

**REQUEST FOR PROPOSALS- Wilkinson County School District**  
**Professional Services/Data Analysis and Systems**

July 18, 2024

To Whom It May Concern:

Proposals for the 2024- 2025 Professional Services/ Data Analysis and Systems will be received by Wilkinson County School District located in Woodville, MS, until **Tuesday, August 13, 2024, at 1:00 p.m.** Proposals may be submitted to:

Attn: Carmella C. Scott, Federal Programs Director  
488 Main Street/ P.O. Box 975  
Woodville, MS 39669

Proposals should be sealed and clearly marked "Professional Services/Data Analysis and Systems". Late proposals will not be accepted or considered for award.

Educationally yours,

Carmella C. Scott  
Federal Programs Director

# **Wilkinson County School District 2024 - 2025**

## **REQUEST FOR PROPOSALS**



**WE ARE ONE WCSD**

Professional Services/Data Analysis and Systems

PROPOSALS DUE: August 13, 2024– 1:00 p.m.

PROPOSALS MUST BE SEALED and DELIVERED TO:

Wilkinson County School District

Carmella C. Scott, Federal Programs Director

Office of Federal Programs

P.O. Box 975

Woodville, MS 39669

[ccscott@wilkinson.k12.ms.us](mailto:ccscott@wilkinson.k12.ms.us)

**REQUEST FOR PROPOSALS**  
**Wilkinson County School District**

**Professional Services/Data Analysis and Systems**

The Wilkinson County School District (WCSD), through the Office of Federal Programs, is soliciting competitive sealed proposals from qualified vendors.

**1. REQUEST FOR INFORMATION**

Questions concerning the solicitation should be sent to:

[ccscott@wilkinson.k12.ms.us](mailto:ccscott@wilkinson.k12.ms.us). The deadline for submitting written questions by email is July 30, 2024 1 p.m. Copies of all questions submitted and the responses shall be posted to the WCSD's website [www.wilkinson.k12.ms.us](http://www.wilkinson.k12.ms.us) under the About section and shall be available to the public on August 6, 2024.

\*Questions and answers shall become part of the final Contract as an attachment. Written responses provided for the questions are binding.

**2. DUE DATES FOR PROPOSALS**

The sealed proposals shall be received by 1:00 p.m. Central Time (CT) on August 13, 2024, at the following address, depending on the delivery method used. In-person proposals will be accepted.

**2.1 INSTRUCTIONS FOR DELIVERY**

Proposal shall be submitted in writing and be submitted in three-ring binders with components of the solicitation clearly tabbed. The Vendor shall submit binders as follows:

- One (1) binder for each of the proposals. The **original** copy of the entire proposal/ qualification must be received with vendor identifying information and shall be for the use and files of the WCSD only.
- In addition, one (1) USB shall clearly mark the name of the vendor and provide a single document in a **searchable** Microsoft Word or Adobe Acrobat (PDF) format according to the instructions above.

**Ship Proposals to:**  
**(FedEx, UPS, etc.)**

**Carmella C. Scott**  
Office of Federal Programs  
Wilkinson County School District  
488 Main Street  
Woodville, MS 39669  
**(DO NOT OPEN)**

**Mail Proposals to:**

**Carmella C. Scott**

Office of Federal Programs  
Wilkinson County School District  
P.O. Box 785  
Woodville, MS 39669

**(DO NOT OPEN)**

Pursuant to Mississippi Code Annotated §§ 27-104-7 and 31-7-401 through 31-7-423, the State of Mississippi requires a blind evaluation of certain factors not requiring knowledge of the name of a Vendor. The person designated to create the Register of Proposals shall create a list of all Vendors to present to the Evaluation Committee for conflict-of-interest certification purposes. This list shall only include the name of the Vendor without any corresponding identifying information which would affect the blind evaluation of factors not requiring knowledge of the name of the Vendor.

**Restrictions on Communications with the Office of Federal Programs**

From the issue date of this solicitation until a Vendor is awarded a contract, Vendors and/or their representatives shall restrict communication with any Office of Federal Programs staff regarding this procurement.

**3. RESPONSIVENESS**

- Ensure that competitive proposals are received in the Office of Federal Programs by the deadline date at 1:00 p.m. and assume all risks of delivery.
- The proposals shall be dated, stamped, and recorded in the Office of Federal Programs upon receipt.
- Proposals and modifications received after the time designated in the solicitation shall be considered **late** and shall not be considered for award.
- Incomplete proposals will not be evaluated and will not be returned for revisions. Faxed copies will not be accepted.
- Proposals that do not include one (1) USB clearly marked with the name of the vendor to provide a single document in a **searchable** Microsoft Word or Adobe Acrobat (PDF) format according to the instructions above shall not be evaluated.
- The Proposal transmittal form and all required forms must be signed in blue ink by an authorized official to bind the Vendor to the proposal provisions and must be included.

- Proposals must indicate on the cover page the ‘**Area of Focus**’ the vendor intends to propose services/goods for.

#### **4. SCOPE OF SERVICE**

Target Groups:

- School Leadership Teams
  - District Leadership
- Kindergarten - 12th grade Teachers
- 3rd grade - 12th grade Students

Vendors should provide professional services for leaders, focusing on data collection and practices that lead to increased results, according to the Mississippi Department of Education Accountability Model. Services should increase the capacity to monitor, evaluate, and act upon high-leverage activities that improve student achievement. Services should include:

- Capability to integrate and automatically synchronization data from the student information system, district assessment platforms, online instructional platforms, and state assessment portals;
- Capability to synthesize data from various sources, including but not limited to student information systems, district assessment platforms, and state assessment portals for easy reporting;
- Capability to aggregate and disaggregate data sets including but not limited to state standards/objectives, discipline, attendance, proficiency, growth, and teacher performance to create student, teacher, school, or regional, and district profiles based upon selected search criteria;
- Availability of online tools and technical assistance to support school and district leaders with collecting, synthesizing, and analyzing information, including but not limited to teacher evaluation and a multi-tiered system of support for students;
- Assist in assessing students’ learning strengths and gaps using assessment data from a variety of sources, including state, school, district data, or other sources; help to facilitate regular data meetings with the school’s leadership team to assess, monitor, and adjust students’ learning based on the students’ identified strengths and weaknesses.
- Provide any other training as identified by observation or upon the district’s request.
- A plan for the gradual release of support from vendor to district is needed to ensure sustainability;

**5. TIME FRAME**

The contract will become effective on the date it is signed by all parties and will end no later than June 30, 2025. This contract may be extended for one additional year for up to two additional years at the sole discretion of the Wilkinson County School District and the grantor agency (Mississippi Department of Education). The total number of contractual days will be determined by the availability of funds as approved by the Mississippi Department of Education (MDE). **A contract shall be awarded to the vendor whose proposal is determined to be the most advantageous to the District, taking into consideration the price and the evaluation factors set forth in the solicitation.**

**6. TYPE OF CONTRACT**

It is anticipated that this contract shall be a fixed price contract with payment made upon completion of tasks identified within the proposal.

**7. VENDOR DELIVERABLES**

The contractor will be responsible for performing all tasks required to complete the project as described in the Scope of Work. The following are the district's requirements of the contractor:

- Morning briefing with the building administrator for the plan of the day
- Work with teachers to building capacity based on the directives from the administrator
- Use evidence-based strategies/methods to build teacher capacity
- Debrief with the building administrator before departing.
- Submit a work report to the Federal Programs Director within two days after the visit.

**8. THE WILKINSON COUNTY SCHOOL DISTRICT**

The specific responsibilities of the WCSD are as stated below:

- Provide a contact person to work with the Vendor to ensure quality control.
- Review and approve timeframes and work plans.
- Provide available information to assist the Vendor.
- Provide Statement of Work to Vendor.
- Provide Calendar of Events to Vendor.

**9. AVAILABLE BUDGET**

Because of the scope of this project, we believe it should be possible for different proposers to arrive at vastly differing estimates of resources required. It is

anticipated that this shall allow the proposers to explain exactly what the District shall receive for this amount of funds and shall allow evaluators to determine the best proposals based upon the qualifications and the description of what the District shall receive in exchange for this amount.

## **10. FORMAT AND PROCEDURE FOR DELIVERY OF PROPOSALS**

The proposal shall consist of seven (7) parts Part I – Submission Cover Sheet; Part II – Vendor Profile; Part III – Program Narrative; Part IV - Budget/Cost; Part V – Personnel; Part VI – References/Resumes; VII – Assurances and Signed Attachments.

*The proposal shall be prepared with a 12-point font with single spacing; bound with no staples, clips, or rubber bands. Each page of the **proposal** and all attachments shall be identified with the name of the Vendor.*

The one (1) copy shall consist of the seven (7) parts as follows:

- **Part 1** is the **Submission Cover Sheet** (Attachment A) which shall serve as the cover page of the proposal. **(1 page only)**.
- **Part 2** is the **Vendor Profile**, which shall provide satisfactory evidence of the vendor’s capability to manage and coordinate the types of activities and to provide the services described in this RFP in a timely manner. The description shall include: (a) the vendor’s background and (b) the vendor’s relevant experience as related to the specific area of focus for which the vendor is applying, and (c) a description of at least three successful experiences that the vendor has had in demographically similar districts. A minimum of three (3) references shall be provided. The Vendor Profile shall not be more than three pages. Samples of consultant resumes and previous work outcomes and may be attached as an appendix.
- **Part 3** is the **Program Narrative** that shall provide a clear and concise plan describing (a) which area(s) of focus the vendor is proposing to support, (b) how the services will be managed, performed, and evaluated to meet the identified needs of the WCSD, (c) the process for submitting reports, (d) the process for communicating with the district and (e) the process for evaluating services rendered (No more than five pages).

**Note: Vendors may choose to address one or multiple areas listed in the “Scope of Services” section. Each component will be reviewed independently and may be awarded independently.**

**(Vendors may choose to include their menu of services as a part of the appendix. The menu of services will not replace the program narrative.**

- **Part 4** is the **Budget** that shall include the cost proposal and must encompass all requirements of this RFP. To be considered, vendors must submit a proposal that includes the budget narrative/cost proposal that addresses all costs for services, expenses, and products specified in the RFP. The budget narrative is a maximum cost. The Wilkinson County School District will not pay any costs above this amount. A detailed budget narrative shall be included. Indirect costs will not be allowed. The budget narrative should include all costs associated with the project. A unit price shall be given for each service and such unit price shall be the same throughout the proposal. The Budget Summary form shall be completed and shall accompany the proposal.
- **Part 5** is **Personnel** which shall provide resumes of all those who shall be involved in the delivery of service (from principals to field technicians) that include their experience in this area of service delivery. Indicate the level of involvement by principals of the firm in the day-to-day operations of the contract.
- **Part 6** is the **References/Resumes** section which shall provide at least three (3) references for contracts of similar size and scope, including at least two (2) references for current contracts or those awarded during the past three (3) years. Include the name of the organization, length of the contract, a summary of the work, and the name of and telephone number of a responsible contact person.
- **Part 7** is the **Assurances and signed Attachments**, the section where the Vendor indicates agreement with the terms and conditions as set forth in the solicitation. If the Vendor objects to any of the Standard Terms and Conditions, the objection may be considered an adequate cause for rejection without further negotiations.

## **11. ACCEPTANCE OF PROPOSALS**

The Wilkinson County School District reserves the right, in its sole discretion, to waive minor irregularities in proposals. A minor irregularity is a variation of the **solicitation**, which does not affect the price of the proposal, or give one party an advantage or benefit not enjoyed by other parties, or adversely impacts the interest of the District. Waivers, when granted, shall in no way modify the **solicitation** requirements or excuse the party from full compliance with the solicitation specifications and other contract requirements if the party is awarded the contract.



**11.1. SELECTION CRITERIA AND PROCEDURES**

All proposals received by the stated submission deadline. All proposals received by the stated submission deadline will be evaluated using the selection criteria described in the following section. Proposals will be rated and ranked by a review team from the Wilkinson County School District. The evaluation committee will forward the proposal to the Wilkinson County School District Superintendent for approval.

One or several contracts may be negotiated with the applicant(s) whose proposal(s) best meets the needs of the Wilkinson County School District as determined by the evaluation committee.

The Wilkinson County School District reserves the right to reject all proposals.

**Evaluation of proposals will be based upon the following criteria:**

<b>Organizational Experience</b>	<b>20 points</b>
<ul style="list-style-type: none"> <li>• Ability to perform the services as reflected by technical training and education, general experience, specific experience in providing the required services, and</li> <li>• Qualifications and abilities of personnel proposed to be assigned to perform the services</li> </ul>	
<b>Organizational Qualifications</b>	<b>20 points</b>
<ul style="list-style-type: none"> <li>• Record of past performance of similar work within the last 3 years</li> <li>• Letters/references of support from organizations and/or individual reference letters detailing levels of success with the services/resources.</li> </ul>	
<b>Cost Efficiency</b>	<b>20 points</b>
<ul style="list-style-type: none"> <li>• Total cost of proposed services.</li> <li>• Service and support cost.</li> </ul>	
<b>Capacity for Performance</b>	<b>40 points</b>
<p><b>Points are garnered based on the vendor’s ability to provide the following in each Area of Focus proposed:</b></p> <ul style="list-style-type: none"> <li>• Adequacy of resources, including personnel, equipment, financial stability, and other related factors</li> <li>• Plan for performing required services within the district and schools</li> <li>• Management and planning: procedures and organizational structures</li> </ul>	

proposed for completion of the work as it relates to scheduling of consultants, submission of service reporting, availability to provide technical assistance, communication with district and school leaders, and project management systems.

- Timeliness of services.

**Total Possible Score:**

**100 Points**

The applicant should propose its best and final cost offer in the proposal. The district, at its sole discretion, may open negotiations with responsible applicants after the submission of proposals and prior to award. The district specifically reserves the right to award without negotiations based upon written proposals only.

## **12. REJECTION OF PROPOSALS**

Any proposal shall be rejected in whole or in part when it is determined to be in the best interest of the State, as provided by the Public Procurement Review Board regulations. Reasons for rejecting a proposal include:

- The proposal contains unauthorized amendments to the requirements of the solicitation.
- The proposal is conditional.
- The proposal is incomplete or contains irregularities, which make the proposal indefinite or ambiguous.
- The proposal did not follow the **Format and Procedure for Delivery** as required.
- The proposal transmittal form is not signed by an authorized representative.
- The proposal contains false or misleading statements or references.
- The Vendor is determined to be non-responsive.
- The proposal ultimately fails to meet the announced requirements of the District in some material aspect.
- The proposal price is unreasonable.
- The products or service item offered in the proposal is unacceptable by reason of its failure to meet the requirements of the specifications or permissible alternates or other acceptable criteria set forth in the solicitation.
- The proposal is received late. Late proposals shall be maintained unopened in the procurement file.
- The proposal included vendor specific information or evidence.
- The Vendor did not include a USB with the name of the vendor to provide a single document in a searchable Microsoft Word or Adobe Acrobat (PDF) format.

- The Vendor has filed bankruptcy, been implicated in fraud, or been debarred.
- The Vendor did not perform prior services in a proper, workmanlike, and/or dignified manner.
- The Vendor currently owes the State money.
- Objection with the Standard Terms and Conditions.
- In person delivery.

### **12.1 EXCEPTIONS**

The WCSD reserves the right to reject all proposals, to negotiate with the best proposed Vendor to address issues other than those described in the proposal, to award a contract to other than the low Vendor, or not to make any award if it is determined to be in the best interest of the WCSD.

### **13. DISPOSITION OF PROPOSALS**

All submitted proposals become the property of the Wilkinson County School District and shall not be returned to Vendor.

### **14. CONDITIONS OF SOLICITATION**

The release of the solicitation does not constitute an acceptance of any offer, nor does such release in any way obligate the WCSD to execute a contract with any other party.

#### **The Vendor shall assure compliance with the following conditions of solicitation:**

- Any proposal submitted in response to the solicitation shall be in writing.
- The WCSD accepts no responsibility for any expense incurred by the Vendor in the preparation and presentation of an offer. Such expenses shall be borne exclusively by the Vendor.
- The award of a contract for any proposal is contingent upon the following:
  - Favorable evaluation of the proposal,
  - Approval of the proposal by the Office of Federal Programs,
  - Successful negotiation of any changes to the proposal as required by the WCSD,
- Likewise, the WCSD also reserves the right to accept any proposal as submitted for contract award, without substantive negotiation of offered terms, services, or prices. Therefore, all parties are advised to propose their most favorable terms initially. Discussions may be conducted with Vendors who submit proposals determined to be reasonably susceptible of being selected for the award for the purpose of clarification to assure full

understanding of, and responsiveness to, the solicitation requirements, but proposals may be accepted without such discussions.

- The WCSD reserves the right to cancel this solicitation when it is determined in writing to be in the best interest of the District.
- The RFP, its amendments, the Vendor's proposal and the Best and Final Offer shall constitute the contract.
- Any proposal received after the time and date set for receipt of proposals is late. Any withdrawal or modification of a proposal received after the time and date set for receipt of proposals at the place designated for receipt is late. No late proposal, late modification, or late withdrawal shall be considered unless receipt would have been timely but for the action or inaction of District personnel directly serving the procurement activity.
- Vendors shall acknowledge receipt of any amendment to the solicitation by signing and returning the amendment form with the proposal, by identifying the amendment number and date in the space provided for this purpose on the proposal form, or by letter. The acknowledgment must be received by the Wilkinson County School District by the time and at the place specified for receipt of proposals.
- The Vendor certifies that the prices submitted in response to the solicitation have been arrived at independently and without – for the purpose of restricting competition – any consultation, communication, or agreement with any other Vendor or competitor relating to those prices, the intention to submit an offer, or the methods or factors used to calculate the Vendor's prices.
- The Vendor shall submit in writing any trade secrets or other proprietary data contained in the proposal which the Vendor wishes to remain confidential in accordance with Section 25-61-9 and 79-23-1 of the Mississippi Code. Offer must complete Attachment C with the proposal identifying any such information.

#### **15. NOTICE OF INTENT TO AWARD**

The WCSD shall notify in writing to the responsible Vendor(s) whose proposal is determined to be the most advantageous to the State taking into consideration evaluation factors set forth in the solicitation. The notice of intended Contract award shall be sent confirmation to the winning Vendor. Unsuccessful Vendors shall be notified in the same manner after the award has been accepted or declined.

#### **16. RIGHT TO PROTEST**

- A. Interested Party means an actual or prospective Vendor that may be aggrieved by the solicitation. or award of a contract, or by the protest.
- B. Protestor means any actual or prospective Vendor who is aggrieved in connections with the solicitation or the award of a contract who files a protest.

**Professional Services/ Data Analysis and Systems**

July 18, 2024	Release of Request for Proposals
July 24, 2024	Advertisement dates in the local newspaper
July 30, 2024	Deadline for questions
August 6, 2024	Deadline for the Office of Federal Programs response to questions and posting to website
August 13, 2024	Solicitation due by 1:00 p.m. Central Time (CT) to the Office of Federal Programs
August 14, 2024	Proposal opening
August 15 - 16, 2024	Evaluation of solicitation and/or presentations
August 19, 2024	Notice of Intent to Award

# Proposal Cover Page

## Professional Services/Data Analysis and Systems

<b>Name of Vendor:</b>	
<b>Contact Person:</b>	
<b>Title:</b>	
<b>Location of Vendor's Principal Place of Business:</b>	
<b>Area of Focus</b>	
<b>Phone Number</b>	
<b>Email:</b>	
<b>Mailing Address:</b>	

By my signature below, I hereby represent that I am authorized to and do bind the Vendor to the provisions of the attached proposal or qualification. I have thoroughly read and understand this solicitation and the attachments herein. I agree to perform the specified personal and professional services in accordance with the provisions set forth in the solicitation. I fully understand and shall assure compliance with the Conditions of Solicitation and Standard Terms and Conditions contained in the solicitation I shall secure, at my own expense, applicable personnel who shall be qualified to perform the duties required under this solicitation. Furthermore, I am fully aware of the evaluation criteria to be utilized in awarding the contract, and I am an authorized dealer in good standing of the products/services included in the proposal submitted in response to the RFP.

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Authorized Signature

Date

<p><b>Proposal Due Date: August 13, 2024 1:00 p.m. Central Time (CT)</b></p> <p><b>Wilkinson County School District: Office of Federal Programs</b>  <b>ATTN: Carmella C. Scott</b>  <b>Professional Services/Data Analysis and Systems</b></p> <p><b>See pages 2 and 3 for delivery address.</b></p>
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### **CERTIFICATIONS AND ASSURANCES**

I/We make the following certifications and assurances as a required element of the qualification to which it is attached, of the understanding that the truthfulness of the facts affirmed here and the continued compliance with these requirements are conditions precedent to the award or continuation of the related contract(s) by circling the applicable word or words in each paragraph below:

1. The organization will comply with applicable federal, state, and local policies and procedures.
2. Services will be provided under the supervision of highly qualified teachers and/or administrators.
3. The organization will maintain professionalism and confidentiality.
4. The organization is fiscally sound and will be able to complete services to the local educational agency.
5. The organization will ensure that the services provided are aligned with the Mississippi Curriculum Frameworks and scientifically research based practices.
6. The organization will comply with applicable federal, state, and local health, safety, and civil rights laws.
7. Provisions that subject all individuals employed by or otherwise associated with the approved provider, including volunteers, support staff, etc., who have direct contact with students, to the fingerprint and criminal history record check contained in law, including, Education Laws 305(30), 1125(3), 1604(39), 1604(40), 1709(39), 1709(40), 1804(9), 1804(10), 1950(4)(11), 1950(4)(mm), 2503(18), 2503(19), 2554(25), 2554(26), 2590-h (20), 2854(3)(a-2), 2854(3)(a-3), and 3035.
8. All services will be secular, neutral, and non-ideological.
9. The organization will provide the local educational agency with information regarding implementation of proposal initiatives in increasing achievement, in a format, and to the extent practicable, a language or other mode of communication such that district personnel, parents/legal guardians, and community members can understand.
10. The organization agrees to the contractual terms and conditions required by the American Recovery and Reinvestment Act (Exhibit 1).

The undersigned hereby certifies that I am an individual authorized to act on behalf of the organization in submitting this application and assurances. I certify that all the information provided herein is true and accurate, to the best of my knowledge. I understand that the discovery of deliberately misrepresented information contained herein may constitute grounds for denying the applicant's request for approval.

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Name of Organization

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Printed Name of Authorized Representative

---

Signature of Authorized Representative

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Date



**CERTIFICATION OF INDEPENDENT PRICE DETERMINATION**

The bidder certifies that the prices submitted in response to the solicitation have been arrived at independently and without, for the purpose of restricting competition, any consultation, communication, or agreement with any other bidder or competitor relating to those prices, the intention to submit a bid, or the methods or factors used to calculate the prices bid.

**PROPRIETARY INFORMATION**

The enclosed proposal does ( ) or does not ( ) contain trade secrets or other proprietary data which the Vendor wishes to remain confidential in accordance with Section 25-61-9 and 79-23-1 of the Mississippi Code. If the enclosed proposal does include pages that the Vendor wishes to designate as proprietary, please list page numbers below.

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**Professional Services/Data Analysis and Systems**

**Title of Solicitation**

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**Vendor's Name** **Date**

Note: Please sign and check applicable word or words provided in Attachment B and C above.

## **VENDOR PROFILE**

Special attention should be given to the qualifications listed in the Minimum Eligibility Criteria section of this RFP. The description shall include (a) the vendor's background and (b) the vendor's relevant experience as related to the specific area of focus for which the vendor is applying, and (c) a description of at least three successful experiences that the vendor has had in demographically similar districts within the past three years. A minimum of three (3) references shall be provided. The Vendor Profile shall not be more than three pages. Samples of consultant resumes and previous work outcomes and should be attached as an appendix.

## **PROGRAM NARRATIVE**

Provide a clear and concise plan describing (a) which area(s) of focus the vendor is proposing to support, (b) how the services will be managed, performed, and evaluated to meet the identified needs of the WCSD, (c) the process for submitting reports, (d) the process for communicating with the district and (e) the process for evaluating services rendered. (No more than five pages). Note: Vendors may choose to address one or multiple areas listed in the "Scope of Services" section. Each component will be reviewed independently and may be awarded independently. (Vendors may choose to include their menu of services as a part of the appendix. The menu of services will not replace the program narrative.)

### BUDGET SUMMARY FORM

On this page, please provide a brief but detailed budget narrative that explains the basis for estimating the costs of professional personnel salaries, administrative costs, benefits, project staff travel, materials and supplies, and any projected expenditures. This page may be reproduced as needed.

CATEGORY/ACTIVITY	AMOUNT	GENERAL DESCRIPTION
Professional Services/ Consultant Fee		
Travel		
Equipment		
Supplies		
Evaluation Services		
Other:		
Other:		
Other:		
<b>Subtotal for Each Page</b>		
<b>GRAND TOTAL</b>		

**EXTERNAL PARTNER:** \_\_\_\_\_