	East Bridgewater	5	Southeast and Cape	5
146	Eastham	5	Southeast and Cape	5
148	Easton	5	Southeast and Cape	5
149	Edgartown	5	Southeast and Cape	5
154	Fairhaven	5	Southeast and Cape	5
155	Fall River	5	Southeast and Cape	5
156	Falmouth	5	Southeast and Cape	5
168	Freetown	5	Southeast and Cape	5
176	Gosnold	5	Southeast and Cape	5
186	Halifax	5	Southeast and Cape	5
190	Hanover	5	Southeast and Cape	5
191	Hanson	5	Southeast and Cape	5

APPENDIX D: LIST OF CITIES AND TOWNS IN EACH EEC REGION

City/Town ID	Town	FY13 Region ID	Region	FY12 Region ID
194	Harwich	5	Southeast and Cape	5
205	Holbrook	5	Southeast and Cape	5
218	Barnstable	5	Southeast and Cape	5
225	Kingston	5	Southeast and Cape	5
227	Lakeville	5	Southeast and Cape	5
254	Mansfield	5	Southeast and Cape	5
256	Marion	5	Southeast and Cape	5
258	Marshfield	5	Southeast and Cape	5
261	Mashpee	5	Southeast and Cape	5
263	Mattapoisett	5	Southeast and Cape	5
273	Middleboro	5	Southeast and Cape	5
299	Nantucket	5	Southeast and Cape	5
304	New Bedford	5	Southeast and Cape	5
317	North Attleboro	5	Southeast and Cape	5
347	Norton	5	Southeast and Cape	5
350	Oak Bluffs	5	Southeast and Cape	5
354	Orleans	5	Southeast and Cape	5
366	Pembroke	5	Southeast and Cape	5
375	Plymouth	5	Southeast and Cape	5
376	Plympton	5	Southeast and Cape	5
380	Provincetown	5	Southeast and Cape	5
384	Raynham	5	Southeast and Cape	5
387	Rehoboth	5	Southeast and Cape	5
392	Rochester	5	Southeast and Cape	5
393	Rockland	5	Southeast and Cape	5
408	Sandwich	5	Southeast and Cape	5
414	Seekonk	5	Southeast and Cape	5
427	Somerset	5	Southeast and Cape	5
476	Stoughton	5	Southeast and Cape	5
483	Swansea	5	Southeast and Cape	5
484	Taunton	5	Southeast and Cape	5
491	Tisbury	5	Southeast and Cape	5
495	Truro	5	Southeast and Cape	5
509	Wareham	5	Southeast and Cape	5
518	Wellfleet	5	Southeast and Cape	5
524	West Bridgewater	5	Southeast and Cape	5
544	West Tisbury	5	Southeast and Cape	5
557	Westport	5	Southeast and Cape	5
565	Whitman	5	Southeast and Cape	5
586	Yarmouth	5	Southeast and Cape	5
48	Boston	6	Metro Boston	6
63	Brookline	6	Metro Boston	6
83	Chelsea	6	Metro Boston	6
388	Revere	6	Metro Boston	6
576	Winthrop	6	Metro Boston	6

APPENDIX E - 1: DEMOGRAPHIC INFORMATION REGARDING CITIES AND TOWNS IN MASSACHUSETTS

Town	Data Point 1	Data Point 2	Data Point 3	Data Point 4	Data Point 6	Data Point 7	Data Point 1	Data Point 2	Data Point 3	Data Point 4	Data Point 6	Data Point 7	% of TOTAL	Funding Distribution by Town
	Total Number of Households (Census)	Median Number of Families Receiving Services by Voucher per Month	Total Number of Children Ages 0 to 14 (Census)	Median Number of Children Receiving Services by Voucher per Month	Avg. Number of Providers in Towns with Families Served	Voucher Agreements	1% Households (Census)	% Families (Vouchers)	% Children (Census)	% Children (Vouchers)	% Providers in Towns with Families Served	% Voucher Agreements		
Abington	4121	15	2998	25	12	2	0.26%	0.062%	0.259%	0.077%	0.108%	0.070%	0.1410%	\$ 3,654.10
Acton	5932	15	4991	22	10	5	0.37%	0.062%	0.431%	0.067%	0.089%	0.176%	0.1644%	\$ 4,261.81
Acushnet	2851	19	1662	27	16	3	0.18%	0.079%	0.143%	0.083%	0.144%	0.106%	0.1188%	\$ 3,078.47
Adams	2326	49	1363	77	36	7	0.15%	0.203%	0.118%	0.236%	0.316%	0.246%	0.3220%	\$ 8,345.40
Agawam	7455	61	4598	88	49	10	0.46%	0.253%	0.397%	0.270%	0.429%	0.352%	0.3074%	\$ 7,968.30
Alford				0	0		0.00%	0.000%	0.000%	0.000%	0.000%	0.000%	0.1285%	\$ 3,329.89
Amesbury	4162	32	3014	46	17	3	0.26%	0.133%	0.260%	0.141%	0.153%	0.106%	0.1697%	\$ 4,398.71
Amherst	4933	51	3199	71	32	10	0.31%	0.211%	0.276%	0.218%	0.283%	0.352%	0.2524%	\$ 6,541.16
Andover	8817	30	7014	50	22	7	0.55%	0.124%	0.605%	0.153%	0.193%	0.246%	0.2476%	\$ 6,418.16
Aquinnah				0	0		0.00%	0.000%	0.000%	0.000%	0.000%	0.000%	0.1285%	\$ 3,329.89
Arlington	10981	23	7630	30	21	7	0.68%	0.095%	0.659%	0.092%	0.186%	0.246%	0.2700%	\$ 6,996.86
Ashburnham	1661	7	1191	12	4	1	0.10%	0.029%	0.103%	0.037%	0.038%	0.035%	0.1457%	\$ 3,776.52
Ashby	862	3	574	3	3	1	0.05%	0.012%	0.050%	0.009%	0.024%	0.035%	0.1351%	\$ 3,502.59
Ashfield	412	1	232	1	0		0.03%	0.004%	0.020%	0.003%	0.002%	0.000%	0.1286%	\$ 3,332.47
Ashland	4531	28	3463	37	13	2	0.28%	0.116%	0.299%	0.113%	0.119%	0.070%	0.1509%	\$ 3,911.80
Athol	3466	39	2428	59	29	2	0.22%	0.162%	0.210%	0.181%	0.259%	0.070%	0.2081%	\$ 5,394.69
Attleboro	11757	69	8636	109	42	6	0.73%	0.286%	0.746%	0.334%	0.372%	0.211%	0.3803%	\$ 9,856.77
Auburn	4323	12	2693	14	14	5	0.27%	0.050%	0.232%	0.043%	0.121%	0.176%	0.1415%	\$ 3,667.02
Avon	1162	6	737	11	9	1	0.07%	0.025%	0.064%	0.034%	0.075%	0.035%	0.0750%	\$ 1,943.37
Ayer	1888	27	1425	36	16	8	0.12%	0.112%	0.123%	0.110%	0.140%	0.282%	0.1652%	\$ 4,281.07
Barnstable	10988	250	6096	349	130	19	0.69%	1.036%	0.526%	1.071%	1.152%	0.669%	0.6927%	\$ 17,953.92
Barre	1411	5	1043	5	4	1	0.09%	0.021%	0.090%	0.015%	0.033%	0.035%	0.1528%	\$ 3,961.36
Becket	662	4	317	6	5		0.04%	0.017%	0.027%	0.018%	0.042%	0.000%	0.1480%	\$ 3,836.14
Bedford	3948	16	3072	19	11	3	0.25%	0.066%	0.265%	0.058%	0.100%	0.106%	0.1298%	\$ 3,363.60
Belchertown	4002	35	2975	46	22	6	0.25%	0.145%	0.257%	0.141%	0.193%	0.211%	0.1754%	\$ 4,547.17
Bellingham	4477	12	3179	18	7	2	0.28%	0.050%	0.274%	0.055%	0.059%	0.070%	0.1231%	\$ 3,190.15
Belmont	6608	15	4998	26	10	6	0.41%	0.062%	0.431%	0.080%	0.085%	0.211%	0.1807%	\$ 4,682.49
Berkley	1746	7	1315	9	9		0.11%	0.029%	0.114%	0.028%	0.075%	0.000%	0.1523%	\$ 3,948.08
Berlin	811	1	498	2	1		0.05%	0.004%	0.043%	0.006%	0.009%	0.000%	0.1180%	\$ 3,058.77
Bernardston	746	1	381	1	0		0.05%	0.004%	0.033%	0.003%	0.003%	0.000%	0.1343%	\$ 3,479.56
Beverly	9566	122	6261	176	57	17	0.60%	0.506%	0.540%	0.540%	0.506%	0.598%	0.4450%	\$ 11,532.97
Billerica	10588	61	7504	84	29	10	0.66%	0.253%	0.648%	0.258%	0.352%	0.352%	0.3391%	\$ 8,787.76
Blackstone	2425	16	1706	24	6	3	0.15%	0.066%	0.147%	0.074%	0.057%	0.106%	0.1119%	\$ 2,901.24
Blandford	366	1	203	1	1		0.02%	0.004%	0.018%	0.003%	0.009%	0.000%	0.1437%	\$ 3,724.62
Bolton	1391	1	1169	1	0		0.09%	0.004%	0.101%	0.003%	0.001%	0.000%	0.1284%	\$ 3,327.68
Boston	115722	3906	85509	5475	2425	475	7.22%	16.184%	7.382%	16.794%	21.410%	16.719%	10.8195%	\$ 280,420.55
Bourne	5574	37	3225	53	28	6	0.35%	0.153%	0.278%	0.163%	0.243%	0.211%	0.2073%	\$ 5,371.58
Boxboro	1362	2	966	3	0		0.08%	0.008%	0.083%	0.008%	0.002%	0.000%	0.0397%	\$ 1,028.92
Boxford	2288		1721	0	0		0.14%	0.000%	0.149%	0.000%	0.000%	0.000%	0.1362%	\$ 3,531.30
Boylston	1231	2	803	2	2		0.08%	0.008%	0.069%	0.006%	0.018%	0.000%	0.1248%	\$ 3,235.60
Braintree	9214	96	6792	135	53	7	0.57%	0.398%	0.586%	0.414%	0.465%	0.246%	0.3668%	\$ 9,507.69
Brewster	2743	35	1199	57	26	4	0.17%	0.145%	0.104%	0.175%	0.228%	0.141%	0.2284%	\$ 5,920.02
Bridgewater	5741	28	4179	43	22	3	0.36%	0.116%	0.361%	0.132%	0.195%	0.106%	0.1802%	\$ 4,671.12
Brimfield	1000	3	616	3	4	1	0.06%	0.012%	0.053%	0.009%	0.036%	0.035%	0.1368%	\$ 3,545.88
Brockton	22469	676	19786	1004	175	66	1.40%	2.801%	1.708%	3.080%	1.542%	2.323%	1.7104%	\$ 44,331.22
Brookfield	940	3	579	6	2		0.06%	0.012%	0.050%	0.018%	0.022%	0.000%	0.1445%	\$ 3,745.80
Brookline	14446	31	9957	38	27	3	0.90%	0.128%	0.860%	0.117%	0.238%	0.106%	0.3155%	\$ 8,176.75
Buckland	54		27	0	0		0.00%	0.000%	0.002%	0.000%	0.000%	0.000%	0.1265%	\$ 3,277.67
Burlington	6651	21	4465	37	16	7	0.41%	0.087%	0.385%	0.113%	0.140%	0.246%	0.2006%	\$ 5,199.49
Cambridge	17452	264	10335	373	123	32	1.09%	1.094%	0.892%	1.144%	1.126%	1.087%	0.8531%	\$ 22,110.97
Canton	5712	31	4151	47	21	6	0.36%	0.128%	0.358%	0.144%	0.188%	0.211%	0.2019%	\$ 5,232.87
Carlisle	1442		1024	0	0	1	0.09%	0.000%	0.088%	0.000%	0.035%	0.035%	0.1347%	\$ 3,491.53
Carver	3131	37	2108	52	23	3	0.20%	0.153%	0.182%	0.160%	0.205%	0.106%	0.1523%	\$ 3,947.42
Charlemont	395	2	213	3	3		0.02%	0.008%	0.018%	0.009%	0.030%	0.000%	0.1466%	\$ 3,798.82
Charlton	3552	10	2576	13	9	3	0.22%	0.041%	0.222%	0.040%	0.083%	0.106%	0.1097%	\$ 2,844.09
Chatham	1776	11	593	16	6	1	0.11%	0.046%	0.051%	0.049%	0.049%	0.035%	0.1588%	\$ 4,115.76
Chelmsford	9328	44	6348	58	38	10	0.58%	0.182%	0.548%	0.178%	0.331%	0.352%	0.2976%	\$ 7,712.51
Chelsea	7365	314	7483	451	171	33	0.46%	1.301%	0.646%	1.383%	1.509%	1.162%	0.9371%	\$ 24,288.41
Cheshire	892	13	476	21	9	2	0.06%	0.054%	0.041%	0.064%	0.075%	0.070%	0.1763%	\$ 4,569.56

APPENDIX E - 1: DEMOGRAPHIC INFORMATION REGARDING CITIES AND TOWNS IN MASSACHUSETTS

Town	Data Point 1	Data Point 2	Data Point 3	Data Point 4	Data Point 6	Data Point 7	Data Point 1	Data Point 2	Data Point 3	Data Point 4	Data Point 6	Data Point 7	% of TOTAL	Funding Distribution by Town
	Total Number of Households (Census)	Median Number of Families Receiving Services by Voucher per Month	Total Number of Children Ages 0 to 14 (Census)	Median Number of Children Receiving Services by Voucher per Month	Avg. Number of Providers in Towns with Families Served	Voucher Agreements	1% Households (Census)	% Families (Vouchers)	% Children (Census)	% Children (Vouchers)	% Providers in Towns with Families Served	% Voucher Agreements		
Chester	381	1	221	1	1		0.02%	0.004%	0.019%	0.003%	0.010%	0.000%	0.1401%	\$ 3,631.86
Chesterfield	241	2	122	3	2	2	0.02%	0.008%	0.011%	0.009%	0.018%	0.070%	0.1367%	\$ 3,542.58
Chicopee	13830	342	9249	498	162	33	0.86%	1.417%	0.798%	1.528%	1.431%	1.162%	0.9802%	\$ 25,404.31
Chilmark	323		178	0	0		0.02%	0.000%	0.015%	0.000%	0.000%	0.000%	0.1206%	\$ 3,126.86
Clarksburg		4		6	4		0.00%	0.017%	0.000%	0.018%	0.035%	0.000%	0.1468%	\$ 3,804.99
Clinton	3408	21	2427	27	18	2	0.21%	0.087%	0.210%	0.083%	0.161%	0.070%	0.1534%	\$ 3,975.77
Cohasset	2024	1	1812	1	1	1	0.13%	0.004%	0.156%	0.003%	0.009%	0.035%	0.0499%	\$ 1,293.73
Colrain	450	2	249	4	2		0.03%	0.008%	0.021%	0.012%	0.015%	0.000%	0.1446%	\$ 3,747.80
Concord	4505	4	3162	5	4	2	0.28%	0.017%	0.273%	0.015%	0.036%	0.070%	0.1002%	\$ 2,596.35
Conway	516	1	310	3	1		0.03%	0.004%	0.027%	0.009%	0.009%	0.000%	0.1223%	\$ 3,168.58
Cummington	250	1	138	1	0		0.02%	0.004%	0.012%	0.003%	0.000%	0.000%	0.1304%	\$ 3,379.47
Dalton	1882	26	1236	37	17	1	0.12%	0.108%	0.107%	0.113%	0.149%	0.035%	0.2058%	\$ 5,334.75
Danvers	6860	49	4492	69	32	9	0.43%	0.203%	0.388%	0.212%	0.282%	0.317%	0.2532%	\$ 6,563.28
Dartmouth	8095	79	4764	113	44	17	0.50%	0.327%	0.411%	0.347%	0.389%	0.598%	0.3645%	\$ 9,446.31
Dedham	6303	47	4173	59	37	3	0.39%	0.195%	0.360%	0.181%	0.330%	0.106%	0.2242%	\$ 5,810.51
Deerfield	1607	5	1044	7	3		0.10%	0.021%	0.090%	0.021%	0.030%	0.000%	0.1463%	\$ 3,790.66
Dennis	3970	70	1581	100	30	3	0.25%	0.290%	0.136%	0.307%	0.261%	0.106%	0.2257%	\$ 5,849.01
Dighton	1902	11	1428	17	11	3	0.12%	0.046%	0.123%	0.052%	0.100%	0.106%	0.1802%	\$ 4,670.52
Douglas	2361	4	1908	6	5		0.15%	0.017%	0.165%	0.018%	0.048%	0.035%	0.1591%	\$ 4,123.05
Dover	1585		1394	0	0		0.10%	0.000%	0.120%	0.000%	0.000%	0.000%	0.1341%	\$ 3,474.52
Dracut	7851	85	5515	116	46	14	0.49%	0.352%	0.476%	0.356%	0.403%	0.493%	0.3553%	\$ 9,207.45
Dudley	2891	15	2038	23	12	5	0.18%	0.062%	0.176%	0.071%	0.106%	0.176%	0.1373%	\$ 3,557.56
Dunstable	888		710	0	0		0.06%	0.000%	0.061%	0.000%	0.000%	0.000%	0.1172%	\$ 3,036.38
Duxbury	4162	8	3404	9	6	1	0.26%	0.033%	0.294%	0.028%	0.057%	0.035%	0.0937%	\$ 2,429.69
East Bridgewater	3589	14	2772	21	10	3	0.22%	0.058%	0.239%	0.064%	0.091%	0.106%	0.1250%	\$ 3,239.68
East Brookfield	613	1	404	1	1		0.04%	0.004%	0.035%	0.003%	0.005%	0.000%	0.1309%	\$ 3,393.64
East Longmead	4261	17	2851	23	16	7	0.27%	0.070%	0.246%	0.071%	0.142%	0.246%	0.1479%	\$ 3,832.83
Eastham	1486	7	509	12	5	2	0.09%	0.029%	0.044%	0.037%	0.044%	0.070%	0.1572%	\$ 4,074.01
Easthampton	4541	50	2642	58	33	9	0.28%	0.207%	0.228%	0.178%	0.288%	0.317%	0.2286%	\$ 5,923.77
Easton	5732	24	4197	34	29	4	0.36%	0.099%	0.362%	0.104%	0.254%	0.141%	0.1785%	\$ 4,625.58
Egartown	1074	2	658	2	2		0.07%	0.008%	0.057%	0.006%	0.020%	0.000%	0.1346%	\$ 3,489.20
Egremont	98		44	0	0		0.01%	0.000%	0.004%	0.000%	0.000%	0.000%	0.1215%	\$ 3,149.95
Erving	395	5	281	7	5		0.02%	0.021%	0.024%	0.021%	0.044%	0.000%	0.1577%	\$ 4,086.03
Essex	2596		1913	0	0		0.16%	0.000%	0.165%	0.000%	0.000%	0.000%	0.1503%	\$ 3,894.61
Everett	10030	219	7830	324	117	32	0.63%	0.907%	0.676%	0.994%	1.037%	1.126%	0.7566%	\$ 19,610.33
Fairhaven	4178	46	2370	59	24	11	0.26%	0.191%	0.205%	0.181%	0.213%	0.387%	0.2177%	\$ 5,643.61
Fall River	22226	515	15654	722	134	35	1.39%	2.134%	1.351%	2.215%	1.181%	1.232%	1.3033%	\$ 33,778.59
Falmouth	8642	100	4375	149	77	14	0.54%	0.414%	0.378%	0.457%	0.679%	0.493%	0.4190%	\$ 10,860.80
Fitchburg	9366	217	7575	346	113	33	0.58%	0.899%	0.654%	0.999%	1.162%	1.162%	0.7544%	\$ 19,553.15
Florida	25	2	11	2	2		0.00%	0.008%	0.001%	0.006%	0.014%	0.000%	0.1323%	\$ 3,428.94
Foxboro	4492	19	3285	26	17	4	0.28%	0.079%	0.284%	0.080%	0.146%	0.141%	0.1520%	\$ 3,940.48
Framingham	16564	204	11961	316	52	25	1.03%	0.845%	1.033%	0.969%	0.455%	0.880%	0.7187%	\$ 18,627.03
Franklin	8234	15	7398	20	9	3	0.51%	0.062%	0.639%	0.061%	0.081%	0.106%	0.1951%	\$ 5,055.44
Freetown	2534	15	1583	21	12	4	0.16%	0.062%	0.137%	0.064%	0.108%	0.141%	0.1986%	\$ 5,148.31
Gardner	5043	60	3454	85	34	12	0.31%	0.249%	0.298%	0.261%	0.304%	0.422%	0.3061%	\$ 7,932.48
Georgetown	2290	1	1822	2	1		0.14%	0.004%	0.157%	0.006%	0.006%	0.000%	0.0560%	\$ 1,450.42
Gill	377	2	216	2	2	1	0.02%	0.008%	0.019%	0.006%	0.015%	0.035%	0.1446%	\$ 3,747.31
Gloucester	7513	45	4308	58	22	8	0.47%	0.186%	0.372%	0.178%	0.196%	0.282%	0.2553%	\$ 6,616.05
Goshen	152	1	99	1	0		0.01%	0.004%	0.009%	0.003%	0.004%	0.000%	0.1253%	\$ 3,247.94
Gosnold	17		9	0	0		0.00%	0.000%	0.001%	0.000%	0.000%	0.000%	0.1205%	\$ 3,123.80
Grafton	4736	17	3853	22	22	2	0.30%	0.070%	0.333%	0.067%	0.190%	0.070%	0.1501%	\$ 3,890.93
Granby	1727	15	1067	22	14	2	0.11%	0.062%	0.092%	0.067%	0.121%	0.070%	0.1704%	\$ 4,417.03
Granville	578		339	0	0		0.04%	0.000%	0.029%	0.000%	0.000%	0.000%	0.1298%	\$ 3,364.77
Great Barrington	2440	8	1329	9	8		0.15%	0.033%	0.115%	0.028%	0.069%	0.000%	0.1726%	\$ 4,473.58
Greenfield	4269	67	2838	85	41	11	0.27%	0.278%	0.245%	0.261%	0.358%	0.387%	0.2993%	\$ 7,757.94
Groton	2867	3	2392	6	4	1	0.18%	0.012%	0.206%	0.018%	0.039%	0.035%	0.0709%	\$ 1,836.92
Groveland	1812	4	1296	4	4	1	0.11%	0.017%	0.112%	0.012%	0.035%	0.035%	0.0570%	\$ 1,477.11
Hadley	1280	8	777	13	8		0.08%	0.033%	0.067%	0.040%	0.071%	0.000%	0.1458%	\$ 3,778.98
Halifax	2032	12	1386	17	9	2	0.13%	0.050%	0.120%	0.052%	0.083%	0.070%	0.1694%	\$ 4,391.06

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Town	Data Point 1	Data Point 2	Data Point 3	Data Point 4	Data Point 6	Data Point 7	Data Point 1	Data Point 2	Data Point 3	Data Point 4	Data Point 6	Data Point 7	% of TOTAL	Funding Distribution by Town
	Total Number of Households (Census)	Median Number of Families Receiving Services by Voucher per Month	Total Number of Children Ages 0 to 14 (Census)	Median Number of Children Receiving Services by Voucher per Month	Avg. Number of Providers in Towns with Families Served	Voucher Agreements	1% Households (Census)	% Families (Vouchers)	% Children (Census)	% Children (Vouchers)	% Providers in Towns with Families Served	% Voucher Agreements		
Hamilton	2168	2	1701	3	3	1	0.14%	0.008%	0.147%	0.009%	0.027%	0.035%	0.0684%	\$ 1,773.63
Hampden	1467	4	861	7	6	1	0.09%	0.017%	0.074%	0.021%	0.054%	0.035%	0.1392%	\$ 3,607.07
Hancock		1		1	1		0.00%	0.004%	0.000%	0.003%	0.006%	0.000%	0.1193%	\$ 3,091.32
Hanover	3740	3	3148	5	2		0.23%	0.012%	0.272%	0.015%	0.020%	0.000%	0.0773%	\$ 2,003.02
Hanson	2713	11	2144	17	9	2	0.17%	0.046%	0.185%	0.052%	0.075%	0.070%	0.0952%	\$ 2,466.91
Hardwick	613	2	447	3	2	-	0.04%	0.008%	0.039%	0.009%	0.015%	0.000%	0.1463%	\$ 3,790.83
Harvard	1466		1065	0	0		0.09%	0.000%	0.092%	0.000%	0.000%	0.000%	0.1296%	\$ 3,358.46
Harwich	3454	33	1605	42	28	6	0.22%	0.137%	0.139%	0.129%	0.243%	0.211%	0.1670%	\$ 4,327.19
Hatfield	911	5	439	5	6		0.06%	0.021%	0.038%	0.015%	0.051%	0.000%	0.1225%	\$ 3,175.14
Haverhill	15177	373	11687	547	184	61	0.95%	1.546%	1.009%	1.678%	1.625%	2.147%	1.1884%	\$ 30,800.77
Hawley		1		2	1		0.00%	0.004%	0.000%	0.006%	0.000%	0.000%	0.1278%	\$ 3,313.31
Heath	147		81	0	0		0.01%	0.000%	0.007%	0.000%	0.000%	0.000%	0.1319%	\$ 3,417.59
Hingham	5980	6	5039	9	5	2	0.37%	0.025%	0.435%	0.028%	0.045%	0.070%	0.1261%	\$ 3,267.10
Hinsdale	795	8	415	10	8	-	0.05%	0.033%	0.036%	0.031%	0.074%	0.000%	0.1686%	\$ 4,370.59
Holbrook	2829	29	1964	37	18	2	0.18%	0.120%	0.170%	0.113%	0.162%	0.070%	0.1465%	\$ 3,797.30
Holden	4896	6	3609	7	6	4	0.31%	0.025%	0.312%	0.021%	0.054%	0.041%	0.1222%	\$ 3,167.69
Holland	697	1	414	2	0	2	0.04%	0.004%	0.036%	0.006%	0.004%	0.070%	0.1353%	\$ 3,507.45
Holliston	3838	8	2894	10	9	2	0.24%	0.033%	0.250%	0.031%	0.075%	0.070%	0.1010%	\$ 2,617.41
Holyoke	9329	385	8566	560	157	25	0.58%	1.595%	0.739%	1.718%	1.389%	0.880%	0.9979%	\$ 25,863.47
Hopedale	1599	4	1234	5	4	1	0.10%	0.017%	0.107%	0.015%	0.035%	0.035%	0.0590%	\$ 1,530.10
Hopkinton	3978	4	3830	7	3	6	0.25%	0.017%	0.331%	0.021%	0.023%	0.211%	0.1105%	\$ 2,863.73
Hubbardston	1229	2	892	4	1	1	0.08%	0.008%	0.077%	0.012%	0.009%	0.035%	0.1339%	\$ 3,471.43
Hudson	5131	25	3588	33	15	7	0.32%	0.104%	0.310%	0.101%	0.136%	0.246%	0.1903%	\$ 4,933.40
Hull	2651	10	1435	11	9		0.17%	0.041%	0.124%	0.034%	0.083%	0.000%	0.0872%	\$ 2,261.10
Huntington	690	4	447	4	3	1	0.04%	0.017%	0.039%	0.012%	0.030%	0.035%	0.1464%	\$ 3,794.56
Ipswich	3557	5	2233	6	5	1	0.22%	0.021%	0.193%	0.018%	0.042%	0.035%	0.0827%	\$ 2,143.21
Kingston	3292	14	2609	25	13	3	0.21%	0.058%	0.225%	0.077%	0.117%	0.106%	0.1230%	\$ 3,188.95
Lakeville	2915	13	2186	17	10	4	0.18%	0.054%	0.189%	0.052%	0.084%	0.141%	0.1122%	\$ 2,909.01
Lancaster	1718	6	1241	9	5	1	0.11%	0.025%	0.107%	0.028%	0.041%	0.035%	0.1522%	\$ 3,945.89
Lanesboro	688	9	419	13	10	1	0.04%	0.037%	0.036%	0.040%	0.084%	0.035%	0.0617%	\$ 1,600.02
Lawrence	17502	1328	18185	2128	576	236	1.09%	5.502%	1.570%	6.527%	5.083%	8.307%	3.6451%	\$ 94,473.62
Lee	1681	16	921	18	10	5	0.10%	0.066%	0.080%	0.055%	0.089%	0.176%	0.1998%	\$ 5,179.50
Leicester	2931	5	2021	6	5	2	0.18%	0.021%	0.174%	0.018%	0.048%	0.070%	0.0957%	\$ 2,481.04
Lenox	1230	4	684	4	4	1	0.08%	0.017%	0.059%	0.012%	0.037%	0.035%	0.1444%	\$ 3,743.35
Leominster	10595	142	7604	216	75	20	0.66%	0.588%	0.656%	0.663%	0.661%	0.704%	0.5503%	\$ 14,262.45
Leverett	503	4	276	5	4	1	0.03%	0.017%	0.024%	0.015%	0.037%	0.035%	0.1361%	\$ 3,527.64
Lexington	8807	13	6486	19	11	4	0.55%	0.054%	0.560%	0.058%	0.096%	0.141%	0.1973%	\$ 5,113.47
Leyden		1		1	1		0.00%	0.004%	0.000%	0.003%	0.012%	0.000%	0.1322%	\$ 3,427.59
Lincoln	1490	2	943	2	2	2	0.09%	0.008%	0.081%	0.006%	0.016%	0.000%	0.0270%	\$ 698.82
Littleton	2409	5	1906	7	5	1	0.15%	0.021%	0.165%	0.021%	0.043%	0.035%	0.0652%	\$ 1,690.99
Longmeadow	4461	5	3202	6	2	1	0.28%	0.021%	0.276%	0.018%	0.021%	0.035%	0.0894%	\$ 2,317.21
Lowell	23716	760	20827	1119	353	141	1.48%	3.149%	1.798%	3.432%	3.112%	4.963%	2.3617%	\$ 61,209.22
Ludlow	5569	30	3281	42	22	6	0.35%	0.124%	0.283%	0.129%	0.190%	0.211%	0.2070%	\$ 5,364.79
Lunenburg	2832	16	1845	21	15	2	0.18%	0.066%	0.159%	0.064%	0.130%	0.070%	0.0984%	\$ 2,549.61
Lynn	20975	744	18521	1122	325	92	1.31%	3.083%	1.599%	3.442%	2.870%	3.238%	2.0569%	\$ 53,311.31
Lynnfield	3388	2	2414	2	1		0.21%	0.006%	0.208%	0.006%	0.005%	0.000%	0.0751%	\$ 1,945.35
Malden	14328	238	9777	320	112	26	0.89%	0.986%	0.844%	0.982%	0.991%	0.915%	0.7792%	\$ 20,194.05
Manchester	1444	2	970	2	2		0.09%	0.008%	0.084%	0.006%	0.019%	0.000%	0.0450%	\$ 1,166.92
Mansfield	6021	30	5430	40	18	6	0.38%	0.124%	0.469%	0.123%	0.156%	0.211%	0.2042%	\$ 5,291.92
Marblehead	5467	24	4043	39	12	4	0.34%	0.099%	0.349%	0.120%	0.110%	0.141%	0.1572%	\$ 4,075.35
Marion	1336	6	889	7	5	1	0.08%	0.025%	0.077%	0.021%	0.042%	0.035%	0.1366%	\$ 3,540.94
Marlborough	9672	99	6905	138	35	16	0.60%	0.410%	0.596%	0.423%	0.307%	0.563%	0.4202%	\$ 10,890.16
Marshfield	7007	29	5177	46	15	3	0.44%	0.120%	0.447%	0.141%	0.130%	0.106%	0.1944%	\$ 5,038.67
Mashpee	3906	48	2166	70	33	4	0.24%	0.199%	0.187%	0.215%	0.293%	0.141%	0.1938%	\$ 5,023.47
Mattapoisett	1740	15	954	20	10	5	0.11%	0.062%	0.082%	0.061%	0.084%	0.176%	0.1717%	\$ 4,449.33
Maynard	2649	13	1910	18	7	1	0.17%	0.054%	0.165%	0.055%	0.059%	0.035%	0.0913%	\$ 2,365.31
Medfield	3333	5	2946	5	4	1	0.21%	0.021%	0.254%	0.015%	0.031%	0.035%	0.0815%	\$ 2,112.26
Medford	13215	131	7767	185	77	13	0.82%	0.543%	0.671%	0.567%	0.676%	0.458%	0.5191%	\$ 13,453.48
Medway	3444	11	2824	16	9	1	0.21%	0.046%	0.244%	0.049%	0.081%	0.035%	0.0973%	\$ 2,522.29

APPENDIX E - 1: DEMOGRAPHIC INFORMATION REGARDING CITIES AND TOWNS IN MASSACHUSETTS

Town	Data Point 1	Data Point 2	Data Point 3	Data Point 4	Data Point 6	Data Point 7	Data Point 1	Data Point 2	Data Point 3	Data Point 4	Data Point 6	Data Point 7	% of TOTAL	Funding Distribution by Town
	Total Number of Households (Census)	Median Number of Families Receiving Services by Voucher per Month	Total Number of Children Ages 0 to 14 (Census)	Median Number of Children Receiving Services by Voucher per Month	Avg. Number of Providers in Towns with Families Served	Voucher Agreements	1% Households (Census)	% Families (Vouchers)	% Children (Census)	% Children (Vouchers)	% Providers in Towns with Families Served	% Voucher Agreements		
Melrose	7076	14	4958	19	14	5	0.44%	0.058%	0.428%	0.058%	0.120%	0.176%	0.1779%	\$ 4,609.94
Mendon	1637	1	1296	2	0	1	0.10%	0.004%	0.112%	0.006%	0.004%	0.035%	0.1369%	\$ 3,547.27
Merrimac	1741	4	1176	8	4	4	0.11%	0.017%	0.102%	0.025%	0.037%	0.000%	0.0606%	\$ 1,569.57
Methuen	12310	252	9146	379	132	31	0.77%	1.044%	0.790%	1.163%	1.168%	1.091%	0.8006%	\$ 20,748.73
Middleboro	6111	71	4424	110	32	8	0.38%	0.294%	0.382%	0.337%	0.282%	0.282%	0.2884%	\$ 7,473.84
Middlefield	102		38	0	0	0	0.01%	0.000%	0.003%	0.000%	0.000%	0.000%	0.1420%	\$ 3,679.20
Middleton	2086	6	1534	6	5	5	0.13%	0.025%	0.132%	0.018%	0.044%	0.000%	0.0669%	\$ 1,734.42
Milford	7405	47	5344	72	21	9	0.46%	0.195%	0.461%	0.221%	0.188%	0.317%	0.2754%	\$ 7,137.98
Milbury	3577	12	2254	16	10	1	0.22%	0.050%	0.195%	0.049%	0.088%	0.035%	0.1059%	\$ 2,744.64
Millis	2151	7	1602	8	5	3	0.13%	0.029%	0.138%	0.025%	0.044%	0.106%	0.0717%	\$ 1,859.25
Millville	855	1	702	1	1	-	0.05%	0.004%	0.061%	0.003%	0.010%	0.000%	0.0519%	\$ 1,345.11
Milton	6835	35	5453	48	29	6	0.43%	0.145%	0.471%	0.147%	0.257%	0.211%	0.2303%	\$ 5,969.74
Monroe	33		18	0	0	0	0.00%	0.000%	0.002%	0.000%	0.000%	0.000%	0.1426%	\$ 3,695.01
Monson	2339	10	1528	14	10	3	0.15%	0.041%	0.132%	0.043%	0.087%	0.106%	0.1869%	\$ 4,843.30
Montague	2203	30	1348	36	28	3	0.14%	0.124%	0.116%	0.110%	0.246%	0.106%	0.2608%	\$ 6,759.50
Monterey	281		142	0	0	0	0.02%	0.000%	0.012%	0.000%	0.000%	0.000%	0.1295%	\$ 3,355.69
Montgomery		1		2	1	1	0.00%	0.004%	0.000%	0.006%	0.005%	0.000%	0.1235%	\$ 3,202.08
Mount Washington				0	0	0	0.00%	0.000%	0.000%	0.000%	0.000%	0.000%	0.1176%	\$ 3,047.16
Nahant	921	3	455	4	3	3	0.06%	0.012%	0.039%	0.012%	0.022%	0.000%	0.0453%	\$ 1,172.97
Nantucket	2429	1	1804	1	1	1	0.15%	0.004%	0.156%	0.003%	0.010%	0.000%	0.0829%	\$ 2,148.01
Natick	8654	27	6550	36	19	3	0.54%	0.112%	0.565%	0.110%	0.165%	0.106%	0.2161%	\$ 5,599.61
Needham	5417	21	4794	32	13	4	0.34%	0.087%	0.414%	0.098%	0.112%	0.141%	0.1556%	\$ 4,031.89
New Ashford		2		3	2	2	0.00%	0.008%	0.000%	0.009%	0.017%	0.000%	0.1178%	\$ 3,052.39
New Bedford	23292	1055	18244	1610	154	36	1.45%	4.371%	1.575%	4.938%	1.358%	1.267%	1.9875%	\$ 51,512.89
New Braintree	278	1	168	1	0	0	0.02%	0.004%	0.015%	0.003%	0.002%	0.000%	0.1241%	\$ 3,216.81
New Marlborough				0	0	0	0.00%	0.000%	0.000%	0.000%	0.000%	0.000%	0.1176%	\$ 3,047.16
New Salem	250		138	0	0	0	0.02%	0.000%	0.012%	0.000%	0.000%	0.000%	0.1319%	\$ 3,419.00
Newbury	1840		1211	0	0	0	0.11%	0.000%	0.105%	0.000%	0.000%	0.000%	0.1300%	\$ 3,368.83
Newburyport	4437	17	2978	21	11	5	0.28%	0.070%	0.257%	0.064%	0.093%	0.176%	0.1404%	\$ 3,638.74
Newton	21988	77	16293	95	68	14	1.37%	0.319%	1.407%	0.291%	0.601%	0.493%	0.5848%	\$ 15,156.61
Norfolk	2555	1	2090	1	1	1	0.16%	0.004%	0.180%	0.003%	0.005%	0.000%	0.0562%	\$ 1,457.75
North Adams	3914	65	2517	94	45	6	0.24%	0.269%	0.217%	0.288%	0.211%	0.211%	0.2904%	\$ 7,526.52
North Andover	7324	50	6072	67	38	2	0.46%	0.207%	0.524%	0.206%	0.335%	0.070%	0.2521%	\$ 6,533.88
North Attleboro	7040	33	5589	44	22	6	0.44%	0.137%	0.482%	0.135%	0.198%	0.211%	0.2221%	\$ 5,757.47
North Brookfield	1270	5	842	6	5	5	0.08%	0.021%	0.073%	0.018%	0.045%	0.000%	0.1525%	\$ 3,952.93
North Reading	4003	10	3058	12	8	3	0.25%	0.041%	0.264%	0.037%	0.071%	0.106%	0.1111%	\$ 2,879.71
Northampton	5895	43	3708	59	24	14	0.37%	0.178%	0.320%	0.181%	0.216%	0.493%	0.2658%	\$ 6,888.99
Northborough	3892	15	3010	19	11	5	0.24%	0.062%	0.260%	0.058%	0.100%	0.176%	0.1287%	\$ 3,334.95
Northbridge	4089	32	3289	46	25	7	0.25%	0.133%	0.284%	0.141%	0.221%	0.246%	0.1982%	\$ 5,137.99
Northfield	853	2	562	2	2	-	0.05%	0.008%	0.049%	0.006%	0.018%	0.000%	0.1357%	\$ 3,515.93
Norton	4683	26	3526	41	24	8	0.29%	0.108%	0.304%	0.126%	0.210%	0.282%	0.1911%	\$ 4,953.62
Norwell	2845	4	2465	5	4	4	0.18%	0.017%	0.213%	0.015%	0.035%	0.141%	0.0857%	\$ 2,220.83
Norwood	7297	46	4823	61	22	6	0.46%	0.191%	0.416%	0.187%	0.193%	0.211%	0.2530%	\$ 6,556.55
Oak Bluffs	1087	1	699	3	3	3	0.07%	0.004%	0.060%	0.009%	0.029%	0.000%	0.0567%	\$ 1,470.81
Oakham	546	1	310	1	1	1	0.03%	0.004%	0.027%	0.003%	0.006%	0.035%	0.1298%	\$ 3,364.42
Orange	2068	33	1492	49	27	5	0.13%	0.137%	0.129%	0.150%	0.241%	0.176%	0.2705%	\$ 7,010.46
Orleans	2691	9	983	11	6	6	0.17%	0.037%	0.085%	0.034%	0.055%	0.000%	0.1581%	\$ 4,098.55
Otis	464	1	200	1	2	2	0.03%	0.004%	0.017%	0.003%	0.016%	0.000%	0.1440%	\$ 3,731.63
Oxford	3583	19	2598	25	20	6	0.22%	0.079%	0.224%	0.077%	0.179%	0.211%	0.1623%	\$ 4,207.49
Palmer	3232	31	2005	42	27	5	0.20%	0.128%	0.173%	0.176%	0.238%	0.1879%	0.1879%	\$ 4,871.28
Paxton	1248		874	0	0	0	0.08%	0.000%	0.075%	0.000%	0.000%	0.000%	0.1258%	\$ 3,261.00
Peabody	13319	152	7843	211	76	22	0.83%	0.630%	0.677%	0.647%	0.774%	0.774%	0.5769%	\$ 14,951.11
Pelham		5		8	4	4	0.00%	0.021%	0.000%	0.025%	0.032%	0.000%	0.1300%	\$ 3,368.45
Pembroke	4767	21	3837	31	15	3	0.30%	0.087%	0.331%	0.095%	0.131%	0.106%	0.1554%	\$ 4,028.18
Pepperell	3116	12	2290	17	8	4	0.19%	0.050%	0.198%	0.074%	0.052%	0.141%	0.1104%	\$ 2,860.80
Peru		1		2	1	1	0.00%	0.004%	0.000%	0.006%	0.009%	0.000%	0.1200%	\$ 3,109.06
Petersham							0.00%	0.000%	0.000%	0.000%	0.000%	0.000%	0.1203%	\$ 3,117.84
Phillipston		6		9	5	1	0.00%	0.025%	0.000%	0.028%	0.041%	0.035%	0.1418%	\$ 3,675.81
Pittsfield	12069	395	8116	606	101	38	0.75%	1.637%	0.701%	1.859%	0.888%	1.338%	0.9908%	\$ 25,679.89

APPENDIX E - 1: DEMOGRAPHIC INFORMATION REGARDING CITIES AND TOWNS IN MASSACHUSETTS

Town	Data Point 1	Data Point 2	Data Point 3	Data Point 4	Data Point 6	Data Point 7	Data Point 1	Data Point 2	Data Point 3	Data Point 4	Data Point 6	Data Point 7	% of TOTAL	Funding Distribution by Town
	Total Number of Households (Census)	Median Number of Families Receiving Services by Voucher per Month	Total Number of Children Ages 0 to 14 (Census)	Median Number of Children Receiving Services by Voucher per Month	Avg. Number of Providers in Towns with Families Served	Voucher Agreements	1% Households (Census)	% Families (Vouchers)	% Children (Census)	% Children (Vouchers)	% Providers in Towns with Families Served	% Voucher Agreements		
Plainfield	167	1	100	1	1		0.01%	0.004%	0.009%	0.003%	0.009%	0.000%	0.1397%	\$ 3,620.27
Plainville	2205	6	1548	10	5	3	0.14%	0.025%	0.134%	0.031%	0.047%	0.106%	0.0844%	\$ 2,187.38
Plymouth	14742	116	10202	157	42	10	0.92%	0.481%	0.881%	0.482%	0.367%	0.352%	0.4692%	\$ 12,160.93
Plympton	766	5	492	6	5		0.05%	0.021%	0.042%	0.018%	0.045%	0.000%	0.1434%	\$ 3,717.87
Princeton	1013	1	602	2	1		0.06%	0.004%	0.052%	0.006%	0.011%	0.000%	0.1197%	\$ 3,101.12
Provincetown	416	1	161	1	0		0.03%	0.004%	0.014%	0.003%	0.002%	0.000%	0.1510%	\$ 3,914.22
Quincy	21089	286	12845	376	128	24	1.32%	1.185%	1.109%	1.153%	1.134%	0.845%	0.9081%	\$ 23,535.48
Randolph	8038	295	5581	212	89	18	0.50%	1.222%	0.482%	0.650%	0.783%	0.634%	0.6077%	\$ 15,750.00
Raynham	3670	22	2693	30	16	6	0.23%	0.091%	0.232%	0.092%	0.145%	0.211%	0.1524%	\$ 3,949.67
Reading	6506	11	5050	15	12	3	0.41%	0.046%	0.436%	0.046%	0.102%	0.106%	0.1549%	\$ 4,013.86
Rehoboth	3280	4	2166	6	6	1	0.20%	0.017%	0.187%	0.018%	0.055%	0.035%	0.0892%	\$ 2,311.33
Revere	12372	229	8714	322	127	25	0.77%	0.949%	0.752%	0.988%	1.119%	0.880%	0.7778%	\$ 20,159.41
Richmond	303	1	108	1	1		0.02%	0.004%	0.009%	0.003%	0.007%	0.000%	0.1229%	\$ 3,185.34
Rochester	1440	6	1038	8	6	2	0.09%	0.025%	0.090%	0.025%	0.049%	0.070%	0.1434%	\$ 3,715.65
Rockland	4470	59	3279	92	26	5	0.28%	0.244%	0.283%	0.282%	0.230%	0.176%	0.2331%	\$ 6,041.71
Rockport	1878	1	949	1	1	1	0.12%	0.004%	0.082%	0.003%	0.010%	0.035%	0.0491%	\$ 1,272.86
Rowe	145		89	0	0		0.01%	0.000%	0.008%	0.000%	0.000%	0.000%	0.1251%	\$ 3,242.71
Rowley	1626	4	1161	4	4	1	0.10%	0.017%	0.100%	0.012%	0.033%	0.035%	0.1413%	\$ 3,661.03
Royalston	330	1	209	1	1		0.02%	0.004%	0.018%	0.003%	0.009%	0.000%	0.1408%	\$ 3,648.34
Russell	483	2	351	2	2		0.03%	0.008%	0.030%	0.006%	0.021%	0.000%	0.1514%	\$ 3,922.69
Rutland	2129	3	1883	4	3		0.13%	0.012%	0.163%	0.012%	0.023%	0.035%	0.1540%	\$ 3,990.64
Salem	9619	312	6356	445	138	36	0.60%	1.293%	0.549%	1.365%	1.222%	1.267%	0.8538%	\$ 22,127.80
Salisbury	2125	9	1263	12	9	1	0.13%	0.037%	0.109%	0.037%	0.076%	0.035%	0.1038%	\$ 2,691.26
Sandisfield	250		124	0	0		0.02%	0.000%	0.011%	0.000%	0.000%	0.000%	0.1263%	\$ 3,273.71
Sandwich	5701	40	3897	57	33	1	0.36%	0.166%	0.336%	0.175%	0.295%	0.035%	0.1880%	\$ 4,872.66
Saugus	7153	42	4096	51	23	6	0.45%	0.174%	0.354%	0.156%	0.207%	0.211%	0.2426%	\$ 6,288.54
Savoy	194	1	112	1	0		0.01%	0.004%	0.010%	0.003%	0.003%	0.000%	0.1230%	\$ 3,186.78
Scituate	4798	15	3681	20	12		0.30%	0.062%	0.318%	0.061%	0.104%	0.000%	0.1137%	\$ 2,946.36
Seekonk	3937	20	2376	28	15	8	0.25%	0.083%	0.205%	0.086%	0.132%	0.282%	0.1400%	\$ 3,628.01
Sharon	5004	6	3788	8	5	2	0.31%	0.025%	0.327%	0.025%	0.048%	0.070%	0.1159%	\$ 3,003.24
Sheffield	797	7	429	9	6	2	0.05%	0.029%	0.037%	0.028%	0.050%	0.070%	0.1491%	\$ 3,865.48
Shelburne	1080	3	562	3	4	1	0.07%	0.012%	0.049%	0.032%	0.035%	0.035%	0.1582%	\$ 4,099.40
Sherborn	1178		966	0	0		0.07%	0.000%	0.083%	0.000%	0.000%	0.000%	0.1194%	\$ 3,095.88
Shirley	1561	5	1065	7	3	2	0.10%	0.021%	0.092%	0.021%	0.030%	0.070%	0.0661%	\$ 1,712.92
Shrewsbury	9479	21	7477	30	13	3	0.59%	0.087%	0.645%	0.092%	0.112%	0.106%	0.2245%	\$ 5,819.82
Shutesbury	397	4	286	5	5		0.02%	0.017%	0.025%	0.015%	0.045%	0.000%	0.1265%	\$ 3,279.62
Somerset	5118	13	2819	16	9	5	0.32%	0.054%	0.243%	0.049%	0.082%	0.176%	0.1454%	\$ 3,768.78
Somerville	13377	1897	7801	287	103	26	0.83%	7.860%	0.673%	0.880%	0.908%	0.915%	1.5785%	\$ 40,911.46
South Hadley	4159	34	2372	43	26	5	0.26%	0.141%	0.205%	0.132%	0.228%	0.176%	0.1808%	\$ 4,685.43
Southampton	1682	11	987	13	10	1	0.10%	0.046%	0.085%	0.040%	0.086%	0.035%	0.1535%	\$ 3,978.67
Southborough	2702	4	2398	5	4	1	0.17%	0.017%	0.207%	0.015%	0.033%	0.035%	0.0717%	\$ 1,858.64
Southbridge	4269	40	3153	56	27	14	0.27%	0.166%	0.272%	0.237%	0.237%	0.493%	0.3098%	\$ 8,028.48
Southwick	2572	13	1720	16	6	2	0.16%	0.054%	0.148%	0.049%	0.053%	0.070%	0.1790%	\$ 4,639.63
Spencer	3145	21	2061	32	16	7	0.20%	0.087%	0.178%	0.098%	0.144%	0.246%	0.1583%	\$ 4,102.81
Springfield	36001	1781	33680	2955	653	135	2.25%	7.379%	2.907%	9.064%	5.765%	4.752%	4.1464%	\$ 107,465.34
Sterling	2170	8	1525	9	5	2	0.14%	0.033%	0.132%	0.028%	0.048%	0.070%	0.1611%	\$ 4,174.89
Stockbridge	315	4	130	5	4	1	0.02%	0.017%	0.011%	0.015%	0.032%	0.035%	0.1475%	\$ 3,821.98
Stoneham	5616	19	3480	28	13	2	0.35%	0.079%	0.300%	0.086%	0.118%	0.070%	0.1568%	\$ 4,064.28
Stoughton	7109	66	4624	99	35	11	0.44%	0.273%	0.399%	0.304%	0.308%	0.387%	0.3162%	\$ 8,194.92
Stow	1902	4	1467	5	4	1	0.12%	0.017%	0.127%	0.035%	0.124%	0.035%	0.1408%	\$ 3,648.60
Sturbridge	2609	7	1898	11	6	3	0.16%	0.029%	0.164%	0.034%	0.055%	0.106%	0.1849%	\$ 4,791.92
Sudbury	4946	21	4579	30	15	8	0.31%	0.087%	0.395%	0.092%	0.130%	0.282%	0.1672%	\$ 4,334.73
Sunderland	760	5	409	7	5		0.05%	0.021%	0.035%	0.021%	0.047%	0.000%	0.1418%	\$ 3,675.84
Sutton	2492	2	1816	2	3	2	0.16%	0.008%	0.157%	0.006%	0.024%	0.070%	0.1484%	\$ 3,845.84
Swampscott	3851	15	2562	20	14	2	0.24%	0.062%	0.221%	0.061%	0.120%	0.070%	0.1105%	\$ 2,863.51
Swansea	4489	14	2474	16	10	3	0.28%	0.058%	0.214%	0.049%	0.090%	0.106%	0.1268%	\$ 3,285.88
Taunton	14225	212	10340	321	92	16	0.89%	0.878%	0.893%	0.853%	0.815%	0.563%	0.6972%	\$ 18,069.86
Templeton	2099	12	1502	14	10	3	0.13%	0.050%	0.130%	0.043%	0.086%	0.106%	0.1775%	\$ 4,599.74
Tewksbury	7667	39	5207	59	26	8	0.48%	0.162%	0.450%	0.181%	0.225%	0.282%	0.2508%	\$ 6,500.08

APPENDIX E - 1: DEMOGRAPHIC INFORMATION REGARDING CITIES AND TOWNS IN MASSACHUSETTS

Town	Data Point 1	Data Point 2	Data Point 3	Data Point 4	Data Point 6	Data Point 7	Data Point 1	Data Point 2	Data Point 3	Data Point 4	Data Point 6	Data Point 7	% of TOTAL	Funding Distribution by Town
	Total Number of Households (Census)	Median Number of Families Receiving Services by Voucher per Month	Total Number of Children Ages 0 to 14 (Census)	Median Number of Children Receiving Services by Voucher per Month	Avg. Number of Providers in Towns with Families Served	Voucher Agreements	1% Households (Census)	% Families (Vouchers)	% Children (Census)	% Children (Vouchers)	% Providers in Towns with Families Served	% Voucher Agreements		
Tisbury				0	0		0.00%	0.000%	0.000%	0.000%	0.000%	0.000%	0.0491%	\$ 1,272.29
Tolland				0	0		0.00%	0.000%	0.000%	0.000%	0.000%	0.000%	0.1108%	\$ 2,870.45
Topsfield				0	0		0.00%	0.000%	0.000%	0.000%	0.000%	0.000%	0.0998%	\$ 2,587.72
Townsend	2483	9	1746	16	8	1	0.15%	0.037%	0.151%	0.049%	0.072%	0.035%	0.1704%	\$ 4,417.56
Truro	521		210	0	0		0.03%	0.000%	0.018%	0.000%	0.000%	0.000%	0.1280%	\$ 3,317.18
Tyngsboro	3061	12	2331	13	11	1	0.19%	0.050%	0.201%	0.040%	0.099%	0.035%	0.0988%	\$ 2,559.89
Tyringham	36		9	0	0		0.00%	0.000%	0.001%	0.000%	0.000%	0.000%	0.1398%	\$ 3,622.41
Upton	2064	5	1738	6	5		0.13%	0.021%	0.150%	0.018%	0.046%	0.000%	0.1467%	\$ 3,801.07
Uxbridge	3722	16	2673	26	17	1	0.23%	0.066%	0.231%	0.080%	0.148%	0.035%	0.1235%	\$ 3,201.23
Wakefield	6505	24	4381	28	18	3	0.41%	0.099%	0.378%	0.086%	0.156%	0.106%	0.1757%	\$ 4,554.42
Wales	460	1	298	1	1		0.03%	0.004%	0.026%	0.003%	0.010%	0.035%	0.1282%	\$ 3,323.95
Walpole	6378	21	4957	35	18	4	0.40%	0.087%	0.428%	0.107%	0.159%	0.141%	0.1800%	\$ 4,664.28
Waltham	12484	82	7496	115	39	15	0.78%	0.340%	0.647%	0.353%	0.341%	0.528%	0.4279%	\$ 11,091.27
Ware	2752	28	1876	52	13	4	0.17%	0.116%	0.162%	0.160%	0.116%	0.141%	0.2639%	\$ 6,840.51
Wareham	5255	128	3463	176	64	11	0.33%	0.530%	0.299%	0.540%	0.567%	0.387%	0.3887%	\$ 10,074.20
Warren	1109	2	846	2	2	2	0.07%	0.008%	0.073%	0.006%	0.017%	0.070%	0.1726%	\$ 4,473.36
Warwick	212	2	115	2	2		0.01%	0.008%	0.010%	0.006%	0.015%	0.000%	0.1378%	\$ 3,571.69
Washington				0	0		0.00%	0.000%	0.000%	0.000%	0.000%	0.000%	0.1271%	\$ 3,294.55
Watertown	7430	35	4232	56	26	9	0.46%	0.145%	0.365%	0.172%	0.229%	0.317%	0.2468%	\$ 6,397.15
Wayland	3707	6	2822	8	5	3	0.23%	0.025%	0.244%	0.025%	0.041%	0.106%	0.1016%	\$ 2,632.36
Webster	4313	39	2928	50	26	3	0.27%	0.162%	0.253%	0.153%	0.231%	0.106%	0.2094%	\$ 5,427.20
Wellesley	6669	18	6222	27	13	1	0.42%	0.075%	0.537%	0.083%	0.114%	0.035%	0.1697%	\$ 4,398.71
Wellfleet	725	3	298	5	2		0.05%	0.012%	0.026%	0.015%	0.020%	0.000%	0.1392%	\$ 3,608.64
Wendell	216		101	0	0		0.01%	0.000%	0.009%	0.000%	0.000%	0.000%	0.1476%	\$ 3,825.88
Wenham	994		750	0	0		0.06%	0.000%	0.065%	0.000%	0.000%	0.000%	0.0281%	\$ 728.65
West Boylston	1820	7	1054	10	8	1	0.11%	0.029%	0.091%	0.031%	0.068%	0.035%	0.0664%	\$ 1,720.96
West Bridgewater	1824	8	1239	13	6	8	0.11%	0.033%	0.107%	0.040%	0.049%	0.282%	0.1833%	\$ 4,751.56
West Brookfield	1246	3	759	5	3		0.08%	0.012%	0.066%	0.015%	0.026%	0.000%	0.1476%	\$ 3,825.68
West Newbury	1241	2	943	2	2		0.08%	0.008%	0.081%	0.006%	0.018%	0.000%	0.1319%	\$ 3,418.15
West Springfield	7119	105	4884	152	66	9	0.44%	0.435%	0.422%	0.466%	0.583%	0.317%	0.4015%	\$ 10,405.02
West Stockbridge	423	2	178	2	1		0.03%	0.008%	0.015%	0.006%	0.012%	0.000%	0.1343%	\$ 3,480.17
West Tisbury	1716	1	1045	2	1	2	0.11%	0.004%	0.090%	0.006%	0.012%	0.070%	0.1511%	\$ 3,915.79
Westborough	4763	12	3823	15	7	3	0.30%	0.050%	0.330%	0.046%	0.059%	0.106%	0.1327%	\$ 3,438.98
Westfield	10248	118	7142	181	59	15	0.64%	0.489%	0.617%	0.555%	0.521%	0.528%	0.4717%	\$ 12,226.65
Westford	6165	8	5205	10	8	7	0.38%	0.033%	0.449%	0.031%	0.067%	0.246%	0.1610%	\$ 4,172.03
Westhampton		27		37	18		0.00%	0.112%	0.000%	0.113%	0.159%	0.000%	0.1601%	\$ 4,150.68
Westminster	2047	2	1353	3	2		0.13%	0.008%	0.117%	0.009%	0.018%	0.000%	0.1376%	\$ 3,566.82
Weston	2948	1	2522	1	1	1	0.18%	0.004%	0.218%	0.003%	0.006%	0.035%	0.0699%	\$ 1,812.54
Westport	4558	14	2444	17	13	2	0.28%	0.058%	0.211%	0.052%	0.111%	0.070%	0.1297%	\$ 3,360.95
Westwood	3967	1	3479	1	1	3	0.25%	0.004%	0.300%	0.003%	0.012%	0.106%	0.0977%	\$ 2,532.33
Weymouth	13595	123	9237	167	79	8	0.85%	0.510%	0.797%	0.512%	0.699%	0.282%	0.4982%	\$ 12,912.94
Whately	92		34	0	0		0.01%	0.000%	0.003%	0.000%	0.000%	0.000%	0.1187%	\$ 3,075.26
Whitman	3746	28	2993	42	24	5	0.23%	0.116%	0.258%	0.129%	0.212%	0.176%	0.1692%	\$ 4,385.81
Wilbraham	4066	14	2629	19	11	5	0.25%	0.058%	0.227%	0.058%	0.100%	0.176%	0.1240%	\$ 3,214.78
Williamsburg	980	3	532	3	3		0.06%	0.012%	0.046%	0.009%	0.026%	0.000%	0.1328%	\$ 3,441.19
Williamstown	1619	10	865	14	8	2	0.10%	0.041%	0.075%	0.043%	0.070%	0.070%	0.1581%	\$ 4,096.39
Wilmington	6020	11	4588	16	13		0.38%	0.046%	0.396%	0.049%	0.112%	0.106%	0.1560%	\$ 4,042.25
Winchendon	2632	19	1981	28	17	1	0.16%	0.079%	0.171%	0.086%	0.153%	0.035%	0.1406%	\$ 3,643.34
Winchester	5785	5	5143	9	6		0.36%	0.021%	0.444%	0.028%	0.057%	0.000%	0.1260%	\$ 3,266.35
Windsor	234		118	0	0		0.01%	0.000%	0.010%	0.000%	0.000%	0.000%	0.1398%	\$ 3,622.22
Winthrop	4431	47	2607	61	22	6	0.28%	0.195%	0.225%	0.187%	0.193%	0.211%	0.2086%	\$ 5,406.53
Woburn	10005	70	6402	102	41	11	0.62%	0.290%	0.553%	0.313%	0.363%	0.387%	0.3625%	\$ 9,396.20
Worcester	40382	647	33237	949	267	126	2.52%	2.681%	2.869%	2.911%	2.357%	4.435%	2.3209%	\$ 60,153.78
Worthington	322	1	131	2	1		0.02%	0.004%	0.011%	0.006%	0.009%	0.000%	0.1307%	\$ 3,387.46
Wrentham	2838	5	2312	6	6	1	0.18%	0.021%	0.200%	0.018%	0.035%	0.035%	0.0751%	\$ 1,945.22
Yarmouth	6677	120	3101	168	80	5	0.42%	0.497%	0.268%	0.515%	0.709%	0.176%	0.3855%	\$ 9,990.67
Total	1,603,587	24,135	1,158,387	32,602	11,330	2,841	100%	100%	100%	100%	100%	100%	100%	\$ 2,591,798

Note:

APPENDIX E - 1: DEMOGRAPHIC INFORMATION REGARDING CITIES AND TOWNS IN MASSACHUSETTS

	Data Point 1	Data Point 2	Data Point 3	Data Point 4	Data Point 6	Data Point 7	Data Point 1	Data Point 2	Data Point 3	Data Point 4	Data Point 6	Data Point 7		
Town	Total Number of Households (Census)	Median Number of Families Receiving Services by Voucher per Month	Total Number of Children Ages 0 to 14 (Census)	Median Number of Children Receiving Services by Voucher per Month	Avg. Number of Providers Providers in Towns with Families Served	Voucher Agreements	1% Households (Census)	% Families (Vouchers)	% Children (Census)	% Children (Vouchers)	% Providers in Towns with Families Served	% Voucher Agreements	% of TOTAL	Funding Distribution by Town
Data Point - 5	High Risk Home Visiting Factor	Data was obtained from a collective task force and working group made up of state agencies and The Ripple Group that scored the data and then ranked the towns in 2010. The lower the ranking the higher the risk. These risk factors were subtracted from 100 so that the relation between ranking and risk correlated. For example, if a community's score was 22 that community would have a lower percentage contribution for High Risk Home Visiting												
Data Point - 8	Rural	If the Massachusetts Cities/Towns met two indicators of "Rural" by School District they were considered a rural town. The two indicators used were 1) Population per square mile (2009- Estimated Census- DOR) [Rural = less than 500] and 2) Population (2009- Estimated Census- DOR) [Rural = less than 10,000]. Of the 351 towns listed for the RFR 145 from the rural list were matched.												

APPENDIX E - 2: FY13 CCRR Funding Formula Narrative

- ~ All data points contributing to the formula were treated equally except for rural communities. For each town a percentage was calculated (data for town divided by total).
- ~ Rural communities received an additional .69%.
- ~ The number of towns and cities from the census data and CCIMS was greater than the 351 towns used for the RFR process. This is mostly due to towns who are considered villages / neighborhoods and not listed but were large enough to be. For example, Hyannis is a village of Barnstable. Roxbury is a neighborhood in Boston.
- ~ Contributing Factors to Formula
 - Data from 2010 census for number of households and children (ages 0-14).
 - FY12 Data from CCIMS for families and children receiving subsidized care by voucher.
 - FY12 Data from CCIMS for number of voucher agreements and number of providers in the towns with families served.
 - High Risk Home Visiting Factor: 2010 collaborative state agency effort to collect and score data
 - Rural Town Listing - Massachusetts Cities/Towns meeting two indicators of "rural" by School District

Data Point - 1	Total Number of Households (Census)	Data was used was from the most current census data. The data was converted into a percentage. The percentage for each data point was included in the formula. No weighting for this data was applied.
Data Point - 2	Median Number of Families Receiving Services by Voucher per Month	Monthly data totals for FY12 (July 2011 to May 2012) for the number of families receiving services by voucher were used to calculate the median for this time frame. The data was converted into a percentage. The percentage for each data point was included in the formula. No weighting for this data was applied.
Data Point - 3	Total Number of Children Ages 0 to 14 (Census)	Data was used was from the most current census data. The data was converted into a percentage. The percentage for each data point was included in the formula. No weighting for this data was applied.
Data Point - 4	Median Number of Children Receiving Services by Voucher per Month	Monthly data totals for FY12 (July 2011 to May 2012) for the number of children receiving services by voucher were used to calculate the median for this time frame. The data was converted into a percentage. The percentage for each data point was included in the formula. No weighting for this data was applied.
Data Point - 5	High Risk Home Visiting Factor	Data was obtained from a collective task force and working group made up of state agencies and The Ripple Group that scored the data and then ranked the towns in 2010. The lower the ranking the higher the risk. These risk factors were subtracted from 100 so that the relation between ranking and risk correlated. For example, if a community's score was 22 that community would have a lower percentage contribution for High Risk Home Visiting Factor than other towns/cities who had lower risk. By using 78, the difference between 100 and 22, the percentage contribution would better represent the risk contribution for funding.
Data Point - 6	Average Number of Providers in Towns with Families Served	Monthly data totals for FY12 (July 2011 to May 2012) for the number of providers in each town where families/children receive services by voucher. The average was used for this time frame. The data was converted into a percentage. The percentage for each data point was included in the formula. No weighting for this data was applied.
Data Point - 7	Voucher Agreements	Data was used obtained from CCIMS and Licensing Manager. The data was converted into a percentage. The percentage for each data point was included in the formula. No weighting for this data was applied.
Data Point - 8	Rural	If the Massachusetts Cities/Towns met two Indicators of "Rural" by School District they were considered a rural town. The two indicators used were 1) Population per square mile (2009- Estimated Census- DOR) [Rural = less than 500] and 2) Population (2009- Estimated Census- DOR) [Rural = less than 10,000]. Of the 351 towns listed for the RFR 145 from the rural list were matched. 69% was added to each of the 145 towns' calculation to determine funding.

APPENDIX F: ALLOCATION OF FUNDING: ESTIMATED AMOUNTS AVAILABLE BY CITY/TOWN

Town	% of TOTAL	Funding Distribution by Town
Abington	0.1410%	\$ 3,654.10
Acton	0.1644%	\$ 4,261.81
Acushnet	0.1188%	\$ 3,078.47
Adams	0.3220%	\$ 8,345.40
Agawam	0.3074%	\$ 7,968.30
Amesbury	0.1697%	\$ 4,398.71
Amherst	0.2524%	\$ 6,541.16
Andover	0.2476%	\$ 6,418.16
Arlington	0.2700%	\$ 6,996.86
Ashburnham	0.1457%	\$ 3,776.52
Ashby	0.1351%	\$ 3,502.59
Ashfield	0.1286%	\$ 3,332.47
Ashland	0.1509%	\$ 3,911.80
Athol	0.2081%	\$ 5,394.69
Attleboro	0.3803%	\$ 9,856.77
Auburn	0.1415%	\$ 3,667.02
Avon	0.0750%	\$ 1,943.37
Ayer	0.1652%	\$ 4,281.07
Barnstable	0.6927%	\$ 17,953.92
Barre	0.1528%	\$ 3,961.36
Becket	0.1480%	\$ 3,836.14
Bedford	0.1298%	\$ 3,363.60
Belchertown	0.1754%	\$ 4,547.17
Bellingham	0.1231%	\$ 3,190.15
Belmont	0.1807%	\$ 4,682.49
Berkley	0.1523%	\$ 3,948.08
Berlin	0.1180%	\$ 3,058.77
Bernardston	0.1343%	\$ 3,479.56
Beverly	0.4450%	\$ 11,532.97
Billerica	0.3391%	\$ 8,787.76
Blackstone	0.1119%	\$ 2,901.24
Blandford	0.1437%	\$ 3,724.62
Bolton	0.1284%	\$ 3,327.68
Boston	10.8195%	\$ 280,420.55
Bourne	0.2073%	\$ 5,371.58
Boxboro	0.0397%	\$ 1,028.92
Boylston	0.1248%	\$ 3,235.60

APPENDIX F: ALLOCATION OF FUNDING: ESTIMATED AMOUNTS AVAILABLE BY CITY/TOWN

Town	% of TOTAL	Funding Distribution by Town
Braintree	0.3668%	\$ 9,507.69
Brewster	0.2284%	\$ 5,920.02
Bridgewater	0.1802%	\$ 4,671.12
Brimfield	0.1368%	\$ 3,545.88
Brockton	1.7104%	\$ 44,331.22
Brookfield	0.1445%	\$ 3,745.80
Brookline	0.3155%	\$ 8,176.75
Burlington	0.2006%	\$ 5,199.49
Cambridge	0.8531%	\$ 22,110.97
Canton	0.2019%	\$ 5,232.87
Carver	0.1523%	\$ 3,947.42
Charlemont	0.1466%	\$ 3,798.82
Charlton	0.1097%	\$ 2,844.09
Chatham	0.1588%	\$ 4,115.76
Chelmsford	0.2976%	\$ 7,712.51
Chelsea	0.9371%	\$ 24,288.41
Cheshire	0.1763%	\$ 4,569.56
Chester	0.1401%	\$ 3,631.86
Chesterfield	0.1367%	\$ 3,542.58
Chicopee	0.9802%	\$ 25,404.31
Clarksburg	0.1468%	\$ 3,804.99
Clinton	0.1534%	\$ 3,975.77
Cohasset	0.0499%	\$ 1,293.73
Colrain	0.1446%	\$ 3,747.80
Concord	0.1002%	\$ 2,596.35
Conway	0.1223%	\$ 3,168.58
Cummington	0.1304%	\$ 3,379.47
Dalton	0.2058%	\$ 5,334.75
Danvers	0.2532%	\$ 6,563.28
Dartmouth	0.3645%	\$ 9,446.31
Dedham	0.2242%	\$ 5,810.51
Dennis	0.2257%	\$ 5,849.01
Dighton	0.1802%	\$ 4,670.52
Douglas	0.1591%	\$ 4,123.05
Dracut	0.3553%	\$ 9,207.45
Dudley	0.1373%	\$ 3,557.56
Duxbury	0.0937%	\$ 2,429.69

APPENDIX F: ALLOCATION OF FUNDING: ESTIMATED AMOUNTS AVAILABLE BY CITY/TOWN

Town	% of TOTAL	Funding Distribution by Town
East Bridgewater	0.1250%	\$ 3,239.68
East Brookfield	0.1309%	\$ 3,393.64
East Longmeadow	0.1479%	\$ 3,832.83
Eastham	0.1572%	\$ 4,074.01
Easthampton	0.2286%	\$ 5,923.77
Easton	0.1785%	\$ 4,625.58
Edgartown	0.1346%	\$ 3,489.20
Erving	0.1577%	\$ 4,086.03
Everett	0.7566%	\$ 19,610.33
Fairhaven	0.2177%	\$ 5,643.61
Fall River	1.3033%	\$ 33,778.59
Falmouth	0.4190%	\$ 10,860.80
Fitchburg	0.7544%	\$ 19,553.15
Florida	0.1323%	\$ 3,428.94
Foxboro	0.1520%	\$ 3,940.48
Framingham	0.7187%	\$ 18,627.03
Franklin	0.1951%	\$ 5,055.44
Freetown	0.1986%	\$ 5,148.31
Gardner	0.3061%	\$ 7,932.48
Georgetown	0.0560%	\$ 1,450.42
Gill	0.1446%	\$ 3,747.31
Gloucester	0.2553%	\$ 6,616.05
Goshen	0.1253%	\$ 3,247.94
Grafton	0.1501%	\$ 3,890.93
Granby	0.1704%	\$ 4,417.03
Great Barrington	0.1726%	\$ 4,473.58
Greenfield	0.2993%	\$ 7,757.94
Groton	0.0709%	\$ 1,836.92
Groveland	0.0570%	\$ 1,477.11
Hadley	0.1458%	\$ 3,778.98
Halifax	0.1694%	\$ 4,391.06
Hamilton	0.0684%	\$ 1,773.63
Hampden	0.1392%	\$ 3,607.07
Hancock	0.1193%	\$ 3,091.32
Hanover	0.0773%	\$ 2,003.02
Hanson	0.0952%	\$ 2,466.91
Hardwick	0.1463%	\$ 3,790.83

APPENDIX F: ALLOCATION OF FUNDING: ESTIMATED AMOUNTS AVAILABLE BY CITY/TOWN

Town	% of TOTAL	Funding Distribution by Town
Harwich	0.1670%	\$ 4,327.19
Hatfield	0.1225%	\$ 3,175.14
Haverhill	1.1884%	\$ 30,800.77
Hawley	0.1278%	\$ 3,313.31
Hingham	0.1261%	\$ 3,267.10
Hinsdale	0.1686%	\$ 4,370.59
Holbrook	0.1465%	\$ 3,797.30
Holden	0.1222%	\$ 3,167.69
Holland	0.1353%	\$ 3,507.45
Holliston	0.1010%	\$ 2,617.41
Holyoke	0.9979%	\$ 25,863.47
Hopedale	0.0590%	\$ 1,530.10
Hopkinton	0.1105%	\$ 2,863.73
Hubbardston	0.1339%	\$ 3,471.43
Hudson	0.1903%	\$ 4,933.40
Hull	0.0872%	\$ 2,261.10
Huntington	0.1464%	\$ 3,794.56
Ipswich	0.0827%	\$ 2,143.21
Kingston	0.1230%	\$ 3,188.95
Lakeville	0.1122%	\$ 2,909.01
Lancaster	0.1522%	\$ 3,945.89
Lanesboro	0.0617%	\$ 1,600.02
Lawrence	3.6451%	\$ 94,473.62
Lee	0.1998%	\$ 5,179.50
Leicester	0.0957%	\$ 2,481.04
Lenox	0.1444%	\$ 3,743.35
Leominster	0.5503%	\$ 14,262.45
Leverett	0.1361%	\$ 3,527.64
Lexington	0.1973%	\$ 5,113.47
Leyden	0.1322%	\$ 3,427.59
Lincoln	0.0270%	\$ 698.82
Littleton	0.0652%	\$ 1,690.99
Longmeadow	0.0894%	\$ 2,317.21
Lowell	2.3617%	\$ 61,209.22
Ludlow	0.2070%	\$ 5,364.79
Lunenburg	0.0984%	\$ 2,549.61
Lynn	2.0569%	\$ 53,311.31

APPENDIX F: ALLOCATION OF FUNDING: ESTIMATED AMOUNTS AVAILABLE BY CITY/TOWN

Town	% of TOTAL	Funding Distribution by Town
Lynnfield	0.0751%	\$ 1,945.35
Malden	0.7792%	\$ 20,194.05
Manchester	0.0450%	\$ 1,166.92
Mansfield	0.2042%	\$ 5,291.92
Marblehead	0.1572%	\$ 4,075.35
Marion	0.1366%	\$ 3,540.94
Marlborough	0.4202%	\$ 10,890.16
Marshfield	0.1944%	\$ 5,038.67
Mashpee	0.1938%	\$ 5,023.47
Mattapoisett	0.1717%	\$ 4,449.33
Maynard	0.0913%	\$ 2,365.31
Medfield	0.0815%	\$ 2,112.26
Medford	0.5191%	\$ 13,453.48
Medway	0.0973%	\$ 2,522.29
Melrose	0.1779%	\$ 4,609.94
Mendon	0.1369%	\$ 3,547.27
Merrimac	0.0606%	\$ 1,569.57
Methuen	0.8006%	\$ 20,748.73
Middleboro	0.2884%	\$ 7,473.84
Middleton	0.0669%	\$ 1,734.42
Milford	0.2754%	\$ 7,137.98
Millbury	0.1059%	\$ 2,744.64
Millis	0.0717%	\$ 1,859.25
Millville	0.0519%	\$ 1,345.11
Milton	0.2303%	\$ 5,969.74
Monson	0.1869%	\$ 4,843.30
Montague	0.2608%	\$ 6,759.50
Montgomery	0.1235%	\$ 3,202.08
Nahant	0.0453%	\$ 1,172.97
Nantucket	0.0829%	\$ 2,148.01
Natick	0.2161%	\$ 5,599.61
Needham	0.1556%	\$ 4,031.89
New Ashford	0.1178%	\$ 3,052.39
New Bedford	1.9875%	\$ 51,512.89
New Braintree	0.1241%	\$ 3,216.81
Newburyport	0.1404%	\$ 3,638.74
Newton	0.5848%	\$ 15,156.61

APPENDIX F: ALLOCATION OF FUNDING: ESTIMATED AMOUNTS AVAILABLE BY CITY/TOWN

Town	% of TOTAL	Funding Distribution by Town
Norfolk	0.0562%	\$ 1,457.75
North Adams	0.2904%	\$ 7,526.52
North Andover	0.2521%	\$ 6,533.88
North Attleboro	0.2221%	\$ 5,757.47
North Brookfield	0.1525%	\$ 3,952.93
North Reading	0.1111%	\$ 2,879.71
Northampton	0.2658%	\$ 6,888.99
Northborough	0.1287%	\$ 3,334.95
Northbridge	0.1982%	\$ 5,137.99
Northfield	0.1357%	\$ 3,515.93
Norton	0.1911%	\$ 4,953.62
Norwell	0.0857%	\$ 2,220.83
Norwood	0.2530%	\$ 6,556.55
Oak Bluffs	0.0567%	\$ 1,470.81
Oakham	0.1298%	\$ 3,364.42
Orange	0.2705%	\$ 7,010.46
Orleans	0.1581%	\$ 4,098.55
Otis	0.1440%	\$ 3,731.63
Oxford	0.1623%	\$ 4,207.49
Palmer	0.1879%	\$ 4,871.28
Peabody	0.5769%	\$ 14,951.11
Pelham	0.1300%	\$ 3,368.45
Pembroke	0.1554%	\$ 4,028.18
Pepperell	0.1104%	\$ 2,860.80
Peru	0.1200%	\$ 3,109.06
Phillipston	0.1418%	\$ 3,675.81
Pittsfield	0.9908%	\$ 25,679.89
Plainfield	0.1397%	\$ 3,620.27
Plainville	0.0844%	\$ 2,187.38
Plymouth	0.4692%	\$ 12,160.93
Plympton	0.1434%	\$ 3,717.87
Princeton	0.1197%	\$ 3,101.12
Provincetown	0.1510%	\$ 3,914.22
Quincy	0.9081%	\$ 23,535.48
Randolph	0.6077%	\$ 15,750.00
Raynham	0.1524%	\$ 3,949.67
Reading	0.1549%	\$ 4,013.86

APPENDIX F: ALLOCATION OF FUNDING: ESTIMATED AMOUNTS AVAILABLE BY CITY/TOWN

Town	% of TOTAL	Funding Distribution by Town
Sturbridge	0.1849%	\$ 4,791.92
Sudbury	0.1672%	\$ 4,334.73
Sunderland	0.1418%	\$ 3,675.84
Sutton	0.1484%	\$ 3,845.84
Swampscott	0.1105%	\$ 2,863.51
Swansea	0.1268%	\$ 3,285.88
Taunton	0.6972%	\$ 18,069.86
Templeton	0.1775%	\$ 4,599.74
Tewksbury	0.2508%	\$ 6,500.08
Townsend	0.1704%	\$ 4,417.56
Tyngsboro	0.0988%	\$ 2,559.89
Upton	0.1467%	\$ 3,801.07
Uxbridge	0.1235%	\$ 3,201.23
Wakefield	0.1757%	\$ 4,554.42
Wales	0.1282%	\$ 3,323.95
Walpole	0.1800%	\$ 4,664.28
Waltham	0.4279%	\$ 11,091.27
Ware	0.2639%	\$ 6,840.51
Wareham	0.3887%	\$ 10,074.20
Warren	0.1726%	\$ 4,473.36
Warwick	0.1378%	\$ 3,571.69
Watertown	0.2468%	\$ 6,397.15
Wayland	0.1016%	\$ 2,632.36
Wellesley	0.1697%	\$ 4,398.71
Webster	0.2094%	\$ 5,427.20
Wellfleet	0.1392%	\$ 3,608.64
West Boylston	0.0664%	\$ 1,720.96
West Bridgewater	0.1833%	\$ 4,751.56
West Brookfield	0.1476%	\$ 3,825.68
West Newbury	0.1319%	\$ 3,418.15
West Springfield	0.4015%	\$ 10,405.02
West Stockbridge	0.1343%	\$ 3,480.17
West Tisbury	0.1511%	\$ 3,915.79
Westborough	0.1327%	\$ 3,438.98
Westfield	0.4717%	\$ 12,226.65
Westford	0.1610%	\$ 4,172.03
Westhampton	0.1601%	\$ 4,150.68

APPENDIX F: ALLOCATION OF FUNDING: ESTIMATED AMOUNTS AVAILABLE BY CITY/TOWN

Town	% of TOTAL	Funding Distribution by Town
Westminster	0.1376%	\$ 3,566.82
Weston	0.0699%	\$ 1,812.54
Westport	0.1297%	\$ 3,360.95
Westwood	0.0977%	\$ 2,532.33
Weymouth	0.4982%	\$ 12,912.94
Whitman	0.1692%	\$ 4,385.81
Wilbraham	0.1240%	\$ 3,214.78
Williamsburg	0.1328%	\$ 3,441.19
Williamstown	0.1581%	\$ 4,096.39
Wilmington	0.1560%	\$ 4,042.25
Winchendon	0.1406%	\$ 3,643.34
Winchester	0.1260%	\$ 3,266.35
Winthrop	0.2086%	\$ 5,406.53
Woburn	0.3625%	\$ 9,396.20
Worcester	2.3209%	\$ 60,153.78
Worthington	0.1307%	\$ 3,387.46
Wrentham	0.0751%	\$ 1,945.22
Yarmouth	0.3855%	\$ 9,990.67
Deerfield	0.1463%	\$ 3,790.66
Alford	0.1285%	\$ 3,329.89
Topsfield	0.0998%	\$ 2,587.72
Aquinnah	0.1285%	\$ 3,329.89
Buckland	0.1265%	\$ 3,277.67
Carlisle	0.1347%	\$ 3,491.53
Chilmark	0.1206%	\$ 3,126.86
Dunstable	0.1172%	\$ 3,036.38
Egremont	0.1215%	\$ 3,149.95
Gosnold	0.1205%	\$ 3,123.80
Granville	0.1298%	\$ 3,364.77
Harvard	0.1296%	\$ 3,358.46
Heath	0.1319%	\$ 3,417.59
Middlefield	0.1420%	\$ 3,679.20
Monroe	0.1426%	\$ 3,695.01
Monterey	0.1295%	\$ 3,355.69
Mount Washington	0.1176%	\$ 3,047.16
New Marlborough	0.1176%	\$ 3,047.16
New Salem	0.1319%	\$ 3,419.00

APPENDIX F: ALLOCATION OF FUNDING: ESTIMATED AMOUNTS AVAILABLE BY CITY/TOWN

Town	% of TOTAL	Funding Distribution by Town
Rehoboth	0.0892%	\$ 2,311.33
Revere	0.7778%	\$ 20,159.41
Richmond	0.1229%	\$ 3,185.34
Rochester	0.1434%	\$ 3,715.65
Rockland	0.2331%	\$ 6,041.71
Rockport	0.0491%	\$ 1,272.86
Rowley	0.1413%	\$ 3,661.03
Royalston	0.1408%	\$ 3,648.34
Russell	0.1514%	\$ 3,922.69
Rutland	0.1540%	\$ 3,990.64
Salem	0.8538%	\$ 22,127.80
Salisbury	0.1038%	\$ 2,691.26
Sandwich	0.1880%	\$ 4,872.66
Saugus	0.2426%	\$ 6,288.54
Savoy	0.1230%	\$ 3,186.78
Scituate	0.1137%	\$ 2,946.36
Seekonk	0.1400%	\$ 3,628.01
Sharon	0.1159%	\$ 3,003.24
Sheffield	0.1491%	\$ 3,865.48
Shelburne	0.1582%	\$ 4,099.40
Shirley	0.0661%	\$ 1,712.92
Shrewsbury	0.2245%	\$ 5,819.82
Shutesbury	0.1265%	\$ 3,279.62
Somerset	0.1454%	\$ 3,768.78
Somerville	1.5785%	\$ 40,911.46
South Hadley	0.1808%	\$ 4,685.43
Southampton	0.1535%	\$ 3,978.67
Southborough	0.0717%	\$ 1,858.64
Southbridge	0.3098%	\$ 8,028.48
Southwick	0.1790%	\$ 4,639.63
Spencer	0.1583%	\$ 4,102.81
Springfield	4.1464%	\$ 107,465.34
Sterling	0.1611%	\$ 4,174.89
Stockbridge	0.1475%	\$ 3,821.98
Stoneham	0.1568%	\$ 4,064.28
Stoughton	0.3162%	\$ 8,194.92
Stow	0.1408%	\$ 3,648.60

APPENDIX F: ALLOCATION OF FUNDING: ESTIMATED AMOUNTS AVAILABLE BY CITY/TOWN

Town	% of TOTAL	Funding Distribution by Town
Newbury	0.1300%	\$ 3,368.83
Paxton	0.1258%	\$ 3,261.00
Rowe	0.1251%	\$ 3,242.71
Sandisfield	0.1263%	\$ 3,273.71
Sherborn	0.1194%	\$ 3,095.88
Tisbury	0.0491%	\$ 1,272.29
Tolland	0.1108%	\$ 2,870.45
Truro	0.1280%	\$ 3,317.18
Tyringham	0.1398%	\$ 3,622.41
Washington	0.1271%	\$ 3,294.55
Wendell	0.1476%	\$ 3,825.88
Wenham	0.0281%	\$ 728.65
Whately	0.1187%	\$ 3,075.26
Windsor	0.1398%	\$ 3,622.22
Boxford	0.1362%	\$ 3,531.30
Dover	0.1341%	\$ 3,474.52
Essex	0.1503%	\$ 3,894.61
Petersham	0.1203%	\$ 3,117.84
Total	100%	\$ 2,591,798

APPENDIX G: EEC PROVIDERS/SYSTEM REIMBURSEMENT RATES
DAILY REIMBURSEMENT RATES - FISCAL YEAR 2013
DEPARTMENT OF EARLY EDUCATION & CARE

MAXIMUM STANDARD DAILY RATES ¹

	CENTER-BASED				FAMILY CHILD CARE ²				SCHOOL AGE			
	Infant	Infant & Toddler	Toddler	Pre-School	Providers: Under 2 Years of Age	Providers: 2 Years of Age and Over	Systems: Under 2 Years of Age	Systems: 2 Years of Age and Over	Before School Only	After School Only	Full Day	Blended ³
REGION 1	\$47.90	\$45.60	\$43.20	\$33.40	\$30.10	\$26.40	\$40.60	\$36.90	\$7.25	\$15.25	\$30.70	\$19.85
REGION 2	\$49.20	\$46.70	\$44.20	\$33.40	\$31.80	\$26.40	\$42.35	\$36.90	\$7.25	\$15.25	\$30.70	\$19.85
REGION 3	\$54.95	\$52.30	\$49.55	\$35.65	\$31.50	\$27.85	\$41.95	\$38.30	\$7.70	\$17.05	\$31.75	\$21.60
REGION 4	\$59.50	\$56.15	\$52.85	\$36.70	\$34.35	\$27.85	\$45.25	\$38.65	\$7.90	\$17.50	\$32.65	\$22.15
REGION 5	\$47.90	\$46.05	\$44.20	\$33.40	\$31.80	\$26.40	\$42.35	\$36.90	\$7.25	\$15.25	\$30.70	\$19.85
REGION 6	\$54.55	\$51.50	\$48.40	\$36.70	\$31.50	\$27.85	\$42.40	\$38.65	\$7.90	\$17.50	\$32.65	\$22.15

HEAD START PARTNER DAILY RATES

	Before Head Start (up to 2 hours)	After Head Start (minimum 4 hours)	Before and After Head Start	Full Day (Head Start Not in Session)
REGION 1	\$6.75	\$20.10	\$26.70	\$33.40
REGION 2	\$6.75	\$20.10	\$26.70	\$33.40
REGION 3	\$7.15	\$21.40	\$28.50	\$35.65
REGION 4	\$7.35	\$22.05	\$29.45	\$36.70
REGION 5	\$6.75	\$20.10	\$26.70	\$33.40
REGION 6	\$7.35	\$22.05	\$29.45	\$36.70

KINDERGARTEN DAILY RATES

	Before Kindergarten	After Kindergarten	Before and After Kindergarten	Full Day Kindergarten
REGION 1	\$6.75	\$20.10	\$26.70	\$33.40
REGION 2	\$6.75	\$20.10	\$26.70	\$33.40
REGION 3	\$7.15	\$21.40	\$28.50	\$35.65
REGION 4	\$7.35	\$22.05	\$29.45	\$36.70
REGION 5	\$6.75	\$20.10	\$26.70	\$33.40
REGION 6	\$7.35	\$22.05	\$29.45	\$36.70

OTHER CONTRACT TYPE RATES ⁴

	Supportive	Teen Parent	Non-Traditional	Homeless
n	\$17.22	\$17.22	\$17.22	\$17.22
Optional Serv.	N/A	Pending	N/A	N/A

NOTES:

Footnotes to Rate Chart:

1. CRRs must reimburse Systems/providers up to the maximum daily reimbursement rate shown on the rate charts depending on the region and type of care provided. EEC cannot pay a provider a rate that is higher than the lowest fee charged to any of its private paying clients for the same type of care, unless an exception can be sufficiently documented in accordance with the provisions of 808 CMR 1.03(4), if applicable, or the terms of the Voucher Agreement or Manual. Private rates shall include any rates based on sibling discounts. EEC may require all providers and family child care systems to submit documentation (as specified by EEC) to substantiate the rates they charge to their privately paying clients for the same type of services, and if applicable, documentation to substantiate any discounting of private rates with restricted revenues.

2. Family child care systems are expected to reimburse affiliated system providers at a rate that is equal to or greater than the regional family child care provider rate shown in the rate chart

3. Blended Rates: Please note that EEC is phasing out blended rates. CCR&Rs should not be authorizing any blended rates for new voucher providers. EEC will notify the CCR&Rs when the blended rates will be retired by all providers/Systems.

4. Reimbursement for Supportive, Teen Parent, Non-Traditional Hours and Homeless contracts includes the maximum standard daily rate by program type and region, plus additional reimbursement for services as shown above.

Note: In home and relative child care is an available option. EEC approved in home and relative caregivers will be reimbursed at \$15 a day for 6 or more hours of care and \$8 a day for less than 6 hours of care.

APPENDIX H: CONTRACTING FISCAL STATUS

CONTRACTING FISCAL STATUS INSTRUCTIONS

Overview of Fiscal and Administrative Review - The Request for Response (RFR) focuses on the evaluation of programmatic abilities of contracted service providers to perform the services as detailed in the RFR. Additionally there are numerous state and federal administrative requirements governing the expenditure of public funds with which EEC and its contractors and sub-contractors are mandated to comply. In order to comply with these requirements, EEC will require all bidders to submit various types of financial and administrative documentation to evaluate the bidder's administrative and financial capabilities to assume these responsibilities and to ensure that the administrative preconditions are in compliance. EEC will conduct these evaluations to ensure the financial and programmatic integrity of the Department's purchase of service system and to promote familiarization and enforce compliance with applicable state and federal regulations. This will also meet the Department's need to maintain current, accurate information relative to its contractors, including identifying data, independent financial evaluations, and other data critical to the effective and efficient management of the system. The completion of this evaluation will minimize the financial and administrative risk to both the Commonwealth and to the people served by the system.

The Operational Services Division (OSD), as the responsible State oversight entity, has established standard methods of complying with various federal and state requirements specifically for human and social services contracts and for private special education school programs provided pursuant to M.G.L. c.71B. All prospective bidders are strongly advised to promptly visit the OSD website at their **Procurement Information Center** to familiarize themselves with the State's current procurement process. **Fiscal Submission Requirements** - The Purchase of Service system utilizes a uniform financial reporting system that has been codified by OSD as the Uniform Financial Statements and Independent Auditor's Report (UFR). The UFR replaced many of the multiple financial reports that contractors had previously been required to submit annually to state and other authorities or funding sources, including the Attorney General's Public Charities Division, certain Bureaus of the Division of Health Care Finance and Policy, certain chapters of the United Way of America, and most federal departments. The UFR is required to be prepared in accordance with Generally Accepted Accounting Principles (GAAP) as applied to non-profit voluntary health and welfare organizations and is audited in accordance with Generally Accepted Auditing Standards (GAAS). The UFR format conforms to the accounting principles and audit standards promulgated by the American Institute of Certified Public Accountants (AICPA) in its "Audit and Accounting Guide for Not-for-Profit Organizations." For-profit organizations must prepare their own basic financial statements in accordance with relevant industry standards.

The UFR or alternate format financial statements are subject to audit in accordance with Generally Accepted Government Auditing Standards (GAGAS), which incorporates the auditing standards noted above. Additional benefits of GAGAS include requirements for disclosure of audit findings, resolution and follow-up on deficiencies, continuing education requirements for the auditor, and internal and external quality control requirements for the report and auditor. These additional elements of GAGAS have permitted the Commonwealth to utilize the UFR as a starting point for meeting its federal financial assistance sub-recipient single audit responsibilities under OMB Circular A-133. In addition to the basic financial statements, two core unaudited supplemental schedules detailing program revenues, expenses, and performance statistics accommodate pricing, data collection, and federal reporting needs. The contractor must file its UFR annually with OSD's Bureau of Audit. Contractor organizations that are generally subject to the UFR filing requirements (pursuant to St. 1993, c.110, s.274, as amended, or any successor provision) include every legal entity which owns or operates one or more programs of human and social services. There are notable exceptions and exemptions from this filing requirement, primarily for service providers that receive less than \$100,000 in state funds, which are published by OSD as part of its annual information package and detailed in OSD's UFR Audit and preparation manual which is available on OSD's Website.

If you are already reporting financial information because you are an existing contractor of EEC or any other Massachusetts Executive Office for Health and Human Services agency, EEC will evaluate you with information in the system. Bidders that do not currently hold a contract with EEC or any other Massachusetts Executive Office for Health and Human Services agency will need to complete the *New Contractor Fiscal and Administrative Review* package which

is an attachment to the RFR in Appendix I.

Bidder Categories and Financial Reporting Status Form

The first step for all bidders, whether existing or new, is to complete this form by responding to the questions below in order to identify your bidder category and financial reporting status which will dictate the information that you will need to provide to be eligible to bid and/or be awarded a contract.

Organization's Legal Name _____

Organization's Employee Identification Number (FEIN) _____

For entities that currently hold one or more contract with a Massachusetts Human and Social Service Agency that are interested in bidding on the RFR please place an "x" beside one of the following choices:

_____ The bidder currently contracts with EEC and its UFR/OMB A-133 for Fiscal Year 2012 has been submitted to OSD.

_____ The bidder currently contracts with another Massachusetts Health and Human Service agency and its UFR/OMB A-133 for Fiscal Year 2012 has been submitted to OSD.

_____ The bidder currently contracts with either EEC or another Massachusetts Health and Human Service agency and qualifies as an exempt filer with OSD with its required reporting submissions up to date.

****Please note****: It is the bidder's responsibility to ensure that its OSD reporting requirements are current and up to date. Bidders who have outstanding audit issues with EEC, OSD and/or the State Auditor's Office, and who do not have a Corrective Action Plan (CAP) in place that has been approved by EEC and OSD, may potentially not be awarded a contract under the RFR. EEC will verify through its databases whether any audit issues are outstanding requiring CAPs and/or amended UFRS/OMB A-133's to be submitted and approved.

For entities that do not currently hold any contracts with any Massachusetts Human and Social Service Agency, including, but not limited to, EEC, please place an "x" beside one of the choices below:

_____ The bidder is a newly formed organization or pre existing organization and does not currently have a contract to provide human and social services with the Commonwealth of Massachusetts.

_____ The bidder is a pre-existing organization and does not currently have a contract to provide human and social services with the Commonwealth of Massachusetts.

_____ The bidder is a newly formed or pre-existing organization and anticipates that it will qualify as an exempt filer with OSD.

All existing contractors must review the Contract Review Worksheet Instructions and complete the Contract Review Worksheet. In addition, all bidders that do not currently contract with EEC must complete the *New Contractor Fiscal and Administrative Review* package. (Appendix I) New contractor information may be submitted any time before submitting a bid and must be submitted no later than the due date of the bid submission.

CONTRACTING REVIEW WORKSHEET INSTRUCTIONS

(The following instructions have been structured to be read on a step-by-step basis while completing the MS Word Contracting Review Worksheet included in this package.)

SCOPE OF SUBMISSION

EEC's Purchase of Services Unit (PSU) and Audit Compliance & Resolution Unit (ACRU) utilize a Contracting Review Worksheet (CRWS) for the evaluation of bidders process. The CRWS groups the commonly controlled, affiliated or related organizations under a single consolidated review using a series of contracting codes for tracking purposes. Financial statements and other submissions must encompass all affiliated/commonly controlled organizations and all related party and significant contracted management or direct service arrangements, regardless of whether or not the other organizations directly provide contracted human services to the Commonwealth. (Certain exceptions to this rule have been established for "YM/WCA" organizations and similar entities that are essentially independent of national umbrella organizations for financial, administrative and governance purposes.) If you have any questions about this requirement, please email procurement@massmail.state.ma.us If the bidder does not currently contract with EEC and/or is in any way associated with an existing organization holding human service contracts with EEC, please make sure that you complete the Supplement to the Contracting Review Worksheet, the Contract Qualification Form (page45) for your agency and for each affiliated organization, since it may be necessary to consolidate reviews, or execute revised documents for the Office of the State Comptroller rather than conduct the usual freestanding review process for a new contractor.

CONTRACTING REVIEW WORKSHEET (CRWS)

Partial Submission Exemption/Exception Categories

1. LIMITED REVIEW REQUESTED (Check below if applicable)
\$100K Limit, including affiliates, and not subject to audit findings or an OMB A-133 audit filing;
2. GOVERNMENTAL/PUBLIC ENTITY WITHOUT an OMB A-133 AUDIT REQUIREMENT; and
3. NEWLY FORMED ORGANIZATION WITH NO FINANCIAL HISTORY

(SKIP TO ITEM 19 IF ITEMS 1, 2 OR 3 APPLY.)

4. Criteria to Pass (See Satisfactory Financial Condition Criteria page for further details regarding financial items.)
5. UFR/Financial Condition Issues:
6. UFR Audit Format used where required.
7. GAGAS/A-133 Audit submitted if required, including all attachments/Management Letters.
8. There is no unsatisfactory Audit Opinion (i.e., No Going Concern, Adverse, Disclaimer or Qualified opinion).
9. There is no Internal Control or Compliance Audit Findings or Reportable Conditions (excluding non-reportable management letter issues or other items expressly exempted from resolution by the OSD Audit Resolution Policy).
10. There is a positive Net Assets position (a.k.a. Net Worth/Fund Balance) and a positive Operating Fund balance.
11. There has not been an Operating Loss > 5% and any loss, if continued, would not result in a fund deficit within 24 months.
12. If there has been an Operating Loss, it has not been preceded by a significant Operating Loss in either of the two prior years.
13. There has been no sharp decline in the Operating/Current Unrestricted Fund.
14. Current Assets exceed Current Liabilities (Current Ratio > 1.0) and there are no serious cash flow problems.
15. There has been no sharp decline in Working Capital and Working Capital is not marginal.
16. There has been no excessive accumulation of Accounts Receivable, Bad Debt or Free Care.
17. Any growth has been reasonable and consistent with available financial and administrative resources (e.g., growth has not been in excess of what can be supported by the organization's Return on Assets).
18. There are no Contingent Liabilities significant enough to jeopardize the organization's financial stability.

Contractual Compliance Issues:

19. Bankruptcy/Receivership action is not pending or ongoing.
20. There is no Tax or Insurance/Benefit Liabilities beyond those permitted by law.
21. OSD or HCFP sanctions have not been proposed or implemented.
22. All Related Party Disclosure/Compliance requirements have been met.
23. The entity has adhered to all Reimbursable Operating Cost restrictions.
24. No qualification of the Federal Disclosure, Tax and Other Compliance Certification is required.
25. No significant Licensure or required Accreditation/Certification deficiencies exist.
26. All Board Governance, Management Compensation and other applicable Organizational Requirements (e.g., AG/Public Charities & Sec. of State Corporate filings) have been met.
27. All Office of the State Auditor findings or other governmental procurement audit/review reports have been fully resolved to the satisfaction of the Commonwealth.
28. All prior Corrective Action requirements have been met.

If all criteria items can be checked as passed, submission of a Corrective Action Plan (CAP) is not required unless requested by EEC.

If not all items can be checked as passed, all identified deficiencies/issues should be discussed with EEC to determine whether or not a formal CAP must be executed and submitted to EEC. Unless the review is being rejected, a formal document is automatically required for all deficiencies involving items marked with an asterisk * and is generally required for all items marked with a double asterisk ** since these items involve fundamental contractual compliance requirements. EEC, at their discretion, may require formal Corrective Action Plans for other deficiencies/issues or may require informal or alternative corrective action/monitoring arrangements. (Please see the accompanying Corrective Action Plan Information Sheet for completion instructions.)

SATISFACTORY FINANCIAL CONDITION CRITERIA

Satisfactory Financial Condition shall be defined as the organization's meeting the following minimum conditions:

1. The auditor has rendered an unqualified opinion on the basis of applicable auditing standards and the report does not include a "Going Concern" financial statement note (in lieu of a Going Concern opinion).
2. The organization has a positive net assets position (a.k.a. net worth or fund balance) and a positive operating fund (UFR Current Unrestricted Fund) balance.
3. Single year operating losses do not exceed five percent of annual operating expenses and, if continued, would not result in a fund deficit position within the following 24 months.
4. If an operating loss has occurred, it has not been preceded by a significant operating loss in either of the two prior years.
5. There has not been a sharp decline in the operating/current unrestricted fund. (Threshold subject to EEC professional judgment – e.g., a 15% decline as part of a downsizing/spin-off initiative by an organization with a substantial operating fund balance might not warrant concern while a smaller decline for an expanding organization with a modest operating fund balance could.)
6. Current assets are greater than current liabilities and there is no evidence of serious cash flow problems (e.g., missed/delayed payrolls, tax liens, cancelled/overdrawn Lines of Credit, excessive accumulation of accounts payable, requests for accelerated purchasing agency invoice processing).
7. There has not been a sharp decline in working capital and working capital is not so marginal as to create a risk of financial instability in the event of a moderate loss (e.g. 3-5%) for a single year. (While individual organizational situations and working capital requirements may vary, EEC would usually regard anything less than 10 calendar days of working capital as unsatisfactory.)
8. There has not been excessive accumulation of accounts receivable, bad debt, or free care. Secretariat-wide thresholds have not been established due to reasonable variances that exist for specific sub-industries (e.g., mental health centers or other Medicaid/third party billers). EEC is responsible for the application of thresholds that are appropriate to the characteristics of their provider groups. Normally, more than 90 days in accounts receivable are considered excessive.
9. There has been no pattern of excessive growth beyond rates reasonable and consistent with available financial and administrative resources of the organization (e.g., in most instances organizations should generate a rate of return on assets sufficient to cover inflation and planned growth).
10. There are no contingent liabilities (e.g., pending litigation, property liens) significant enough to jeopardize the organization's financial stability.
11. There is no pending or ongoing Bankruptcy or Receivership action involving the organization.
12. There are no tax or insurance/benefit liabilities beyond those permitted by law.

(Note: Items 11 and 12 are key contractual compliance requirements as well as satisfactory financial condition criteria.)

If the financial statements or other evidence indicate that these conditions have not been met, or where other deficiencies related to financial condition, audit issues, management or other situations relevant to the level of risk posed for the Commonwealth and its consumers have been identified by EEC (e.g., failure to comply with Secretary of State or Public Charities filing requirements, issues cited in contract monitoring reports, etc.), corrective measures may be required and, if approved, the bidder may be categorized as Conditionally Qualified. As noted, the execution and submission of a formal Corrective Action Plan is automatically required for audit and certain other deficiencies. Other issues may be addressed more informally at the discretion of EEC without execution of a formal Corrective Action Plan.

CORRECTIVE ACTION PLAN INFORMATION SHEET

PLEASE REVIEW THE ACCOMPANYING SATISFACTORY FINANCIAL CONDITION CRITERIA AND THE CONTRACTING QUALIFICATION CRITERIA WORKSHEET TO DETERMINE WHETHER OR NOT A DRAFT CORRECTIVE ACTION PLAN SHOULD BE INCLUDED IN YOUR ORGANIZATION'S SUBMISSION. If all criteria worksheet items have been passed or if problems have been identified only for items not marked with a single asterisk, a Corrective Action Plan does not have to be submitted unless, EEC has requested one. EEC will contact you if necessary to discuss informal corrective measures.

If a Corrective Action Plan (CAP) is required.....

A Corrective Action Plan (required to address audit findings or other inadequate financial ratio issues) is a plan developed by the contractor for the correction of deficiencies that are incorporated into an administrative agreement as a result of negotiation between the contractor and an EEC representative. A formal agreement, executed by both the contractor and EEC, must be developed for each contractor where audit resolution issues or other items marked by a single asterisk on the enclosed Qualification Criteria Worksheet apply. At the discretion of EEC, either a formal CAP or informal/alternative corrective action or monitoring arrangements may be required where the contractor has been determined to be in less than satisfactory financial condition, or where contractual compliance, managerial/organizational or other identified issues have been identified. Note that

informal approaches may not be used to resolve audit findings since execution of a formal Corrective Action Plan (CAP) is required by the Operational Services Division Audit Resolution Policy. The Review Criteria Worksheet accompanying this package has been enclosed for your convenience in determining whether or not a draft plan should be included in your organization's submission. **If a formal Corrective Action Plan is required, it must include:**

- A statement identifying the financial, managerial, programmatic, compliance or audit issues;
- The corrective action measures being taken to address the cited deficiencies;
- A timetable for resolution of the deficiencies;
- The criteria and evaluation process for determining whether the corrective measures have achieved the desired result;
- The status of corrective action on prior audit findings and licensing or other deficiencies, if applicable;
- The name and title of the person responsible for overseeing the corrective measures; and
- A statement that it has been approved by the Board of Directors as well as signatures of the contractor's Authorized Signatory and the EEC representative. (Since CAP submissions are treated as "draft" until finalized and executed by EEC, contractors should be prepared to secure formal Board of Director approval on short notice where draft provisions are being modified.)
- A-133 Audit and Office of the State Auditor audit findings must be clearly labeled as "A-133" or "OSA" in freestanding Corrective Action Plans, which cover each audit finding on a point-by-point basis. See the OSD Audit Resolution Policy or contact EEC for detailed audit resolution guidance. Each Corrective Action Plan must be signed by both EEC and the contractor since these documents are filed with OSD and, where applicable, Federal authorities. Governmental Auditing Standards and OMB Circular A-133 provisions require that the resolution status of prior audit findings also be reported. Normally, this status is reported by the current auditor in the body of the audit report, however the separate reporting of supplemental resolution status information may be required in some instances by EEC or by OSD. As required by OMB Circular A-133 and applicable OSD and Secretariat policy requirements, Corrective Action Plans and the audit resolution must be completed within six months of the receipt of the audit report except in situations involving extraordinary circumstances such as litigation.

Please note that the Excel application used for the contracting review process includes a template that was designed to promote compliance with the above specifications. EEC may waive use of the template where special circumstances such as the execution of consent decrees or other legal filings require a modified approach. Regardless of format, the above specifications must be adhered to and Corrective Action Plans must be executed as freestanding documents.

Governmental Entities Note: Corrective Action Plans with EEC are required only for POS related findings. Seek clarification from OSD and EEC if you believe this to be your situation.

Note: EEC, at its discretion, may require independent documentation by auditors or others confirming the completion of corrective measures in a timely manner. Failure to fulfill Secretariat annual qualification and corrective action requirements shall be grounds for contract termination, payment delays or other penalties pursuant to 808 CMR 1.04 (3) and the Commonwealth Terms and Conditions for Human and Social Services.

This criteria worksheet is intended as an aid to the bidder in identifying issues that will be covered by the review process conducted by EEC and to assist in the identification of situations where a Corrective Action Plan (CAP) will automatically be required. It does not cover every conceivable issue and may not determine the final qualification status of the bidder.

APPENDIX I: NEW CONTRACTOR FISCAL & ADMINISTRATIVE REVIEW

(Information may be submitted any time before submitting a bid and must be submitted no later than the due date of the bid submission.)

Overview

The Request for Response (RFR) focuses on the evaluation of the bidder's ability to perform the services detailed in the RFR. Additionally there are numerous state and federal administrative requirements governing the expenditure of public funds with which the Department of Early Education (EEC) and their contractors and subcontractors are mandated to comply with. In order to comply with these requirements EEC will require all bidders to submit various types of financial and administrative documentation for review and to evaluate the bidder's administrative and financial capabilities to assume these responsibilities and to ensure that the various administrative preconditions are in compliance. The PSU and ACRU within EEC will conduct these reviews to ensure the financial and programmatic integrity of the documentation submitted and permit EEC to promote familiarization and enforce compliance with applicable state and federal regulations. This will also meet EEC's need to maintain current, accurate information relative to its contractors, including identifying data, independent financial evaluations, and other data critical to the effective and efficient management of the system. The completion of this review and evaluation will minimize the financial and administrative risk to both the Commonwealth and to the people served by the system.

New Contractor (Not currently contracting with EEC) information requested in this package may be submitted any time prior to submission of the RFR bid and must be submitted no later than the deadline for bid submissions. EEC encourages early submission of new contractor information to ensure that all of the information has been properly submitted by the deadline. Submissions must be complete at the time of submission unless otherwise specified in these submission instructions.

Bidders that do not currently contract with EEC are advised to promptly visit OSD's web site <http://www.mass.gov/anf/budget-taxes-and-procurement/oversight-agencies/osd> to familiarize themselves with the State's financial reporting requirements or contact OSD at (617)-720-3300. Providers are encouraged to seek assistance from an Accountant in regard to the fiscal information necessary to respond to this bid. In addition, technical assistance is available from EEC's Purchase of Services Unit staff to help minimize the misunderstandings and managerial complications that occasionally arise while new providers learn the intricacies of governmental human services contracting.

In order to become eligible to contract with EEC, your organization must answer yes to the three following questions in EEC's **Self –Assessment Screening for Preliminary Eligibility to Contract:**

1. Is your organization responding to a Request for Response (RFR) to provide Human and Social Services? Yes No
2. Has your organization filed Articles of Organization, Corporate Bylaws, a Certificate of Limited Partnership or other documents with the Massachusetts Secretary of State? Yes No
3. Does your organization have a financial history as demonstrated by one or more of the following documents: audited financial statements; letter/line of credit in the name of the organization; IRS Form 990 – Return of Organization Exempt from Income Tax; or Form PC – Massachusetts Office of the Attorney General - Division of Public Charities? Yes No

If you answered no to any of the questions, you are not eligible to apply for EEC contracts/funding at this time. Organizations that have not incorporated can access information about organizing a non-profit/for profit corporation at the Commonwealth's Secretary of State's Website: www.sec.state.ma.us/cis/cisidx.htm

If you answered yes to all three questions, then proceed to and complete the Contracting Qualification Form.

CONTRACTING QUALIFICATION FORM INSTRUCTIONS;

EEC's Audit Compliance & Resolution Unit (ACRU) utilizes the Contracting Qualification Form (CQF) for the evaluation process of New Contractors. The CQF serves as a checklist for required fiscal documentation pertaining to the New Contractor that must be submitted to EEC. Financial statements and other submissions must encompass all affiliated/commonly controlled organizations and all related party and significant contracted management or direct service arrangements. If you have any questions about this requirement, please email procurement@massmail.state.ma.us.

INFORMATION FOR PRIMARY ORGANIZATION

Primary Organization Name: Enter the name of the primary organization using the legal name rather than a DBA name. Where the primary organization is a “non-contracting parent” entity (e.g., a corporation whose child/affiliate organization will be the actual contractor), please enter an **X** at the beginning of the next line.

FEIN/TIN: Federal Employer Identification Number – a.k.a. “Tax Identification Number”.

Organization Type: Select the applicable category from Non-profit, For-profit, or Governmental entity.

Organization’s Corporate Address: Please complete all fields (using 2 letter state codes and 5 digit zip codes).

Chief Executive Officer (CEO), Contracting Review Contact Person: These fields should be self-explanatory. Please complete each field as though it were freestanding. Do not enter “same” where a single individual occupies multiple roles.

II. SUBMISSION MATERIALS

1. Financial/Audit Information

FY End: Please enter the fiscal year end date for the covered reporting period.

Submission Type: Use the Submission Type field to identify the type of submission (Attestation Report, Financial Report, Review Report, etc.). The appropriate option to select should be clear once you have read the remainder of this section. A copy of the organization's OSD/UFR/OMB A-133 filing must be submitted to EEC by potential new contractors that are already subject to UFR/OMB A-133 reporting requirements (e.g., certain organizations such as private Special Education schools already filing the UFR due to procurement by towns and other non-EEC governmental purchasing agencies). However most new contractors are not yet subject to UFR filing requirements and are therefore subject to alternative submission requirements.

New contractors typically fall into one of two categories: Newly formed organizations without a financial history and pre-existing organizations with a financial history.

- Newly formed organizations with no financial history must fulfill the financial/audit information requirement in the following manner: (a) submit a letter of credit documenting its ability to fund at least two (2) months of program operations and (b) submit an independent financial forecast report prepared in accordance with AICPA standards (see AICPA Professional Standards, AT Section 301, Financial Forecasts and Projections).
- Pre-existing organizations with a financial history for which UFR/OMB A-133 submissions are not yet required shall be evaluated on the basis of non-UFR/OMB A-133 format audited financial statements and alternative information that is already required to be submitted to other governmental agencies (e.g., IRS Tax Form 990, Office of the Attorney General - Division of Public Charities Form PC, or other filings. Simply send a copy of the existing documentation to EEC with your New Contractor review submission.

As set forth in the Scope of Submission section of these instructions, commonly controlled/affiliated organizations must submit financial information covering all involved entities, not just those contracting with the Commonwealth or filing the UFR with OSD or an OMB A-133. If submitting a UFR/OMB A-133 copy as your financial documentation, please be sure to submit an entire copy of the document, including all supplemental schedules and attachments (e.g., “management letter”). UFR audit submissions that have been deemed deficient by OSD cannot be accepted for review purposes. If corrections or resubmissions are required by OSD, please notify EEC when your organization has corrected or resubmitted the UFR to OSD.

OSD’s UFR filing requirements usually begin once the contractor has completed a full twelve months of contracting with the Commonwealth. After the New Contractor completes the first year of contracting with the Commonwealth, OSD requires that contractors electronically submit a copy of their UFR (usually within the 15th day of the fifth month following the contractor’s fiscal year end date) to them. EEC will download the contractor’s UFR submissions from the OSD e-file webpage for analysis and qualification purposes. There is no need for the contractor to forward a copy of the annual UFR, if applicable, to EEC. During the first year of contracting with the state, new contractors typically will be subject to alternative financial submission requirements during the annual review process. Once OSD/UFR requirements apply, alternative financial information submissions will no longer be accepted for annual review purposes.

Corrective Action Plan

Bidders that do not currently contract with EEC usually not required to develop a Corrective Action Plan (CAP) since they are not usually subject to GAS audits which might generate internal control or compliance audit findings requiring resolution. If your organization is already subject to audit requirements (e.g., A-133) that have resulted in findings requiring resolution, please include a copy of the Corrective Action Plan in your submission to EEC for informational purposes. Although Corrective Action Plans may also be required to address serious financial issues, that situation is unlikely to arise for new contractors since, barring unusual circumstances, EEC is unlikely to qualify and make contract awards to organizations with serious financial condition deficiencies. Please review the Satisfactory Financial Condition Criteria in this package in conjunction with the Summary Financial/Audit Information just to be sure that a corrective action plan is not required and, for informational purposes, and to familiarize yourself with requirements which will apply to your organization once it becomes an ongoing contractor. If necessary, EEC will contact you after completion of its review of your financial submissions to discuss the need for a CAP or other corrective measures.

2. Additional Submission Requirements

a) Federal Employer Identification Number (FEIN) Documentation / W-9

Please enclose documentation of the organization's FEIN (e.g., IRS notification letter) along with the MA Comptroller's Substitute W-9 Form (obtainable in the forms section of the RFR or from the COMM-PASS Internet site). This form is also a required form in the RFR. If you are submitting this information in advance of submitting your bid, please note in your bid submission that this form has been previously submitted with your new contractor information.

b) Terms & Conditions for Human and Social Services Contracting

New contractors must execute and submit the Commonwealth's Terms and Conditions for Human and Social Services (TCHSS) as a precondition for contracting if one is not already on file with the Commonwealth. This document is distributed in conjunction with each RFR through the Commonwealth's Procurement Web Site at [Bringing buyers and vendors together](#). Potential new EEC contractors should either confirm in the annual review submission that a current TCHSS has already been filed (e.g., where the organization is already a POS provider for another Secretariat) or submit the TCHSS form as part of this qualification. The document will then be on file with the Commonwealth as long as it remains valid and will not have to be resubmitted for future RFR's. Where review submissions cover more than one organization with a single Federal Employer Identification Number (FEIN - a.k.a. Taxpayer Identification Number or "TIN"), a valid TCHSS must be on file for each distinct FEIN used for contracting with the Commonwealth. This form is also a required form in the RFR. If you are submitting this information in advance of submitting your bid, please note in your bid submission that this form has been previously submitted with your new provider information.

c) Articles of Organization/Corporate Bylaws

Please submit copies of these documents. The services and activities of the provider must be within the scope allowed by governance documents. Where organizational activities are governed by additional legal restrictions such as those set forth in affiliation or pending merger agreements, those documents must be submitted as well.

d) Board/Principals Information

Please submit a copy of the most recent Secretary of State, Corporations Division, Annual Report. Note that, unless exempt (e.g., religious organizations and Special Education Chapter 766 schools), annual reports must be filed with the Secretary of State by November 1st of each year for non-profits and within two and a half months of the fiscal year end for for-profits and out-of-state "foreign corporations" doing business in the Commonwealth. Failure to file as required can result in involuntary suspension by the Secretary of State of the organization's charter to do business in the Commonwealth. New contractors should also familiarize themselves with the governance standards appearing in the Terms & Conditions for Human and Social Services (TCHSS) referenced in item d, below. If your organization is exempt from the Secretary of State's reporting requirement, membership changes have occurred since the most recent annual report, or if other disclosures are required (e.g., if the board is temporarily out of compliance with the TCHSS independent governance provisions), please submit the information using an alternative format. Contact an EEC representative for guidance if necessary. Resumes are also required for principals (e.g., Chief Executive Officer, Chief Fiscal/Administrative Officer, Chief Program Officer) of the organization (and, if applicable, any commonly controlled/affiliated entities). Note that this submission requirement is distinct from any requirements for staff resumes that may appear in the RFR.

e) Organizational Chart

Potential new contractors must submit an organizational chart displaying the overall structure of the organization. (The information must cover any commonly controlled/affiliate organization, related party, significant subcontract, management service and assignment relationships for all involved entities, not just those entities directly providing contracted services to the Commonwealth.) Note that this requirement is distinct from any RFR requirements that may call for submission of programmatic organizational structure information as part of the RFR response.

3. Exemption

Governmental/Public Entities

If your organization is a Governmental entity (a.k.a. "public entity"), it is exempt from item 2 c/d/e submission requirements and will be Qualified as Exempt for contracting purposes with EEC unless POS related audit or other issues have been identified. In instances where the governmental entity also has a non-governmental entity contracting affiliate organization, financial and other submissions are required.

Even if your organization is otherwise eligible for this exemption, it may be subject to federal A-133 audit requirements if its expenditures of federal funding (received from Commonwealth, federal, and/or non-Commonwealth pass-through entities) exceeded the \$500,000 A-133 audit threshold. If so, this exemption cannot be claimed. Similarly, the need to resolve outstanding audit findings (e.g., from audits conducted by the Office of the State Auditor) may preclude exemption where the audit findings pertain to issues that are relevant to the delivery of contracted human services.

III. RELATED PARTY DISCLOSURE CERTIFICATION

OSD regulations (808 CMR 1.04(4)) and state law require prior notification to OSD and purchasing agencies of related party arrangements. OSD Related Party regulations follow FASB 57 standards, which very broadly define "control" to include indirect control, and situations where inter-organizational transactions may be absent. The regulatory definition of "related parties" is substantially broader than the approach commonly used by organizations for IRS tax purposes and failure to comply with prior disclosure requirements may result in payment penalties or other action. Guidance materials appear in the OSD/UFR package, which may be obtained, along with the regulations, from the OSD web site at [Information and Resources on the Uniform Financial Report](#). Contact EEC and/or OSD if clarification is needed. Annual review disclosure fulfills this requirement in most instances. However, if your organization plans to enter into new related party arrangements prior to the next review submission, prior notice must be given as required by law.

IV. FEDERAL DISCLOSURE, TAX AND OTHER COMPLIANCE CERTIFICATION

The representative formally authorized by the Board of Directors to execute contracts with the Commonwealth must complete this certification by signing in the Authorized Signature field. Note that purchasing agencies are barred by statute from contracting with entities that are out of compliance with tax filing and payment requirements. If your organization falls out of compliance with tax filing and payment requirements while it is contracting with the Commonwealth, purchasing agencies may have no legal alternative to immediate contract termination.

The Federal Disclosure incorporated into the certification statement is a mandated federal prerequisite to RFR participation and contract award and must be completed before an RFR response can be accepted for federally funded procurements. [A list of federally excluded parties may be found here.](#) In addition, as part of the bid or contract execution process, organizations may be required to execute supplemental certifications, this may be mandated by applicable procurement laws.

SUPPLEMENT TO CONTRACTING REVIEW WORKSHEET (See Contract Qualification Form)

This form is used to record information for any child/affiliate POS contracting organizations (e.g., subsidiaries) included in the review process for evaluating bidders. See Section I. Information for Primary Organization for completion guidance.

The authorized representative for each organization contracting with the Commonwealth must, under penalties of perjury, sign the certification line provided for that organizational Federal Employer Identification Number (FEIN) as required by the preceding instructions for sections III and IV. The MS Word worksheet has been formatted to display a signature field whenever an affiliated entity listing utilizes a new FEIN.

Please forward the signed printed form(s), accompanied by all other additional submission requirements, to EEC at the address noted at www.mass.gov/eec.

New Contractor Qualification Form

Responding to (RFR) #: _____ Issued by the **Department of Early Education & Care**

I. Information for Primary Organization:

Primary Organization Name: _____ **FEIN #:** _____

____ Check here, if the primary organization is a "non-contracting parent" entity and attach the Supplement (Page 2) for the child/affiliate organization information.

Organization Type (check one): ___ Non Profit ___ For Profit ___ Governmental Entity (Go to Sec II, #3 below)

Organization's Corporate Address:

Chief Executive Officer:

Number/Street City State Zip

First Name Last Name

Contact Person: First Name Last Name Title Telephone #
E-mail Address

II. Submission Materials - Covering the primary organization and all affiliated entities as required by instructions.

1. **Financial/Audit Information:** Required for all commonly controlled, affiliated or related entities. See the instructions for details. Fiscal Year End: _____

Submission Type: (One of Documents a-d is required)

- ____ a. Compilation Report / or; f. and IRS Form 990 - Return of Organization Exempt from Income Tax
____ b. Review Report/or;
____ c. Audit Report/or; g. and a Letter/Line of Credit in Name of Organization
____ d. Uniform Financial Report (UFR); h. and a Form PC - Mass. Office of the Attorney General, Division of Public Charities
____ e. and Corrective Action Plan (CAP) if applicable

2. **Additional Submission Requirements** (All items must be provided, except as noted in item 3 below):

- ____ a) Federal Employer ID # (FEIN) Documentation / W-9 ____ d) Board/Principals Information
____ b) Terms & Conditions for Human and Social Services ____ e) Organizational Chart Contracting
____ c) Articles of Organization/Corporate Bylaws

3. **Exemption:** If the submission is for a *Governmental Entity*, please check here _____. Only items 2a and 2b must be provided.

III. Related Party Disclosure Certification

The signatory below represents that all required related party disclosures have been made in a complete and accurate manner and that all pricing and procurement requirements pertaining to related party relationships have been fulfilled in compliance with 808 CMR 1.00 et. seq. and the supplemental guidance material promulgated by the Operational Services Division of the Commonwealth. **If applicable, please attach a separate document describing any current related party transactions.**

IV. Federal Disclosure, Tax and Other Compliance Certification

Under the penalties of perjury, the signatory below certifies that neither the organization nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from participation by any Federal or state department or agency, that the organization complies with the laws and regulations relating to State and Federal Taxes and with all other requirements of the Terms and Conditions for Human and Social Services, and that all qualification submission information and attachments are true and complete to the best of my knowledge and the signatory's knowledge and belief. The certification line below must be signed and dated by the authorized signatory for each organization covered by this submission. The signatory for the Primary Organization should sign below on this page. The signatory for each additional organization should sign on the supplemental page(s) covering information for child/affiliate organizations.

Authorized Signature: _____ Date: _____

FOR EEC INTERNAL USE:

Qualification Status: _____ Early Termination Date if Conditional or Provisional: _____

Audit Opinion: _____ Findings: _____

Comments: _____

EEC Approval: _____ Date: _____

OTHER INFORMATION

How to Submit New Contractor Information for Review: New contractor information may be submitted any time before submitting a bid and must be submitted no later than the due date of the bid submission. If you are submitting this information with your bid, you must submit it in a separate envelope along with your bid submission.

Once you have carefully read all of the information in this package and have obtained the services of an Accounting professional to assist you in providing this information, submit the following in an envelope addressed to

Department of Early Education and Care
51 Sleeper Street
Boston, MA 02210
Attention: New Contractor Review:

1. Completed Contracting Review Worksheet (CRWS)
2. Required Documents as detailed in the CRWS and related instructions,
3. Name, position, phone number and email address of the person at your agency who is responsible to respond to any inquires regarding this submission.

EEC Review and Assignment of Status

EEC will review the submission for financial condition, audit and other risk factor issues and assign one of the following statuses based on the evaluation of the results of the Contracting Review Worksheet (CRWS):

Limited Qualification (the organization, including affiliates, receives less than \$100,000 in M03 and MM3 POS funding from EEC and is not subject to an OMB A-133 audit filing);

Unconditional Qualification (in satisfactory financial condition and no audit or other corrective action requirements or procurement restrictions apply);

Qualification with Corrective Action Plan (providing for the correction of audit findings and/or significant issues warranting use of a formal Corrective Action Plan);

Conditional Qualification (where serious issues exist and the organization is, as a result, deemed not qualified to do business with the Commonwealth without significant restrictions on contract awards and/or service expansion);

Provisional Qualification (where the best interests of the Commonwealth warrant restricted temporary procurement with a not yet qualified organization pending fulfillment of qualification submission requirements);

Exempt Qualification (where the organization is a governmental entity and is not subject to federal OMB A-133 audit requirements or outstanding audit findings, conducted by the Office of the State Auditor, that may be relevant to the delivery of contracted human services); or

Rejected Qualification (qualification requirements have not been met.)

Potential new contractors that fail to submit all required information by the deadline established by EEC may be declared ineligible for a contract award, although contracting qualification submission deadline extensions may be made, at the sole discretion of EEC, for good cause in exceptional situations.

Late/Incomplete Submissions

Bidders may be rejected if they fail to meet minimum standards or fail to submit all required information before contracting decisions have to be made. In the alternative, where it has not been possible to complete the review due to failure by the bidder to complete one or more of the submission requirements and EEC has determined that the interests of the Commonwealth justify continuing with the procurement process, and deeming the bidder Provisionally Qualified.

Upon completion of the review and evaluation of results, EEC may notify the bidder of their annual review status. Once the review is completed it may be used by EEC for the purpose of determining eligibility for contract awards and to engage in human services contracting for the upcoming fiscal year.

If your organization is unable to meet the filing deadline and believes that exceptional circumstances warrant a brief extension (e.g., FEIN notification has not yet been received from the IRS for a newly incorporated organization or a Corrective Action Plan appears to be required and board approval cannot be arranged prior to the submission deadline), please email EEC at ?as soon as possible to seek approval.

What happens if information changes after the bidder has been reviewed?

A reviewed status remains valid until the following year's review process is completed, unless changes are warranted at an earlier date. Significant changes which are material to a contractor's status must be reported at the time of change and may be considered by EEC in determining whether a contractor's status should be changed or whether an existing Corrective Action Plan should be modified. Examples that require reporting at the time of change rather than at the next scheduled contracting qualification cycle include, but are not limited to: UFR filings or re-filings with due dates other than November 15th, changes in debarment or tax and other compliance status, related party changes, merger or other corporate restructuring, significant change in financial position, or issuance of contract monitoring or audit findings (e.g., by the Office of the State Auditor) subsequent to the information relied upon in the most recent qualification determination.

Prompt reporting of any merger or other corporate restructuring arrangements is required both for the purpose of reassessing the qualification status of the changed entity and in order to ensure adherence with Commonwealth requirements for rebidding services and updating Terms and Conditions as well as other contracting documents. Providers should not assume that contracts will automatically be transferred to restructured entities and are urged to discuss proposed restructuring arrangements with EEC prior to implementation.

CONTRACTING REVIEW WORKSHEET (CRWS)

Partial Submission Exemption/Exception Categories

29. LIMITED REVIEW REQUESTED (Check below if applicable)
\$100K Limit, including affiliates, and not subject to audit findings or an OMB A-133 audit filing;
30. GOVERNMENTAL/PUBLIC ENTITY WITHOUT an OMB A-133 AUDIT REQUIREMENT; and
31. NEWLY FORMED ORGANIZATION WITH NO FINANCIAL HISTORY

(SKIP TO ITEM 19 IF ITEMS 1, 2 OR 3 APPLY.)

32. Criteria to Pass (See Satisfactory Financial Condition Criteria page for further details regarding financial items.)
33. UFR/Financial Condition Issues:
34. UFR Audit Format used where required.
35. GAGAS/A-133 Audit submitted if required, including all attachments/Management Letters.
36. There is no unsatisfactory Audit Opinion (i.e., No Going Concern, Adverse, Disclaimer or Qualified opinion).
37. There is no Internal Control or Compliance Audit Findings or Reportable Conditions (excluding non-reportable management letter issues or other items expressly exempted from resolution by the OSD Audit Resolution Policy).
38. There is a positive Net Assets position (a.k.a. Net Worth/Fund Balance) and a positive Operating Fund balance.
39. There has not been an Operating Loss > 5% and any loss, if continued, would not result in a fund deficit within 24 months.
40. If there has been an Operating Loss, it has not been preceded by a significant Operating Loss in either of the two prior years.
41. There has been no sharp decline in the Operating/Current Unrestricted Fund.
42. Current Assets exceed Current Liabilities (Current Ratio > 1.0) and there are no serious cash flow problems.
43. There has been no sharp decline in Working Capital and Working Capital is not marginal.
44. There has been no excessive accumulation of Accounts Receivable, Bad Debt or Free Care.
45. Any growth has been reasonable and consistent with available financial and administrative resources (e.g., growth has not been in excess of what can be supported by the organization's Return on Assets).
46. There are no Contingent Liabilities significant enough to jeopardize the organization's financial stability.

Contractual Compliance Issues:

47. Bankruptcy/Receivership action is not pending or ongoing.
48. There is no Tax or Insurance/Benefit Liabilities beyond those permitted by law.
49. OSD or HCFP sanctions have not been proposed or implemented.
50. All Related Party Disclosure/Compliance requirements have been met.
51. The contractor has adhered to all Reimbursable Operating Cost restrictions.
52. No qualification of the Federal Disclosure, Tax and Other Compliance Certification is required.
53. No significant Licensure or required Accreditation/Certification deficiencies exist.
54. All Board Governance, Management Compensation and other applicable Organizational Requirements (e.g., AG/Public Charities & Sec. of State Corporate filings) have been met.
55. All Office of the State Auditor findings or other governmental procurement audit/review reports have been fully resolved to the satisfaction of the Commonwealth.
56. All prior Corrective Action requirements have been met.

If all criteria items can be checked as passed, submission of a Corrective Action Plan (CAP) is not required unless requested by EEC.

If not all items can be checked as passed, all identified deficiencies/issues should be discussed with EEC to determine whether or not a formal CAP must be executed and submitted to EEC. Unless the review is being rejected, a formal document is automatically required for all deficiencies involving items marked with an asterisk * and is generally required for all items marked with a double asterisk ** since these items involve fundamental contractual compliance requirements. EEC, at their discretion, may require formal Corrective Action Plans for other deficiencies/issues or may require informal or alternative corrective action/monitoring arrangements. (Please see the accompanying Corrective Action Plan Information Sheet for completion instructions.)

SATISFACTORY FINANCIAL CONDITION CRITERIA

Satisfactory Financial Condition shall be defined as the organization's meeting the following minimum conditions:

1. The auditor has rendered an unqualified opinion on the basis of applicable auditing standards and the report does not include a "Going Concern" financial statement note (in lieu of a Going Concern opinion).
2. The organization has a positive net assets position (a.k.a. net worth or fund balance) and a positive operating fund (UFR Current Unrestricted Fund) balance.
3. Single year operating losses do not exceed five percent of annual operating expenses and, if continued, would not result in a fund deficit position within the following 24 months.

4. If an operating loss has occurred, it has not been preceded by a significant operating loss in either of the two prior years.
5. There has not been a sharp decline in the operating/current unrestricted fund. (Threshold subject to EEC professional judgment – e.g., a 15% decline as part of a downsizing/spin-off initiative by an organization with a substantial operating fund balance might not warrant concern while a smaller decline for an expanding organization with a modest operating fund balance could.)
6. Current assets are greater than current liabilities and there is no evidence of serious cash flow problems (e.g., missed/delayed payrolls, tax liens, cancelled/overdrawn Lines of Credit, excessive accumulation of accounts payable, requests for accelerated purchasing agency invoice processing).
7. There has not been a sharp decline in working capital and working capital is not so marginal as to create a risk of financial instability in the event of a moderate loss (e.g. 3-5%) for a single year. (While individual organizational situations and working capital requirements may vary, EEC would usually regard anything less than 10 calendar days of working capital as unsatisfactory.)
8. There has not been excessive accumulation of accounts receivable, bad debt, or free care. Secretariat-wide thresholds have not been established due to reasonable variances that exist for specific sub-industries (e.g., mental health centers or other Medicaid/third party billers). EEC is responsible for the application of thresholds that are appropriate to the characteristics of their provider groups. Normally, more than 90 days in accounts receivable are considered excessive.
9. There has been no pattern of excessive growth beyond rates reasonable and consistent with available financial and administrative resources of the organization (e.g., in most instances organizations should generate a rate of return on assets sufficient to cover inflation and planned growth).
10. There are no contingent liabilities (e.g., pending litigation, property liens) significant enough to jeopardize the organization's financial stability.
11. There is no pending or ongoing Bankruptcy or Receivership action involving the provider.
12. There are no tax or insurance/benefit liabilities beyond those permitted by law.

(Note: Items 11 and 12 are key contractual compliance requirements as well as satisfactory financial condition criteria.)

If the financial statements or other evidence indicate that these conditions have not been met, or where other deficiencies related to financial condition, audit issues, management or other situations relevant to the level of risk posed for the Commonwealth and its consumers have been identified by EEC (e.g., failure to comply with Secretary of State or Public Charities filing requirements, issues cited in contract monitoring reports, etc.), corrective measures may be required and, if approved, the bidder may be categorized as Conditionally Qualified. As noted, the execution and submission of a formal Corrective Action Plan is automatically required for audit and certain other deficiencies. Other issues may be addressed more informally at the discretion of EEC without execution of a formal Corrective Action Plan.

CORRECTIVE ACTION PLAN INFORMATION SHEET

PLEASE REVIEW THE ACCOMPANYING SATISFACTORY FINANCIAL CONDITION CRITERIA AND THE CONTRACTING QUALIFICATION CRITERIA WORKSHEET TO DETERMINE WHETHER OR NOT A DRAFT CORRECTIVE ACTION PLAN SHOULD BE INCLUDED IN YOUR ORGANIZATION'S SUBMISSION. If all criteria worksheet items have been passed or if problems have been identified only for items not marked with a single asterisk, a Corrective Action Plan does not have to be submitted unless, EEC has requested one. EEC will contact you if necessary to discuss informal corrective measures.

If a Corrective Action Plan (CAP) is required.....

A Corrective Action Plan (required to address audit findings or other inadequate financial ratio issues) is a plan developed by the contractor for the correction of deficiencies that are incorporated into an administrative agreement as a result of negotiation between the provider and an EEC representative. A formal agreement, executed by both the contractor and EEC, must be developed for each contractor where audit resolution issues or other items marked by a single asterisk on the enclosed Qualification Criteria Worksheet apply. At the discretion of EEC, either a formal CAP or informal/alternative corrective action or monitoring arrangements may be required where the contractor has been determined to be in less than satisfactory financial condition, or where contractual compliance, managerial/organizational or other identified issues have been identified. Note that informal approaches may not be used to resolve audit findings since execution of a formal Corrective Action Plan (CAP) is required by the Operational Services Division Audit Resolution Policy. The Review Criteria Worksheet accompanying this package has been enclosed for your convenience in determining whether or not a draft plan should be included in your organization's submission. **If a formal Corrective Action Plan is required, it must include:**

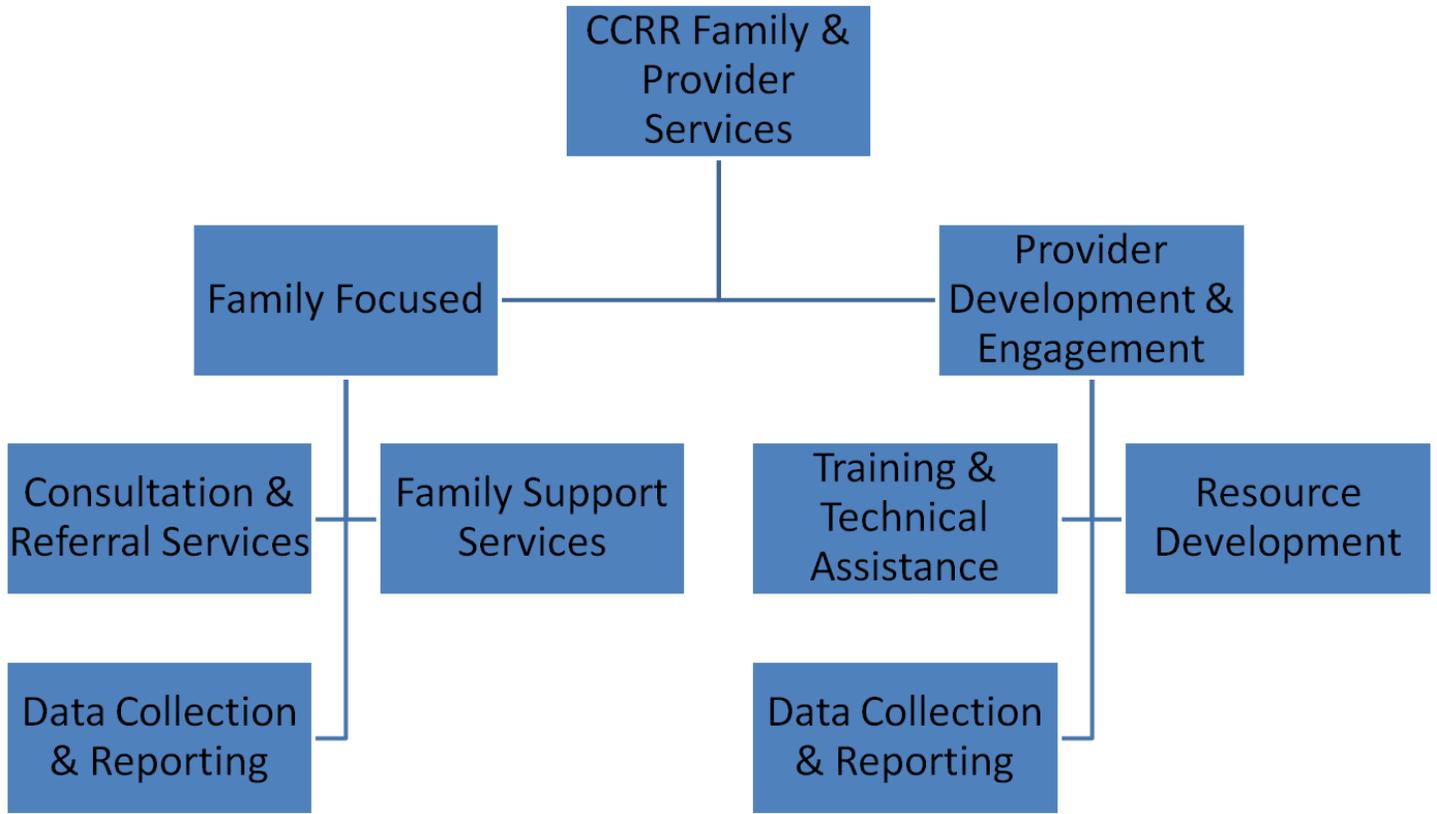
- A statement identifying the financial, managerial, programmatic, compliance or audit issues;
- The corrective action measures being taken to address the cited deficiencies;
- A timetable for resolution of the deficiencies;
- The criteria and evaluation process for determining whether the corrective measures have achieved the desired result;
- The status of corrective action on prior audit findings and licensing or other deficiencies, if applicable;
- The name and title of the person responsible for overseeing the corrective measures; and
- A statement that it has been approved by the Board of Directors as well as signatures of the contractor's Authorized Signatory and the EEC representative. (Since CAP submissions are treated as "draft" until finalized and executed by EEC, providers should be prepared to secure formal Board of Directors approval on short notice where draft provisions are being modified.)
- A-133 Audit and Office of the State Auditor audit findings must be clearly labeled as "A-133" or "OSA" in freestanding Corrective Action Plans, which cover each audit finding on a point-by-point basis. See the OSD Audit Resolution Policy or contact your EEC for detailed audit resolution guidance. Each Corrective Action Plan must be signed by both EEC and the contractor since these documents are filed with OSD and, where applicable, Federal authorities. Governmental Auditing Standards and OMB Circular A-133 provisions require that the resolution status of prior audit findings also be reported. Normally, this status is reported by the current auditor in the body of the audit report, however the separate reporting of supplemental resolution status information may be required in some instances by the EEC or by OSD. As required by OMB Circular A-133 and applicable OSD and Secretariat policy requirements, Corrective Action Plans and the audit resolution must be completed within six months of the receipt of the audit report except in situations involving extraordinary circumstances such as litigation.

Please note that the Excel application used for the contracting review process includes a template that was designed to promote compliance with the above specifications. EEC may waive use of the template where special circumstances such as the execution of consent decrees or other legal filings require a modified approach. Regardless of format, the above specifications must be adhered to and Corrective Action Plans must be executed as freestanding documents.

Governmental Entities Note: Corrective Action Plans with EEC are required only for POS related findings. Seek clarification from OSD and EEC if you believe this to be your situation.

Note: EEC, at its discretion, may require independent documentation by auditors or others confirming the completion of corrective measures in a timely manner. Failure to fulfill Secretariat annual qualification and corrective action requirements shall be grounds for contract termination, payment delays or other penalties pursuant to 808 CMR 1.04 (3) and the Commonwealth Terms and Conditions for Human and Social Services.

APPENDIX J: CCRR FUNCTION CHART AND DESCRIPTION OF FUNCTION



CCRR Function Description

Recognizing that the demand for family and provider services fluctuate throughout the year, CCRR staff must be cross-trained in order to deliver these various services.

Family Engagement

I. Consultation & Referral Services

Typical referrals:

- Complete intake and provide referrals from NACCRRAware database for child and/or out of school time care based on family preferences
- Provide outstanding customer service (available in traditional and non-traditional hours, use active listening, set expectations, help develop action plan, provide timely referrals and message returns)
- Provide services in languages spoken by families in service area
- Provide referrals through mixed delivery methods (phone, email, fax, online, smart phone app, in person, mail)
- Conduct follow up call

Enhanced referrals:

- Complete intake for hard-to-serve/high risk/specialized needs families for child and/or out of school time care based on family preferences
- ECIS consent form used to obtain permission from family for CCRR staff to discuss needs of family with providers and check for availability
- Provide outstanding customer service (available in traditional and non-traditional hours, use active listening, set expectations, help develop action plan, provide timely referrals and message returns)
- Provide services in languages spoken by families in service area
- Provide referrals through mixed delivery methods (phone, email, fax, in person, mail)
- Provide special assistance such as in person appointments
- Conduct check in calls and follow up calls

Voucher referrals:

- Link with families by phone at DTA office, and/or at CCRR office and complete intake
- Inform families on voucher process details
- Complete process for Enhanced referrals

Mass 2-1-1:

- Follow through with families referred by Mass 2-1-1 for Enhanced Referral services
- Connect with Mass 2-1-1 on regular basis

II. Family Support Services

Provide parent education on topics to include:

- Types of care
- Licensing
- Quality care indicators
- QRIS
- Cost of care and financial assistance

Provide resource and educational materials with referrals to include:

- Cover letter with disclaimer
- Checklist for program evaluation
- Quality indicators per QRIS
- EEC licensing information

- Other pertinent resources

Link families to resources:

- Share information and link families to CFCE
- Provide information on other agencies and organizations that serve families

Coordinate with CFCE:

- Convene regular meetings with each CFCEs in service area
- Create partnership plan with CFCEs
- Obtain family resource information from CFCEs as necessary
- Provide data to CFCE as needed

Know the families and communities in service area:

- Conduct service area family needs assessment
- Connect with community leaders, public officials and stakeholders
- Review census data in cities and towns served
- Create plan for delivering services and materials in languages prevalent in service area

Data Collection, Tracking and Reporting

Complete parent intakes using all NACCRRAware fields

Conduct family satisfaction surveys

Generate reports (e.g. family data, demand for child care, type of care used)

III. Provider Development and Engagement

Training & Technical Assistance

Training:

- Conduct training needs assessment of providers in service area
- Conduct trainings to focus on licensing, health and safety, voucher orientation
- Provide trainings in groups
- Provide trainings in languages spoken by providers in service area
- Provide trainings through varied methods
- Link providers to EPS for QRIS and other coursework training
- Post EPS trainings on website

Technical assistance:

- Provide assistance through varied methods including in person, email, online
- Provide assistance to focus on: start up orientation, licensing, health and safety, voucher orientation, and other topics as needed
- Provide assistance at CCRR and at providers' sites
- Promote high quality early education and care initiatives

Coordinate with EPS:

- Create partnership plan with EPSs
- Provide data to EPS as needed
- Convene regular meetings with EPS in service area

Resource Development

Analyze supply and demand for child and out of school time care in service area by city and town

Recruit new providers based on service area needs including providers to take families using vouchers

Conduct presentations with local business organizations
Conduct select visits to new and existing providers in service area
Provide education and consultation to informal care providers in service area

Data Collection, Tracking & Reporting

Maintain and update provider database, completing all fields in NACCRRAware
Track training and technical assistance given to providers
Generate reports on a variety of data collected
Conduct exit interviews with providers
Conduct provider satisfaction surveys