



STATE OF TENNESSEE  
DEPARTMENT OF EDUCATION

**REQUEST FOR PROPOSALS # 33132-00217  
AMENDMENT # 1  
FOR A COMPREHENSIVELY DESIGNED  
KINDERGARTEN ENTRY INVENTORY**

**DATE:** January 9, 2017

**RFP # 33132-00217 IS AMENDED AS FOLLOWS:**

1. **This RFP Schedule of Events updates and confirms scheduled RFP dates. Any event, time, or date containing revised or new text is highlighted.**

EVENT	TIME (central time zone)	DATE
1. RFP Issued		December 8, 2016
2. Disability Accommodation Request Deadline	2:00 p.m.	December 13, 2016
3. Pre-response Conference	2:00 p.m.	December 19, 2016
4. Notice of Intent to Respond Deadline	2:00 p.m.	December 20, 2016
5. Written "Questions & Comments" Deadline	2:00 p.m.	December 28, 2016
6. State Response to Written "Questions & Comments"		January 9, 2017
7. Response Deadline	2:00 p.m.	January 25, 2017
8. State Completion of Technical Response Evaluations		February 8, 2017
9. State Opening & Scoring of Cost Proposals	2:00 p.m.	February 9, 2017
10. State Notice of Intent to Award Released <u>and</u> RFP Files Opened for Public Inspection	2:00 p.m.	February 10, 2017
11. End of Open File Period		February 22, 2017
12. State sends contract to Contractor for signature		February 23, 2017
13. Contractor Signature Deadline	2:00 p.m.	February 24, 2017

2. **State responses to questions and comments in the table below amend and clarify this RFP.**

Any restatement of RFP text in the Question/Comment column shall NOT be construed as a change in the actual wording of the RFP document.

QUESTION / COMMENT	STATE RESPONSE
1 Is there an incumbent for this contract? If so, who is the incumbent and when does their contract expire?	There is not an incumbent for the statewide KEI implementation, though the state currently has a no cost contract with WestEd for a KEI field test in five districts in Nashville and Memphis as a Preschool Development Expansion Grant requirement. The contract with WestEd ends June 30, 2017.
2 If a responder has both a readiness snapshot (KEI) and a formative tool that will enable teachers to monitor learning progressions over time, could Respondents offer two solutions in the RFP response that does offer alternatives for the TDOE? i.e., KEI tool as one solution and the KEI combined with a formative tool for the second solutions. If Respondents are able to offer the two solutions, we'd need the opportunity on the Cost Proposal to describe the costs for either option.	Respondents should propose a KEI that meets the requirements of RFP Attachment 6.6, Pro Forma Contract. If Respondents would like to include information related to an aligned formative tool, it can be described in RFP Attachment 6.2, Section C, Item Reference C.12, but it is not required and should not be included in RFP Attachment 6.3, Cost Proposal and Scoring Guide.
3 Regarding customizations that are delineated in each year of the timeline documentation. Will customization be required or expected each year? If so, will the requirement or expectation have a specific percentage of items that the DOE will expect to be customized each year?	There is no requirement for customization or for a specific percentage of items to be customized each year, but the State would like to have the flexibility to customize the KEI blueprint and/or test items as needed, based on feedback from stakeholders and potential updates to the Tennessee Early Learning Developmental Standards.
4 You had noted that we would be able to get a list of the attendees at the pre-response conference. If so, we would be interested in receiving the list.	The pre-response conference attendee list is attached to this RFP Amendment.
5 Does a University typically have the same requirements as a for-profit vendor regarding the need for the credit references and reports? Do we need to report our tax-exempt status or include that in our submission? Are there items where we might respond with N/A; if so, are you able to identify those for us so we would not be considered non-responsive?	<p>Yes, a university has the same requirements as a for-profit vendor regarding all mandatory requirements including credit references and credit report.</p> <p>No, it is not required that a vendor submit its tax-exempt status.</p> <p>No, an N/A response is not acceptable. If there are items that a Respondent thinks is not applicable, an explanation must be submitted.</p>
6 [Page 11, 4.6: Insurance] What insurance are we required to have? Does this include insurance regarding data loss?	The insurance requirements have been added as RFP Attachment 6.6, Pro Forma Contract section D.32.
7 [Page 18, A.8] How should we certify that the KEI is "ready to be operational statewide in fall 2017"? Is a signed document of some sort required? Will a letter stating that it is ready be sufficient? What kind of evidence do you require?	A written statement is sufficient.
8 [Page 19, B.6] Does this statement about "change of control" pertain to only the prime contractor or to subcontractors as well? Is the passing of the subcontractor's CEO	RFP Attachment 6.2, Section B, Item Reference, B.6 pertains only to the Respondent/prime contractor.

QUESTION / COMMENT	STATE RESPONSE
considered a "change of control," or is this limited to sale of the company, etc.?	
9 [Page 20, B.13] What is the scope of the section that asks for a personnel roster and the number of hours each person will devote to their tasks? Technical support is part of the RFP's requirements, which would mean the entire staff of the subcontractor would be listed — but it is impossible to say how many hours each staff member would spend on support over a 5-year contract, other than just listing their normal work schedule.	RFP Attachment 6.2, Section B, Item Reference B.13 relates to the key personnel and the estimated number of hours that will be needed to meet the RFP Attachment 6.6, Pro Forma Contract Scope of Services.
10 [Page 20, B.14] Is a vendor considered a subcontractor of Respondent, or as the co-Respondent, since we are partners in regards to the software being offered? Does subcontractor include something like a hosting provider/data center where the web servers and database will be housed, or only the people involved in the development of the assessment and its online software component?	It is the vendors' responsibility to determine who will submit a Response as the prime contractor. Please refer to RFP section 3.3.7.
11 [Page 24, C.15] Will "Train the Trainer" (APT) be the only way that you will accept the delivery of training? Will the vendor be able to offer any direct training to teachers?	Vendors will be able to offer a training plan that includes a train the trainer model, as well as direct training of teachers, as long as the cost is incorporated into the RFP Attachment 6.3 Cost Proposal & Scoring Guide and does not exceed the State's budget.
12 [Page 25, C.16] Will you require IRR in the first year? Would you like this built into the teacher trainings?	Yes, the State will require inter-rater reliability in the first year and it should be built into the trainings.
13 [Page 25, C.18] Describe ongoing technical support on administration of the tool – Clarity needed - This could refer to training, development (coding around administrator/updates to administrator) or purely technical support for admins.	Ongoing technical support includes technical support for administrators and teachers during KEI implementation, annual trainings for each new year of KEI implementation, and ongoing support for administrators in the development and customization of the KEI. RFP Attachment 6.2, Section C, Item Reference C.18 has been revised for clarity.
14 [Page 25, C.19] Will vendor have a partner at the DOE to coordinate the logistics and assist vendors in choosing the locations of the trainings?	Yes, the vendor will have a primary contact at the TDOE regarding logistics.
15 [Page 25, C.18 and C.22] Can you help to differentiate Items C.18 and C.22? "Ongoing technical support" (C.18) and "help desk functionality" (C.22) are the same thing in terms of how we provide support for our customers, but please tell us if you have something specific in mind that differentiates for you those two services.	Ongoing technical support refers to KEI data management throughout the year and help desk functionality refers to EA end-user supports during the KEI administration window. RFP Attachment 6.2, Section C, Item Reference C.18 has been revised for clarity.
16 [Page 35, A.3] Please clarify student exemptions.	Student exemptions refers to specific case-by-case situations where a child may not be able to participate in the KEI due to special needs or another

QUESTION / COMMENT	STATE RESPONSE
	challenge, or situations where a parent may opt-out of testing if the State decides to allow an opt-out option. This is yet to be determined.
17 [Page 35, A.3.b] Refers to “participating education agencies”. Will the KEI be administered to all 75,000 kindergarteners statewide or will EA/district participation be optional?	Currently, the KEI is optional for districts in year one, but all districts will be encouraged and incentivized by the State to adopt the KEI. The State has plans to phase in a mandatory KEI requirement, though this has yet to be finalized.
18 [Page 37, A.4] Year 2 - Please clarify what you mean by “customization” of the KEI after year 1 of administration. Can you please provide examples of what this might look like?	Customization refers to changes in the KEI blueprint, including how it is aligned to the TN-ELDS in the essential domains of school readiness and/or what weight each domain carries in the overall assessment, as well as changes in actual test items, which could include eliminations, alterations to items, and the addition of new items.
19 [Page 37, A.3.p.6] Define dedicated KEI Call center. Is the expectation that a separate facility with dedicated agents who only work with KEI customers will be put in place? Or is the expectation that a dedicated toll free number will be assigned to KEI and that agents will understand that callers on that line are from KEI?	The State does not expect a separate facility. The State expects a KEI call center to have a dedicated toll free number for KEI end-users to call for technical support, as well as an email function for questions and responses within a 24-hour period. RFP Attachment 6.6, Pro Forma Contract section A.3.p.6) has been revised for clarity.
20 [Page 41, A.6] Under Psychometric Validation - Is there any validation work mandated that would require a third-party evaluator, meaning non-vendor staff?	No, TDOE expects that the vendor will have at least two Psychometricians on staff who can verify the validity with our own staff. RFP Attachment 6.6, Pro Forma Contract section A.6.a has been revised for clarity.
21 [Page 42, A.6.m] Are SPSS, Stata, and SAS approved for use as the statistical software used for analysis, or does it have to be IRTPRO3?	For item psychometrics the TDOE’s psychometricians use IRTPRO3 and vendors will need to use this software for item psychometric analysis. For statistical analysis SAS is acceptable.
22 [Page 42, A.6.n] Are the IRR studies conducted by third party evaluators? What specifically is required under the IRR studies?	No, IRR information will be collected by the vendor. TDOE expects the vendor to provide data from the teacher training process and actual scores to ensure valid results are being reported.
23 [Page 43, A.7] When are the Implementation materials due to the state? Will these materials be changed or customized annually?	Implementation materials are due to the State according to the timeline specified in RFP Attachment 6.6, Pro Forma Contract section A.4 and work plan timeline. The materials may be customized annually, depending on State requirements.
24 [Page 48, A.8(i)13] “At the termination of this contract, all TN data must be sanitized...” Will this apply to data that the vendor has de-identified or anonymized for further development of the product?	No, this does not apply to de-identified TN data.
25 [Page 49, A.8.n] Accessibility Standards require 508 Standards - Does this refer to teachers, students, or both?	Accessibility standards refers to students specifically.
26 Does TN require information from Sections A (Mandatory Requirements) and B (General Qualifications) for subcontractors	Responses to RFP Attachment 6.2, Sections A and B relate only to the Respondent (prime contractor).

QUESTION / COMMENT	STATE RESPONSE
listed in our response? Or just for the primary respondent?	
27 We're having a challenge matching-up the cost proposal in the RFP with the pro forma contract, and could use some clarification. Specifically, the second item in the cost proposal is titled "Web-based data collection and reporting system," but then references items in the contract aligned with training, implementation updates, and support (A.3.n. & A.4). In the contract, subsection A.3.p. speaks to data collection, but is not referenced in the cost proposal document. We would typically include the data collection and user-friendly reports within the tool itself (per student fee), or as a separate item. But we are comfortable including it alongside training if that's TN's preference. Again, just looking for clarity.	The references have been revised in RFP Attachment 6.3 and RFP Attachment 6.6, Pro Forma Contract Section C.3. The data collection and user-friendly reports should be included within the tool itself, included in the per student fee.
28 Given that the scope for ongoing customization of future versions of the KEI is based on feedback from TN stakeholders and cannot be specifically defined at this time, is it possible to propose individuals from a vendor firm as consultants for future development/customization without defining the vendor as an official subcontractor? If so, can a separate division from the same vendor firm submit a proposal as a prime for a separate instrument without violating the conditions set forth in Section 3.3.7?	This question is unclear. However, assuming it is referring to a division of a Respondent/prime contractor being listed as a subcontractor for another Respondent/prime contractor, the answer is no.

**3. Delete RFP Attachment 6.3, Section C, Item Reference C.18 in its entirety and insert the following in its place (any sentence or paragraph containing revised or new text is highlighted):**

C.18.	Describe on-going technical support on administration of the tool. Ongoing technical support includes technical support for administrators and teachers during KEI implementation, annual trainings for each new year of KEI implementation, and ongoing support for administrators in the development and customization of the KEI.		8	
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**4. Delete RFP Attachment 6.3 in its entirety and insert the following in its place (any sentence or paragraph containing revised or new text is highlighted):**

**RFP ATTACHMENT 6.3.**

**COST PROPOSAL & SCORING GUIDE**

*NOTICE: THIS COST PROPOSAL MUST BE COMPLETED EXACTLY AS REQUIRED*

**COST PROPOSAL SCHEDULE**— The Cost Proposal, detailed below, shall indicate the proposed price for goods or services defined in the Scope of Services of the RFP Attachment 6.6., *Pro Forma* Contract and for the entire contract period. The Cost Proposal shall remain valid for at least one hundred twenty (120) days subsequent to the date of the Cost Proposal opening and thereafter in accordance with any contract resulting from this RFP. All monetary amounts shall be in U.S. currency and limited to two (2) places to the right of the decimal point.

**NOTICE:** The Evaluation Factor associated with each cost item is for evaluation purposes only. The evaluation factors do NOT and should NOT be construed as any type of volume guarantee or minimum purchase quantity. The evaluation factors shall NOT create rights, interests, or claims of entitlement in the Respondent.

Notwithstanding the cost items herein, pursuant to the second paragraph of the *Pro Forma* Contract section C.1. (refer to RFP Attachment 6.6.), "The State is under no obligation to request work from the Contractor in any specific dollar amounts or to request any work at all from the Contractor during any period of this Contract."

This Cost Proposal must be signed, in the space below, by an individual empowered to bind the Respondent to the provisions of this RFP and any contract awarded pursuant to it. If said individual is not the *President* or *Chief Executive Officer*, this document must attach evidence showing the individual's authority to legally bind the Respondent.

<b>RESPONDENT SIGNATURE:</b>			
<b>PRINTED NAME &amp; TITLE:</b>			
<b>DATE:</b>			
<b>RESPONDENT LEGAL ENTITY NAME:</b>			
Cost Item Description	Proposed Cost	State Use Only	
		Evaluation Factor	Evaluation Cost (cost x factor)
KEI as defined in section A.3.a.-m	\$ / student/year	375,000	
Web-based data collection and reporting system A.3.p.	\$ / year	5	
<b>EVALUATION COST AMOUNT</b> (sum of evaluation costs above): The Solicitation Coordinator will use this sum and the formula below to calculate the Cost Proposal Score. Numbers rounded to two (2) places to the right of the decimal point will be standard for calculations.			
$\frac{\text{lowest evaluation cost amount from all proposals}}{\text{evaluation cost amount being evaluated}} \times 30 \text{ (maximum section score)} = \text{SCORE:}$			
<i>State Use – Solicitation Coordinator Signature, Printed Name &amp; Date:</i>			

**5. Delete RFP Attachment 6.6, section A.3.p.6) in its entirety and insert the following in its place (any sentence or paragraph containing revised or new text is highlighted):**

- 6) include a KEI call center with a **dedicated** toll-free phone line to receive calls and **a dedicated email address** to receive emails on all business days from 7:00 a.m. to 4:30 p.m. Central Time. The call center shall respond to all calls and e-mails within one working day of receipt using the same delivery method. The call center should offer an online internet chat system for support by August 2017.

**6. Delete RFP Attachment 6.6, section A.6.a in its entirety and insert the following in its place (any sentence or paragraph containing revised or new text is highlighted):**

- a. The Contractor shall have at least two Psychometricians on staff and provide all psychometric activities related to the Kindergarten Entry Inventory

**7. Delete RFP Attachment 6.6, section C.3.b in its entirety and insert the following in its place (any sentence or paragraph containing revised or new text is highlighted):**

- b. The Contractor shall be compensated based upon the following payment methodology:

Goods or Services Description	Amount (per compensable increment)
KEI as defined in section A.3.a.-m.	\$ Number/Student/year
Web-based data collection system; A.3.p.	\$Number/per year

**8. Add the following as RFP Attachment 6.6, Pro Forma Contract section D.32 and renumber any subsequent sections as necessary:**

D.32. Insurance. Contractor shall provide the State a certificate of insurance (“COI”) evidencing the coverages and amounts specified below. The COI shall be provided ten (10) business days prior to the Effective Date and again upon renewal or replacement of coverages required by this Contract. If insurance expires during the Term, the State must receive a new COI at least thirty (30) calendar days prior to the insurance’s expiration date. If the Contractor loses insurance coverage, does not renew coverage, or for any reason becomes uninsured during the Term, the Contractor shall notify the State immediately.

The COI shall be on a form approved by the Tennessee Department of Commerce and Insurance (“TDCI”) and signed by an authorized representative of the insurer. The COI shall list each insurer’s national association of insurance commissioners (also known as NAIC) number and list the State of Tennessee, Risk Manager, 312 Rosa L. Parks Ave., 3<sup>rd</sup> floor Central Procurement Office, Nashville, TN 37243 in the certificate holder section. At any time, the State may require the Contractor to provide a valid COI detailing coverage description; insurance company; policy number; exceptions; exclusions; policy effective date; policy expiration date; limits of liability; and the name and address of insured. The Contractor’s failure to maintain or submit evidence of insurance coverage is considered a material breach of this Contract.

If the Contractor desires to self-insure, then a COI will not be required to prove coverage. In place of the COI, the Contractor must provide a certificate of self-insurance or a letter on the Contractor’s letterhead detailing its coverage, liability policy amounts, and proof of funds to reasonably cover such expenses. Compliance with Tenn. Code Ann. § 50-6-405 and the rules of the TDCI is required for the Contractor to self-insure workers’ compensation.

All insurance companies must be: (a) acceptable to the State; (b) authorized by the TDCI to transact business in the State of Tennessee; and (c) rated A- VII or better by A. M. Best. The Contractor shall provide the State evidence that all subcontractors maintain the required insurance or that the subcontractors are included under the Contractor’s policy.

The Contractor agrees to name the State as an additional insured on any insurance policies with the exception of workers’ compensation (employer liability) and professional liability (errors and omissions) (“Professional Liability”) insurance. Also, all policies shall contain an endorsement for a waiver of subrogation in favor of the State.

The deductible and any premiums are the Contractor’s sole responsibility. Any deductible over fifty thousand dollars (\$50,000) must be approved by the State. The Contractor agrees that the insurance requirements specified in this Section do not reduce any liability the Contractor has assumed under this Contract including any indemnification or hold harmless requirements.

The State agrees that it shall give written notice to the Contractor as soon as practicable after the State becomes aware of any claim asserted or made against the State, but in no event later than thirty (30) calendar days after the State becomes aware of such claim. The failure of the State to give notice shall only relieve the Contractor of its obligations under this Section to the extent that the Contractor can demonstrate actual prejudice arising from the failure to give notice. This Section shall not grant the Contractor or its insurer, through its attorneys, the right to represent the State in any legal matter, as the right to represent the State is governed by Tenn. Code Ann. § 8-6-106.

All coverage required shall be on a primary basis and noncontributory with any other insurance coverage or self-insurance carried by the State. The State reserves the right to amend or require additional endorsements, types of coverage, and higher or lower limits of coverage depending on the nature of the work. Purchases or contracts involving any hazardous activity or equipment, tenant, concessionaire and lease agreements, alcohol sales, cyber-liability risks, environmental risks, special motorized equipment, or property may require customized insurance requirements (e.g. umbrella liability insurance) in addition to the general requirements listed below.

a. Commercial General Liability Insurance

- 1) The Contractor shall maintain commercial general liability insurance, which shall be written on an Insurance Services Office, Inc. (also known as ISO) occurrence form (or a substitute form providing equivalent coverage) and shall cover liability arising from property damage, premises/operations, independent contractors, contractual liability, completed operations/products, personal and advertising injury, and liability assumed under an insured contract (including the tort liability of another assumed in a business contract).
- 2) The Contractor shall maintain bodily injury/property damage with a combined single limit not less than one million dollars (\$1,000,000) per occurrence and two million dollars (\$2,000,000) aggregate for bodily injury and property damage, including products and completed operations coverage with an aggregate limit of at least two million dollars (\$2,000,000).

b. Workers' Compensation and Employer Liability Insurance

- 1) For Contractors statutorily required to carry workers' compensation and employer liability insurance, the Contractor shall maintain:
  - i. Workers' compensation in an amount not less than one million dollars (\$1,000,000) including employer liability of one million dollars (\$1,000,000) per accident for bodily injury by accident, one million dollars (\$1,000,000) policy limit by disease, and one million dollars (\$1,000,000) per employee for bodily injury by disease.
- 2) If the Contractor certifies that it is exempt from the requirements of Tenn. Code Ann. §§ 50-6-101 – 103, then the Contractor shall furnish written proof of such exemption for one or more of the following reasons:
  - i. The Contractor employs fewer than five (5) employees;
  - ii. The Contractor is a sole proprietor;
  - iii. The Contractor is in the construction business or trades with no employees;
  - iv. The Contractor is in the coal mining industry with no employees;
  - v. The Contractor is a state or local government; or



vi. The Contractor self-insures its workers' compensation and is in compliance with the TDCI rules and Tenn. Code Ann. § 50-6-405.

c. Automobile Liability Insurance

- 1) The Contractor shall maintain automobile liability insurance which shall cover liability arising out of any automobile (including owned, leased, hired, and non-owned automobiles).
- 2) The Contractor shall maintain bodily injury/property damage with a limit not less than one million dollars (\$1,000,000) per occurrence or combined single limit.

d. Cyber Liability and Network Security Insurance, covering network security and privacy risks, including but not limited to unauthorized access, failure of security, breach of privacy perils, wrongful disclosure, or other negligence in the handling of confidential information, privacy perils, and including coverage for related regulatory defense and penalties; data breach expenses, in an amount not less than five million dollars (\$5,000,000.00) per occurrence or claim, five million dollars (\$5,000,000.00) in the aggregate including but not limited to consumer notification, whether or not required by law, in the performance of services hereunder.

9. **RFP Amendment Effective Date.** The revisions set forth herein shall be effective upon release. All other terms and conditions of this RFP not expressly amended herein shall remain in full force and effect.

**RFP 33132-00217 PRE-RESPONSE CONFERENCE SIGN-IN**

COMPANY NAME	NAME	EMAIL ADDRESS	PHONE NUMBER
Central Procurement Office	Kristen McKeever, RFP Coordinator	<a href="mailto:Kristen.McKeever@tn.gov">Kristen.McKeever@tn.gov</a>	(615) 741-0935
Central Procurement Office	Richard VanNorman, Diversity Business Liaison	<a href="mailto:Richard.VanNorman@tn.gov">Richard.VanNorman@tn.gov</a>	(615) 253-4654
Department of Education	Lisa Wiltshire, Executive Director, Office of Early Learning	<a href="mailto:Lisa.Wiltshire@tn.gov">Lisa.Wiltshire@tn.gov</a>	(615) 770-5391
Department of Education	Beth Vorhaus, Education Consultant, PreSchool Development Grant	<a href="mailto:Beth.Vorhaus@tn.gov">Beth.Vorhaus@tn.gov</a>	(615) 781-6505
Department of Education	Elizabeth Alves, Assistant Commissioner of Division of Early Learning and Literacy	<a href="mailto:Elizabeth.Alves@tn.gov">Elizabeth.Alves@tn.gov</a>	(615) 741-1452
Children's Interactive Media	Cynthia C. Millikin (Cindy), Ph.D., Assistant Professor	<a href="mailto:cmillikin@jhu.edu">cmillikin@jhu.edu</a>	(410) 516-0166
Children's Interactive Media	Linda Gorham	<a href="mailto:lgorham@jhu.edu">lgorham@jhu.edu</a>	(410) 340-2843
Children's Interactive Media	Lisa Reed	<a href="mailto:lisa.reed@jhu.edu">lisa.reed@jhu.edu</a>	
Children's Interactive Media	Jackie Nunn	<a href="mailto:jnunn@jhu.edu">jnunn@jhu.edu</a>	
Curriculum Associates	Michelle Frazier, Sr. Director, Bids & Proposals	<a href="mailto:mfrazier@cainc.com">mfrazier@cainc.com</a>	(207) 351-8400

**RFP 33132-00217 PRE-RESPONSE CONFERENCE SIGN-IN**

COMPANY NAME	NAME	EMAIL ADDRESS	PHONE NUMBER
WestEd	Matthew N. Nathan	<a href="mailto:mnathan@wested.org">mnathan@wested.org</a>	(415) 238-0460
HighScope	Jeff Beal	<a href="mailto:jbeal@highscope.org">jbeal@highscope.org</a>	(810) 479-6194
HighScope	Adam Robson	<a href="mailto:arobson@highscope.org">arobson@highscope.org</a>	
Teaching Strategies	Sayra Hughes, Proposal Manager	<a href="mailto:Sayra.H@teachingstrategies.com">Sayra.H@teachingstrategies.com</a>	(301) 974-7703