REQUEST FOR INFORMATION
Boston Children's Savings Accounts (CSAs) Pilot Program Tech Tool

Issued by:
The City of Boston
Martin J. Walsh, Mayor

Mayor's Office of Workforce Development
Trinh Nguyen, Director

RFI Issue Date: August 26, 2015
RFI Closing Date: September 22, 2015, 5:00pm EST

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The Mayor's Office of Workforce Development is a division of the Boston Redevelopment Authority.

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1. Overview

Mayor Walsh's administration is committed to helping Boston's children achieve their dreams beyond high school. Specifically, the City of Boston is working to increase access to postsecondary education as a pathway to financial empowerment. The City's Office of Workforce Development (OWD) is launching a Children's Savings Account for College (CSA) program that will ultimately open a college savings account for every Kindergarten (K2) student. We're starting with a three-year pilot program and are looking for a technology solution to support our work.

OWD wants to learn more about the ways technology can help us deliver the Boston CSA Pilot Program. We're looking for a tool that:

a.   encourages Boston families to use their accounts,

b.   enables OWD to sustainably provide excellent customer service for those families,

c.   provides OWD with data that will help us improve the program, and

d.   allows OWD the flexibility to iterate and adapt the program based on program performance and feedback.

1.1 Project Background

Research[1] and practice[2] around the country strongly suggest that CSAs impact children's mindset towards college, their access to higher education, and their financial capability. Therefore, as part of OWD's work to ensure long-term economic success for Boston's children, they intend to partner with the City's Treasury Department, the Eos Foundation, and the Boston Public Schools (BPS) to pilot a CSA program.

Inspired by San Francisco's Kindergarten to College (K2C) program, OWD will launch a universal CSA program at the Kindergarten (K2) level. Every child entering kindergarten at a public school (district or charter) in Boston will receive a CSA account that remains with them for at least 12 years, until he or she is ready to pursue post-secondary education. Families can deposit into the accounts at any time and have an opportunity to earn incentives for their savings.

The first step toward a universal program is a 3-year pilot beginning in the fall of 2016. ODW and a partnering financial institution will open CSAs for an estimated 500 kindergarteners each year at three to five schools, for a total of 1,500 participants in the pilot's third year.

Each student will receive a seed deposit for their CSA. Savings incentives (such as matching funds and providing bonus funds for achieving particular benchmarks) will also be provided to families who contribute to their accounts.[3] Private dollars will be used to fund accounts during

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[1] 1to1Fund.org (a CFED initiative). Based on research by Elliott, William. "Small-dollar children's savings accounts and children's college outcomes." Children and Youth Services Review 35, no. 3 (2013): 572-585.

[2] Frank DeGiovani, Ford Foundation at CFED CSA conference. SEED Project result.

[3] Any deposits from families directly are referred to as "family deposits." And deposits from public or private donors for the account seed or savings incentives are referred to as "program funds."

the pilot phase. In addition, financial empowerment services, such as a financial education and counseling, will be integrated into the effort in order to maximize the program's effectiveness.

OWD will partner with financial institution(s) for this program. A "Master Account" will be held by the City to house program funds. Separately, deposit-only savings accounts will be opened for each child.[4] We want to make it as easy as possible for families to access the accounts and make deposits. With the exception of certain withdrawal restrictions, it will be just like using a traditional savings account, with features like viewing account balances online and making deposits online or at a bank.

We have three goals for the three-year pilot program:

1. Create a CSA program that results in high participation by families, and can be sustainably be scaled to accommodate ~5,000 new student accounts per year. One proof point for participation will be regular deposit activity from families. Appropriate targets for participation will be jointly developed during project startup.
2. Learn from families and participating schools what program elements positively and negatively impact their participation, and adjust the CSA program accordingly.
3. Learn from families, school building staff (teachers, principals), and community organizations what impact the CSA program is having on the mindset of Boston children and parents. This may include analyzing attendance and school performance data.

These goals are in service of the primary goals of the full-scale program:

1. Create a college-going culture in Boston and expectations that every child in Boston will enroll in and complete college or some form of post-secondary education.
2. Increase the percentage of Boston's children who graduate from high school, enroll in and complete college or some form of post-secondary education.
3. Increase children and families' financial capability to help create lifelong savings and investment habits, thereby increasing financial inclusion among many of the city's disadvantaged residents.

1.2 Key Definitions
- 'Vendor' refers to one that is responding to an RFI
- 'The City' refers to the City of Boston
- 'Participants' refers to Boston families

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[4] The exact financial account model for this program is still being determined. A likely model, and what is currently used for San Francisco's K2C program, is an Escrow Account model. In this model OWD is a custodian of a Master Escrow Account, and each child is a beneficiary with a sub-account. Sub-accounts are automatically opened for each child, by the City, with family identification data provided by Boston Public Schools. OWD may consider alternative account models: for example, the City could have a Master depository account to house CSA program funds (e.g.: seed deposits) while families open their own accounts and register them with OWD.

1.3 RFI Communications and Inquiries

With the release of this RFI, all communications (including questions you may have as you pull together your responses) must be directed in writing via email to the contact person below.

The RFI contact is:

Kimberly Burson
Mayor's Office of Workforce Development
EDIC/BRA
43 Hawkins Street
Boston, MA 02114

Email: kimberly.burson@boston.gov
Phone: 617-918-5279

1.4 RFI Timeline

The preliminary RFI Schedule is detailed below. Dates are subject to change. Any changes will be posted in an addendum that can be found on OWD's website.

RFI available	Wednesday, August 26
Q&A conference call	Thursday, September 10
Deadline for submitting RFI response	**5pm EST Tuesday, September 22**

2. Project Scope

We're looking for information on four parts of this project: (2.1.) the back end, (2.2) the front end, (2.3) potential future requirements, and (2.3) sustainability & scalability. You can provide responses to all of the challenges we describe in this RFI, or pieces of the projects. We'd like to see responses that address our requirements in full or in part.

Please note that we haven't finalized the parameters and scope of the project; for example, we haven't made a final selection of the financial institution and product(s) we'll use.

2.1 Back End

In order to achieve working front end capabilities, we know the back end will need to, at minimum:
- securely coordinate data from a number of sources (see Appendix B),
- automate a number of processes (data transfer, executing savings incentives, generating program reports), and
- incorporate an adaptability to changes and innovations in the financial services and technology sectors.

2.2 Front End

The front end of the tech tool will be each family's first experience with the CSA program--and it will hopefully remain their 'command central' as they continue to participate in the program. We want to make it as easy as we can for participating families to interact with their CSA account. This means the tool must be accessible, intuitive to use, easy to navigate, and aesthetically pleasing. At minimum, families must be able to:

- View information such as deposit amounts, incentives earned, and total amount "saved"
- Update contact information, withdraw funds, and leave the program;
- Ask for help and provide feedback

These functions should be accessible for all families, including but not limited those using any web browser or mobile device, those who have limited computer skills, families who read and write languages other than English (including Spanish, traditional and simplified Chinese, Haitian and Cape Verdean Creole, Vietnamese, and Portuguese), and users who have disabilities under ADA Title II (see WCAG2 and Section 508 for guidance).

The tech tool must also provide an interface for OWD staff, so they can quickly and efficiently serve participating families. At minimum, OWD will need to:

- provide help and support to participating families,
- share program reminders and alerts with participating families,
- deliver useful and effective financial education to participating families,
- solicit feedback from families, and analyze participant data in ways that are compelling to funders and constituents.

2.3 Potential Future System Requirements

In addition to the minimum requirements described above, we're interested in the following features:

- Multiple types of savings incentives, such as:
    - *1:1 match*- for every $1 that a participating family deposits into their account, OWD matches that contribution with $1 of program funds
    - *Steady Saver*- participants who deposit on a pre-determined regular basis receive a fixed bonus (e.g., participants who make deposits once per month for six consecutive months receive an additional $100 of program funds from OWD)
    - *Benchmark*- participating children who achieve specific academic benchmarks will receive a fixed bonus (e.g., children who make perfect attendance for six weeks in a row receive an additional $100 of program funds from OWD),
- Ways for families to be able to set and track their own savings goals
- Financial education texts, emails, or alerts that are pushed to families based on specific demographics and milestones
- Automatic data analysis that displays real-time analytics in easy-to-read ways
- Social media integration (Twitter, Facebook, Instagram, email) for participants, OWD, and other partners to highlight achievements
- Integration with other City tools such as Discover BPS

2.4 Sustainability & Scalability

Terrific customer service requires a commitment to constant improvement. We need an ever-improving solution based on stakeholder feedback, with a robust marketing and community outreach campaign. OWD will also require training as well as ongoing maintenance and support. It is also possible that, over time, OWD will configure new account types and/or help third-party developers build related products.

3. Responses

Responses to this RFI should include: (3.1) a company overview, (3.2) qualifications, (3.3) a description of your proposed solution, and (3.4) an ownership proposal.

3.1 Company Overview & Partnerships

Provide a brief description of your:
- company (business concept, operating structure),
- services,
- business size (revenue, employees, customers), and
- point(s) of contact (name, address, phone(s), email address).

Include any relevant partnerships that your company currently maintains and the type of partnership (e.g., service/solution provider, value-added reseller, etc.).

3.2 Experience & Qualifications

Describe your company's planning, design, and implementation experience in:
- working with banking data and IT solutions,
- working with school data and IT solutions, and/or
- building web-based financial education tools.

Additionally, provide three (3) past performances within the last three years, in which your company served as the primary vendor to implement banking, school, or financial education solution. Please include the following:
- Project name
- Title of contract
- Approximate value of contract
- Point of contact
- Contact information
- Were you the Prime or Sub?
- Partners (specific role, responsibility, deliverables)
- Description of products implemented
- Date of deployment into production

3.3 Response to Project Scope

Please share how you would address the four parts of the project outline in Section 2:

3.3.1 Back End
- This tool must be dependable and secure. How would user access and security restrictions be managed? Describe your experience handling sensitive information such as student data and financial records. Provide a detailed description of your confidentiality and security standards, including compliance with the FERPA Act, PCI compliance, and any other state and federal laws regarding data privacy and protection. Identify all industry standards that your proposed solution meets.
- How would you automate data transfer for the data described in Appendix B?

- How would your solution adapt to changes and innovations?
- If any hardware and/or software are required at OWD as part of a hosted solution, please specify and provide detail.

3.3.2 Front End
- Describe how your tool would provide a terrific experience for both families and OWD. Please reference your own work and/or other design inspirations, and explain how you would provide the features and accessibility described in the Project Scope. Address how families and OWD would view and share information. How would the tool accommodate users on any browser or device, including those with limited computer or English language skills and users with disabilities?
- How would you make the raw data collected in the system available to our partners? Please specify frequency and formats of data transfers, and which components of the raw data are, and are not, made accessible in this way.
- What information you would be able to provide to help us understand how families use your proposed tech tool and the program?
    - How would you automate data transfer for these metrics?
    - What customization can be done by users?

3.3.3 Sustainability & Scalability
Please provide a detailed project timeline that could meet OWD's goal of launching a pilot in August 2016. As part of this timeline, include answers to the following:
- How would you provide the potential future system requirements described in (2.3)?
- Will you have the ability to regularly collect user feedback through the platform? Describe how you would incorporate feedback from the various user types.
- How might you envision OWD's future ability to set up new accounts without a significant amount of custom work?
- Specify and detail the scalability of the recommended solution and what would be required to expand for increased usage.
- If you can provide training for key OWD staff, tell us what your training plan might be and specify the skills OWD staff might need.
- Describe the ongoing maintenance and support at all levels for your proposed solution.

3.3.4 Other Solution Details
In addition to the written RFI response based on the questions detailed in section 3.3.1 through 3.3.3, vendors are asked to provide any additional information around their proposal that the vendor feels is necessary to allow OWD to make informed planning and budgeting decisions. In particular, we are interested in other capabilities of the platform that may benefit OWD and the Boston CSA Pilot Program.

3.4 Ownership

3.4.1 Implementation & Pricing

Provide your company's pricing model for the proposed tech tool. Pricing can be hourly or turnkey, and should specify, at a minimum:

- a description and cost for ongoing licensing/service fees of the system or software; if you have multiple models (e.g., per seat or fixed price or hybrid), please indicate all options that may be available to us; if the licensing model contemplates different tiers of users (e.g., call center agents, field workers, end users, etc.), please explain these categories and how it affects pricing,
- a description and cost or cost range of the system integration requirements gathering and implementation services (e.g., gathering, defining, and implementing, migration, directory, directory services integration, email integration, security monitoring, and performance monitoring system integration) for an enterprise environment,
- a description and cost or cost range for policy and configuration requirements gathering and implementation services (e.g. gathering, defining, and implementing in the system business rules, policies, and administrative requirements),
- a description and cost or cost range for third-party software integration services (e.g., gathering, defining, and implementing role and in identified third-party software), and
- if integration is done by partners, please provide a description of a typical integration scenario and the names of a few example integrators.

3.4.2 Ownership & Intellectual Property

Our interest is to work with a partner to develop an exceptional product, a product that continues to improve both beyond this contract. Considering this, there are several options that OWD will consider with respect to the ownership of the code and intellectual property developed under this contract:

1. Work for Hire
   In this option, OWD is the owner of the code and all intellectual property developed as part of this project. In this case, OWD will likely open source this project following its completion, under a license that would encourage others to use the code and the intellectual property.

2. Not Work For Hire, but Perpetual, Unlimited Rights License for OWD to the Code & IP
   In this option, the partner would be the owner of the code and all intellectual property developed as part of this project. OWD would receive a perpetual, unlimited rights license to the software in its final state at the completion of the contract as well as the code and the intellectual property.

   Unlimited rights means that OWD may use, disclose, reproduce, prepare derivative works, distribute copies to the public, and perform publicly and display publicly the code, software, and all related IP, in any manner and for any purpose, and to have or permit others to do so, even for commercial purposes.

3. <u>Not Work For Hire, and Perpetual, Government Purpose License for OWD to the Code & IP</u>
   In this option, the partner would be the owner of the code and all intellectual property developed as part of this project. OWD would have a perpetual, Government Purpose License to the software and code in its final state at the completion of the contract. A Government Purpose License provides OWD and its affiliated entities the right to reproduce, use, and prepare derivative works for government purposes.

   Government purpose means any activity in which OWD or its affiliated entities is a party, including cooperative agreements with other government entities. Government purposes do not include the rights to use, modify, reproduce, or disclose software or code for private commercial purposes or authorize others to do so.

4. <u>Not Work For Hire, and Perpetual License for OWD to the Code & IP</u>
   In this option, the partner would be the owner of the code and all intellectual property developed as part of this project. OWD and its affiliated entities would have a perpetual license to use the software in its final state at the completion of the contract.

In your response, please specify which of these options you would prefer. You may also propose an alternative if none of these approaches fit your needs. In all instances members of the public will have a limited license to use the public facing component of the software for the purpose of accessing and processing permitting information.

4. Submitting Your Response

4.1 Disclaimer

This RFI is not a formal procurement process to select an operator; it is an informal solicitation to gauge interest and gain information. Responses to this RFI shall serve solely to assist OWD in understand the current state of the marketplace with regard to the solicited information and to inform the development of a possible Request for Proposals (RFP). Responding to this RFI is entirely voluntary, and will in no way affect OWD's consideration of any proposal submitted in response to any subsequent solicitation, nor will it serve as an advantage or disadvantage to the respondent in the course of any RFP that may be issued. All responses to this RFI will be public record under the Commonwealth's Public Records Law, Massachusetts General Laws Chapter 66 s. 10, regardless of confidentiality notices set forth in such responses to the contrary.

4.2 Instructions

Responses to this RFI should address some or all of the sub-sections described in Section 3 above in narrative form. Emailed responses must be viewable in PDF format and printable on 8.5" x 11" paper. Please include all attachments, graphs, tables, and appendices with your proposal in a single document.

4.3 Submission

RFI submissions can be made via email or in person. RFI responses should be submitted **no later than 5pm EST on Tuesday, September 22, 2015**.

All in-person or mailed RFI submissions should be addressed to:

> Kimberly Burson
> Mayor's Office of Workforce Development
> EDIC/BRA
> 43 Hawkins Street
> Boston, MA 02114

All email RFI submissions should be addressed to Kimberly Burson at kimberly.burson@boston.gov. All emailed submissions should include "Boston CSA Pilot Program - RFI Submission" in the subject line.

Appendix A: Overview of Relevant City Departments & Key Stakeholders

Because several stakeholders will come together to produce the CSA Pilot Program, all City departments and key stakeholders--and a general sense of their roles and functions pertaining to the CSA Pilot Program--are detailed in this appendix.

A.1/ Mayor's Office of Workforce Development
Through the Mayor's Office of Financial Empowerment (OFE), the Office of Workforce Development will act as the primary manager of the CSA Pilot Program. OFE will be responsible for all programmatic duties related to the CSA Pilot Program.

A.2/ City of Boston Treasury Department
OWD seeks to partner with the City of Boston Treasury Department. Ideally, this partnership would delegate the Treasury Department as the primary account holder of the CSA account. Ideally, Treasury would be responsible for all banking duties (account auditing, account reconciliation, etc.) related to the CSA Pilot Program.

A.3/ Boston Public Schools
OWD seeks to partner with the Boston Public Schools (BPS). Ideally, this partnership would delegate BPS as the initial point of contact for the CSA Pilot Program. The CSA Pilot Program would be delivered to 3-5 BPS schools with Kindergarten classrooms during the pilot phase; the full program would reach all BPS Kindergarten classrooms. Ideally, BPS would provide participating families with information about the CSA Pilot Program, and they would serve as hosts for the delivery of some of the in-person financial education components.

A.4/ Eos Foundation
The Eos Foundation serves as one of the primary partners driving the CSA Pilot Program. Eos and OFE are jointly designing the CSA Pilot Program to meet Boston's specific needs. Eos is also the primary funder of the CSA Pilot Program.

A.5/ Financial Institution
A financial institution(s) will serve as the banking partner for the CSA Pilot Program.

Appendix B: Overview of Relevant Technical Systems

Stakeholder	Data	System	Sharing Format	Frequency of Sharing
Financial Institution	Participant deposits	TBD	TBD	Nightly
Treasury Department	Seed money/earned incentive(s)	PeopleSoft	Excel	Nightly
Boston Public Schools	Participant contact	Aspen	EdFi SIS	Annually
	Child attendance, grades, etc. (for incentives)	Aspen	EdFi SIS	TBD in partnership with OFE, BPS, IT developer

B.1/ Participant Deposits
Participant deposits into their accounts will likely clear on a nightly basis. Participants and OWD will need to be able to see when deposits are made, amount of each deposit, and cumulative total deposit amounts.

B.2/ Seed Money/Earned Incentives
Participants will begin with up to $100 of seed money earmarked for them in the City's "Master Account." Additionally, participants may "earn" incentives over the course of the program. These incentives are also earmarked in the City's "Master Account" under the participant's name. Participants and OWD will need to be able to see both the seed amount, when incentives are earned, the amount of incentive earned, and cumulative program fund amounts.

B.3/ Child Contact
Children's names, ID numbers, and addresses must be input from BPS after K2 registration has completed and a finalized list of children in each class is made. Additionally, children who join a class mid-year should be able to be added to the program using this information from BPS.

B.4/ Child Attendance, Grades
Children's attendance, grades, other school data may be used as a means for earning incentives in the future (see 2.2). These data would need to come from BPS to trigger earmarking of program funds for specific children.
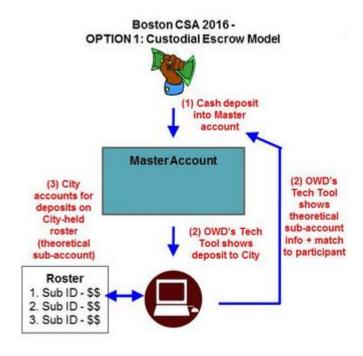
Appendix C: Banking Models Under Consideration

C.1/ Custodial Escrow Model
Under this model, the City is the custodian of an escrow account. Participating families can deposit into the City's account, and their deposits are tagged with an ID to delineate who deposits what. Bank records should reflect this.

In this model, the tech tool:
(1) records deposit data by participating family using IDs (audited using bank records) and
(2) acts as executor of earned incentives (audited by the Treasury).

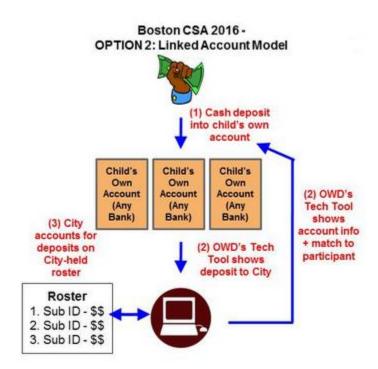Additionally, our developer may need to work with the financial institution we select to create an ID tagging system.

Boston CSA 2016 -
OPTION 1: Custodial Escrow Model

C.2/ Linked Account Model
Under this model, participating families own their own accounts (at any bank), which are linked individually to the tech tool.

In this model, the tech tool:
(1) records deposit data by participating family using bank data and
(2) acts as executor of earned incentives (audited by the Treasury).

Boston CSA 2016 -
OPTION 2: Linked Account Model

C.3/ Individual Custodial Account

Under this model, the City is the custodian of multiple custodial accounts, one opened for each participating child.   Participating families can deposit into an account in the City's account in their child's name. Bank records should reflect this.

In this model, the tech tool:
(1) records deposit data by participating family into the City account in their child's name (audited using bank records) and
(2) acts as executor of earned incentives (audited by the Treasury).

Boston CSA 2016 - OPTION 3: Individual Custodial Account