



**Due Diligence Posting of Notice of Intent to  
Accept a Best Value Offer**

**MassDOT Leadership Challenge® Program  
In Person Training Services**

**Response Requirement and Deadline**

All Interested Vendors and Offerors interested in responding to this Notice, regardless of prior communications with the Department, **must** submit a Response to this posting containing evidence of their qualification and interest. This includes the interested offeror.

If, after the posting deadline has passed, interest is generated by this Notice, the Department will review all Responses and will determine whether they will: (i) withdraw the notice and not accept the Offeror’s offer (and cancel the Notice of Intent) or (ii) accept the offer from the Offeror or (iii) accept an offer from another vendor offering a comparable or better value than the Offeror in their Response.

**Determination of Other Interested Vendors**

The intent of this posting is to determine if there are any other interested and qualified vendors. Any such vendors must:

- Submit documentation that they can provide a comparable or better offer.

**Estimated Procurement Calendar**

Action	Date
Bid Release Date	6/25/2026
<u>Deadline for submission of written questions through COMMBUYS “Bid Q&amp;A”</u>	7/7/2026
Official answers for Bid Q&A published (Estimated)	7/8/2026
<u>Deadline for Quotes/Bid Responses</u> (“Bid Opening Date/Time” in COMMBUYS)	7/9/2026 2PM

**I. Purpose**

Massachusetts Department of Transportation (MASSDOT) and startITup!, LLC are entering into this Agreement to set forth the training program to be provided by startITup!, LLC to assist MASSDOT in delivering an in-person leadership development training program utilizing the Leadership Challenge® and develop an optional deliverable: Leadership Challenge® Train the Trainer services program based on the categories listed in section VII. Development of the optional deliverable is in MASSDOT's sole discretion.

At MASSDOT, our commitment to professional development is central to our mission as an Executive Agency of the Commonwealth of Massachusetts.

The initiative seeks to create a climate that recognizes growth among people, resulting in a vibrant, creative community at MASSDOT where differences contribute to further learning and development.

**II. Duration**

MassDOT seeks to enter a three (3) year initial contract agreement with startITup! LLC with an option to renew for an additional two (2) years.

**III. Estimated Value of the Contract**

The estimated value of purchase(s) resulting from this posting is \$350k. MassDOT makes no guarantee that any commodities or services will be purchased from any Contract resulting from this Bid

**IV. Background Information**

MASSDOT is a multi-modal transportation agency. As such, our employees operate and oversee transportation programs and infrastructure including aeronautics, rail and transit, roadways including highways as well as bicycle access pathways, ferry service, accessible ride programs, and other items.

Further, the necessary administrative and fiscal units needed to support the services of operating the agency of over 4,000 employees as well as the public who use the systems are staffed each day by MASSDOT employees and management. These administrative services include performance management, civil rights and diversity, human resources, fiscal management, legal services, security, and other such necessary components. Our employees are dedicated to ensuring an efficient multi-modal transportation system, constituent safety, and excellence in customer service.

Just as the confidence of the public in the agency is critical, so too is the confidence of our employees in the agency. MASSDOT recognizes that elevating our commitment to professional leadership development and making it central to our mission, as an Executive Agency within the Commonwealth, is critical to its operations and accountability.

MASSDOT is committed to building upon the successful foundation established through its Leadership Development Pilot utilizing The Leadership Challenge® MASSDOT training program. startITup!, LLC will expand the leadership development program developed through the pilot to create a comprehensive, agency-wide leadership

development program. Building upon the work already completed, startITup!, LLC will further develop the curriculum, learning resources, and program infrastructure while preparing and certifying designated MASSDOT employees to facilitate The Leadership Challenge® program internally. This expansion will enable MASSDOT to sustain and deliver The Leadership Challenge® as an integral component of its agency-wide leadership development strategy, making professional leadership development accessible to executives, managers, supervisors, and employees throughout the organization. The expanded program will strengthen leadership capacity at all levels while advancing the agency's diversity, equity, and inclusion goals by providing equitable access to high-quality leadership development opportunities across the Commonwealth.

**V. Deliverables & Scope of Work**

The intent of this posting is to determine if there are any other interested and qualified vendors to assist MASSDOT in the training experiences for a Leadership Development Program at MASSDOT for leadership using the Leadership Challenge® Development Program.

The Bidder is encouraged to outline the benefits of their Leadership Challenge® training approach in the proposal and recommend additional best practice leadership training subject matter topics not already identified and/or being delivered by MassDOT. The Service Provider MUST explain in their response to this Deliverable, the rationale for including the subject matter and its importance to leadership and MassDOT.

Bidders MUST bid on all deliverables. The following Deliverables content reflect MASSDOT's thoughts regarding the leadership Modules and the application of the Leadership Challenge®. MASSDOT expects the successful Bidder(s) to propose curricula and training modality (as described below) that also reflects the latest approaches, topics and strategy for utilizing the Leadership Challenge® Development Program that meets MASSDOT's overall goals and objectives. The final Deliverable Scope will be established by an agreement between the parties.

**VI. Accessibility**

Bidder will comply with the Commonwealth's Enterprise Accessibility Standards and Web Accessibility Standards (<https://www.mass.gov/guides/enterprise-it-accessibility-standards>). These standards encompass the principles of Section 508 of the Federal Rehabilitation Act, the World Wide Web Consortium's Web Content Authoring Guidelines, version 2.1, level A and AA Guidelines (WCAG 2.1 Standards), and the concept of usability for individuals with disabilities.

Bidder is required to provide accessible electronic deliverables. For purposes of this provision, "accessible" shall be construed to mean accessible and usable by people with disabilities, including using assistive technologies. For this provision, the term "electronic deliverables" includes, but is not limited to, any or all of the following: presentations, trainings, specifications, pamphlets, studies, reports, web pages, and applications. Deliverables, or components thereof, such as plans, drawings, schedules, field notes, measurements, or calculations that cannot reasonably be made accessible, will be exempt from these requirements, subject to review and approval by MassDOT. Bidder will build

accessibility into every phase of its work and will work, at its expense, to resolve any accessibility issues identified.

**VII. Leadership Challenge Categories (please review the pricing attachment in COMMBUYS)**

- A. Two-Day Leadership Challenge Workshop Variations
- B. Coaching Options
- C. Train the Trainer Options
- D. Refresher Workshops
- E. Advanced Facilitator Training (AFT+)
- F. LPI Coach Training
- G. Executive Program Overview & Self-Assessment LPI
- H. Self-Empowerment Leadership Challenge Mid-Level Supervisors
- I. Challenging Conversations Workshop
- J. Single User Self-Empowerment License

**VIII. BIDDER RESPONSES (MANDATORY RESPONSES REQUIRED FROM ALL BIDDERS)**

A. **Introduction/Cover Letter:** Please introduce your company and give an overview of the services you intend to provide to MassDOT.

1. **Introduction** – The Cover Letter SHALL introduce the Bidder’s company.

a. The Response MUST state in the Introduction/Cover Letter that the proposal WILL remain valid for a period of one hundred twenty (120) days from its submission date and WILL become part of the contract negotiated with MASSDOT and that the prices submitted in a Bidder’s proposal WILL remain firm during the term of any contract awarded under this RFP.

2. **Solution Summary** – The Introduction/Cover Letter MUST include an overview of your Company understanding of the business opportunity and your proposed business solution.

3. **Business Contact** – The Cover Letter MUST also include the name, title, address, telephone number, and email address of a person from your firm who will represent your firm on the Senior Leadership Development Training project.

B. **Bidder Responses:** The Bidder MUST provide answers to the following questions, using the ordering and numbering below.

1. **Work Duration:** Please respond to the appropriate question under “Work Duration.”

**Respond for a proposal for Deliverables A-J :**

- (A) Two-Day Leadership Challenge Workshop
- (B) Coaching
- (C) Train-the-Trainer
- (D) Refresher Workshop

- (E) Advanced Facilitator Training
- (F) LPI Coaching
- (G) Executive Program
- (H) Self-Empowerment Leadership Challenge Mid-Level Supervisors
- (I) Challenging Conversations Workshop
- (J) Self-Empowerment License and Admin Training

2. **Methodology/Approach/Capabilities:**

For all Deliverables, the Bidder MUST describe the methodology/approach/capabilities that your company will use to develop an in-person leadership development Led Training Program addressing topics described in Section 2.

3. **Project Work Plan(s):** Please respond to the appropriate Project Work Plans(s). All Project Work Plan(s) MUST be constructed using the following assumptions:

Please propose a high-level Project Work Plan for each Category assuming an (estimated) Contract Start Date, Monday, July 20<sup>th</sup>, 2026.

Please indicate the availability of your company staff to support the Project Work Plan assuming an (estimated) Monday, July 20<sup>th</sup>, 2026, Contract Start Date.

4. **Customer References:** The Bidder MUST provide a total of five Customer References that meet one or more of the following categories in descending order of preference:

- a. Public entity,
- b. Executive Agency in State Government.
- c. Employee trainee size (2,800+/- trainees), and/or,
- d. Ability to provide training with the size of company/organization like MASSDOT

Please give the Customer Name, Contact Name within the Organization, Contact Information (Cell Phone, Email Address) and the categories that the Customer's Business fits for MASSDOT.

The Bidder MUST outline similar experience(s) with customers where your company has provided the following:

1. Leadership Development Training Program based on the *Leadership Challenge*® model;
2. Coaching; and/or,
3. *Leadership Challenge*® Train-the-Trainer

C. **Optional – Value-Added Features & Benefits (Above & Beyond the Scope of Work):** The Bidder MAY describe value-added features & benefits, if any, beyond the requirements laid out

in Section 2. The Bidder MAY propose additional items with greater value that do not change the requirements of the Response, but would provide MASSDOT with a higher quality, more efficient and more responsive solution. If you respond to this section, please clearly label your response.

**IX. Price Proposal**

Bidders shall submit price proposals for each Category highlighted in Section VII based on cost per participant.

The cost per participant for each Category shall include all components of the work including, without limitation, access to facilitators, materials, action plans, workshop related topics, coaching sessions and supervision, train-the-trainer sessions and program materials, feedback, curriculum customization and revisions, leadership assessment with individualized custom reports, pre & post surveys of all participants

Travel and lodging expenses will not be reimbursed. MassDOT will not pay any costs and expenses not included in the cost proposal.

**X. Hourly Rate Structure – Future Development/Modification of Curriculum (Post – Leadership Program Implementation)**

The Bidder’s Response **MUST** include an Hourly Rate Structure to support future development and/or modification of curriculum after the Leadership Challenge® Senior Leadership Program has been implemented. The Hourly Rate structure **WILL** only include the following categories:

- Instructional Designer Hourly Rate = \$ \_\_\_\_\_
- Project Manager Hourly Rate = \$ \_\_\_\_\_
- Senior Trainer Hourly Rate = \$ \_\_\_\_\_
- Trainer Hourly Rate = \$ \_\_\_\_\_

**XI. Virtual Oral Interviews and Presentations**

MASSDOT **MAY** request selected Bidders to discuss their proposal and/or present some or all of their products and/or services portfolio.

MASSDOT reserves the right to conduct interviews/presentations to support and clarify Bidder proposals, with any or none of the Bidders. If requested, a Bidder **MUST** attend interviews/presentations with essential project personnel. Failure of a Bidder to complete a scheduled interview/presentation with or to MASSDOT **MAY** result in rejection of that Bidder’s proposal. MASSDOT may conduct site visits of Bidder and/or references’ facilities to clarify or confirm proposal information.

**XII. Evaluation Criteria**

a. Bidder's responses SHOULD include all available detail on the topic area to enable MASSDOT to adequately assess the response to meet the stated requirement(s).

b. Failure to include a response to any requirement MAY be deemed non-responsive and MAY be considered as not being met. Should the Bidder miss one or more mandatory requirements, MASSDOT MAY disqualify the proposal. The decision by MASSDOT to disqualify a Respondent is final. MASSDOT WILL evaluate whether a bid clearly defines the full and final cost of the services to be incurred by MASSDOT. Any ambiguity with respect to price MAY result in disqualification. Any and all charges for proposed services associated with the response MUST be disclosed in the Response. MASSDOT reserves the right to negotiate pricing with Bidders.

c. MassDOT evaluation criteria will include, without limitation, the following. The evaluation will emphasize each Bidder's qualifications and capabilities, experience in providing the required services, standing in the industry, references, experience providing similar services, cost proposal, compliance with the award requirements, and ability to perform the project during the contractual time frame. Evaluation will also include compliance with the Massachusetts Small Business Purchasing Program.

The Selection Committee will determine whether a Bidder has the management, technical experience, capacity, and capabilities to perform the requirements of the scope of services. Failure to provide the necessary information to meet these requirements may result in disqualification or a lower rating. The selection committee will evaluate whether the proposal clearly defines the full and final cost of the services to be provided.

Price will be valued in the evaluation criteria, but MassDOT seeks the best value. The bid selected, if any, will demonstrate the best value overall, including proposed alternatives that will achieve the procurement goals of MassDOT. MassDOT and a selected Bidder may negotiate a change in any element of contract performance or cost identified in this posting or the selected Bidder's response, which results in lower costs or a more cost-effective or better value than was presented in the selected Bidder's original response.

Awards will be made to the responsible Bidder whose proposal is most advantageous to MassDOT but not necessarily to the Bidder quoting the lowest dollar amount or lowest rates.

MassDOT reserves the right to engage in a Best and Final Offer period.

MassDOT reserves the right to request clarification of bid responses following the bid submission and to determine that any non-compliance is insubstantial, can be corrected, or that an alternative proposed by the Bidder is acceptable.

### **XIII. Statement of Work**

MASSDOT and the Apparent Successful Bidder WILL negotiate a SOW that will serve to further define the requirements for this work and create a clear set of expectations and obligations for the work to be performed, including without limitation, the definition and

ownership by MassDOT of deliverables, project, schedule, delivery timelines, acceptance and rejection criteria, responsibilities of project managers and payment milestones.

Additionally, the Apparent Successful Bidder(s) and MASSDOT MAY together create a “RACI” chart (Responsibility Assignment Matrix: “Responsible, Accountable, Consulted, and Informed”) further defining project tasks, responsible entity and communications protocols for the project.

**XIV. Small Business Purchasing Program**

The Massachusetts Small Business Purchasing Program (SBPP) was established pursuant to [Executive Order 523](#) to increase state contracting opportunities with small businesses having their principal place of business within the Commonwealth of Massachusetts. Pursuant to the SBPP, it is the intention of the issuing department to award this Small Procurement to one or more SBPP participating business as described below. Small Procurements are defined as procurements with an estimated annual value equal to or less than \$250,000. While all businesses, no matter the size or principal place of business, may submit responses to this solicitation, should an SBPP participant respond and meet the best value criteria as described in this solicitation, the SBPP participant shall be awarded the contract. The review team will not evaluate submissions from non-SBPP participants unless no SBPP Bidder meets the RFR’s best value evaluation criteria.

**Additional Terms Required for Doing Business with the Commonwealth**

Names of Standard Forms	Instructions
<a href="#">Instructions for Vendors Responding to Bids Electronically</a>	Read and agree prior to submitting a Response.
<a href="#">RFR - Required Specifications</a>	Read and agree prior to submitting a Response.
Prompt Payment Discount Form	This form is under attachments please complete electronically and submit as an attachment to Quote.
<a href="#">Commonwealth Terms &amp; Conditions</a>	Read and agree. Sign and submit original with wet signature upon Award, if any.
<a href="#">Commonwealth Terms and Conditions for Information Technology Contracts</a>	Read and agree. Sign and submit original with wet signature upon Award, if any.
<a href="#">Contractor Authorized Signatory Listing</a>	Read and agree. Sign and submit original with wet signature upon Award, if any.
<a href="#">Request for Taxpayer Identification Number and Certification (W-9)</a>	Read and agree. Sign and submit original with wet signature upon Award, if any.
<a href="#">Standard Contract Form Instructions</a>	Read and agree. Sign and submit original with wet signature upon Award, if any.

**Quote Submission Method**

Online Quote Submission via COMMBUYS is required. All Interested Vendors and Offerors must submit Quotes online using tools available only to Sellers registered in COMMBUYS. COMMBUYS provides Seller registration functionality at no charge. To register, go to

[www.COMMBUYS.com](http://www.COMMBUYS.com) and click on the “Register” link on the front page. All Interested Vendors and Offerors who are awarded a contract resulting from this Notice, if any, will be required to maintain an active account during the duration of the Contract, by reviewing their registration information regularly and maintaining its accuracy.

### **COMMBUYS Quote Submission Training and Instructions**

The following resources are provided to assist Interested Vendors and Offerors in submitting Quotes:

- [Locating and Responding to Bid Solicitations in COMMBUYS](#)
- [Using the Q&A Tab within a COMMBUYS Bid](#)
- Instructor-led trainings (ILT) and live webinar sessions on “How to Locate and Respond to Bids” may also be available. Check the [OSD Training Courses](#) schedule for Sellers/Business Entities for available locations, dates and times. Note that space is limited and pre-registration for trainings is required to attend. Follow instructions on the course schedule to register.

### **COMMBUYS Support**

Technical assistance is available during the procurement process. Every effort is made to respond to inquiries within one business day.

- **Website:** Go to [www.mass.gov/osd/commbuys](http://www.mass.gov/osd/commbuys) and select the COMMBUYS Resource Center link offered under Key Resources.
- **Email:** Send inquiries to the COMMBUYS Helpdesk at [COMMBUYS@state.ma.us](mailto:COMMBUYS@state.ma.us)
- **Telephone:** Call the COMMBUYS Help Desk at 1-888-MA-STATE (1-888-627-8283). The Help Desk is staffed from 8:00 AM to 5:00 PM Monday through Friday Eastern Standard or Daylight time, as applicable, except on federal and state holidays.