

REQUEST FOR PROPOSALS

ITEM DESCRIPTION: Teacher and School Leader Incentive Program Evaluation Partner

DATE AND TIME TO BE OPENED: Wednesday, July 28, 2021 at 1:00PM

PRE-BID CONFERENCE (IF APPLICABLE): None

SUBJECT MATTER EXPERT (NAME): Lindsay Shanahan

SUBJECT MATTER EXPERT (EMAIL): Lindsay.Shanahan2@ppsd.org

QUESTION DEADLINE: Friday, July 9, 2021 at 4:30PM

Instructions

1. Bidders must submit sealed proposals in an envelope clearly labeled with the Item Description shown above on the outside of the envelope. The proposal envelope and any information relative to the proposal must be addressed to:

**Purchasing Department, Suite 206
ATTN: Molly Hannon
797 Westminster Street
Providence, RI 02903**

2. Bidders must include **at least** one original, one copy, and a digital PDF copy on a flash drive.
3. Proposal responses must be in ink or typewritten.
4. Bidders are advised that all materials submitted to Providence Public Schools for consideration in response to this Request for Proposals shall be considered to be public records as defined in [R.I. General Law Section 38-2 et seq.](#), without exception, and may be released for public inspection. All proposals submitted become the property of Providence Public Schools.
5. Bid proposals that are not present in the Providence Public Schools Purchasing Department at the time of opening for whatever cause will be deemed to be late and will not be considered. Postmarks shall not be considered proof of timely submission.
6. Questions regarding this request for proposals must be submitted to the Subject Matter Expert via email by the question deadline listed above. Questions will be answered via addendum to be posted publicly on the Providence Schools website. Bidders are responsible for checking the website for all addenda distributed in response to questions and requests for additional information.

Notice to Vendors General Terms

1. Providence Public Schools reserves the right to award the contract on the basis of the lowest responsible evaluated bid proposal.
2. In determining the lowest responsive evaluated bid proposal, cash discounts based on preferable payment terms will not be considered.
3. No proposal will be accepted if it is made in collusion with any other bidder.
4. Providence Public Schools reserves the right to award to a single vendor, to split the award between multiple vendors and to reject any and all proposals. Unless otherwise specified, Providence Public Schools reserves the right to make the award by item or items or by total as may be in its best interest.
5. As Providence Public Schools is exempt from the payment of Federal Excise Taxes and Rhode Island Sales Tax, prices quoted are not to include these taxes.
6. In case of error in the extension of prices quoted, the unit price will govern. In the event there is a discrepancy between the price written in words and written in figures, the prices written in words shall govern.
7. Awards shall be subject to the General Terms set forth herein, which terms shall be deemed accepted by the Bidder upon submission of the bid proposal, subject to the provisions of this paragraph, and shall be further deemed to be incorporated into the contract upon issuance of the award. Any proposed exceptions, modifications, or deviations from the terms, conditions, and specifications contained herein must be listed and fully explained on a separate sheet attached to the Bidder's detailed conditions and specifications and referred to separately in the Bids. Such proposed exceptions, modifications, or deviations shall be an additional variable for consideration by the Providence Public School District in addition to vendor qualifications, price, quantity, and/or scope of services. In all cases not indicated by Bidders as an exception, modification, or deviation, it is understood that the terms, conditions and specifications of the Providence Public School District shall apply. No exception, modification, or deviation shall be deemed accepted, approved, or otherwise incorporated into the contract unless expressly set forth in the award notice.
8. Proposals must meet the attached specifications. Bids may be submitted on an "equal in quality" basis. Providence Public Schools reserves the right to decide equality and determine whether bids are responsive. Bidders must indicate brand or make offered and submit detailed specifications if other than brand requested.
9. A bidder who is an out of-state corporation shall qualify or register to transact business in this State, in accordance with R.I. General Law [Section 7-1.2-1401](#) et seq. as amended)
10. Delivery dates must be shown in the bid. If no delivery dates are specified, it will be assumed that an immediate delivery from stock will be made.

11. Only one shipping charge will be applied in the event of partial deliveries for blanket or term contracts.
12. For contracts involving construction, alteration and/or repair work, the provisions of State Labor Law concerning payment of prevailing wage rates apply (See R.I. General Law [Section 37-13-1](#) et seq. as amended).
13. All proposals will be disclosed at the opening date and time listed above. After a reasonable lapse of time, tabulation of proposals may be viewed on the Providence Public School's website (<https://www.providenceschools.org/Page/4634>).
14. Awards will be made within ninety (90) days of the proposal opening. All proposal prices will be considered firm, unless qualified otherwise. Requests for price increases will not be honored.
15. No goods should be delivered and no work should be started without a Purchase Order from Providence Public Schools.
16. Prior to commencing performance under the contract, the successful bidder (the "Contractor") shall attest to compliance with provisions of R.I. General Law [Section 28-29-1](#), et seq. If exempt from compliance, the Contractor shall submit a sworn Affidavit by a corporate officer to that effect, which shall accompany the signed contract.
17. Prior to commencing performance under the contract, Contractor shall, submit a certificate of insurance, in a form and in an amount satisfactory to Providence Public Schools.
18. The Contractor will not be permitted to: assign or underlet the contract; or assign either legally or equitably any monies or any claim thereto without the previous written consent of the Director of Purchasing.
19. The Contractor shall not be paid in advance.
20. The contract shall be in effect from the date of award through **June 30, 2023** or for such other duration as may be agreed to in writing and signed by the parties, unless terminated by either party at any time, with or without cause.
21. In the event of termination by District or the Contractor prior to completion of the contract, compensation shall be prorated on the basis of hours actually worked, and the Contractor shall only be entitled to receive just and equitable compensation for any satisfactory work completed and expenses incurred up to the date of termination.
22. Failure to deliver within the time quoted or failure to meet specifications may result in default in accordance with the general specifications.
23. The Contractor must conduct a criminal background check, at the Contractor's expense, of all employees employed under the contract who interact with students, except District employees.

The Contractor shall provide a copy of the background check report(s) to the District, upon request.

24. The Contractor is not an employee of District and is not entitled to fringe benefits, pension, workers' compensation, retirement, etc. District shall not deduct Federal income taxes, FICA (Social Security), or any other taxes required to be deducted by an employer, as this is the responsibility of the Contractor.
25. The Contractor understands products produced as a result of the contract are the sole property of the District and may not be used by the Contractor without the express written permission of the District.
26. The Contractor agrees to hold District and the City of Providence harmless from any and all damages incurred by District or the City by reason of the Contractor's negligence or breach of contract, including without limitation, damages of every kind and nature, out-of-pocket costs, and legal expenses.
27. The contract may not be modified or amended in any way except by mutual agreement in writing and signed by each party. Notwithstanding the foregoing, and subject to the provision concerning exceptions, modifications, or deviations set forth in Paragraph 7 hereinabove, the General Terms shall not be modified or amended in any way by subsequent agreement. In the event of a conflict between the General Terms and any subsequent modification or amendment to the contract, the General Terms shall control.
28. The Contractor expressly submits itself to and agrees that all actions arising out of or related to the contract or the relationship between the parties shall occur solely in the venue and jurisdiction of the State of Rhode Island.

BID FORM 1: BIDDER INFORMATION

Agrees to Bid on: Teacher and School Leader Incentive Program Evaluation Partner

DATE AND TIME TO BE OPENED: Wednesday, July 28, 2021 at 1:00PM

Name of Bidder (Firm or Individual): _____

Business Address: _____

Contact Name: _____

Contact Email Address: _____

Contact Phone Number: _____

Delivery Date: _____

Signature of Representation

Title

Providence Public School District

Request for Proposals

Teacher and School Leader Incentive Program Evaluation Partner

2021-2023

Funding Source (Contingent on Funding): DOE TSL Grant Funding

I. Background

The Providence Public School District (PPSD) in Providence, Rhode Island is a first-time applicant for the Teacher and School Leader Incentive Program (TSL) grant. The primary goal of the grant is to improve the current human capital management system (HCMS) through the redesign of our current leadership development model. Grounded in a clear set of leadership competencies, we strive to implement an HCMS that includes an updated leader evaluation, performance-based compensation system (PBCS), enhanced career pathways, and a holistic approach to coaching and development. This HCMS will support the recruitment, curation, development and retention of high potential school leaders who are positioned to lead PPCSD schools through transformation.

PPSD was taken over by the State in November 2019 in response to findings from a report released by Johns Hopkins Institute for Education Policy. The report pointed to a number of bureaucratic inefficiencies within the system and a long history of systemic inequities that have yielded a public education system that has gravely underserved students and families for over a generation. A Turnaround Action Plan (TAP) was established in June 2020 to address some of the biggest challenges called out in the Johns Hopkins' report and brought to light from stakeholder meetings hosted over the course of the 2019-2020 school year. One specific area of focus is on World Class Talent and the teacher workforce. PPCSD was intentional in writing key activities into the TSL grant that mirror goals related to World Class Talent initiatives on the TAP.

II. Required Qualifications

The Providence Public School District requires a consultant or consulting organization with staff that have the following required qualifications:

- Demonstrated knowledge and ability to conceptualize and design a high quality and methodologically sound evaluation plan appropriate for an urban educational context;
- Demonstrated knowledge and ability to work with district and building administrators to develop an appropriate evaluation plan;
- Demonstrated experience executing a comprehensive evaluation plan, and
- Demonstrated ability to organize and present evaluation study results to various audiences with a focus on program and policy improvement.
- Demonstrated experience working with large, urban school districts.

III. Scope of Work

The Providence Public School District is soliciting proposals from qualified individuals or organizations capable of designing and conducting an evaluation study that would measure implementation fidelity and impact of activities carried out in association with the Teacher and School Leader Incentive Program (TSL) grant, awarded by the U.S. Department of Education to PPCSD.

The consultant or consulting organization retained through this RFP will be required to perform the following work scope:

- Develop a research plan that meets the approval of the District;
- Execute approved research plan on behalf of the District;
- Write a research brief for the District which provides a scientific literature-base to contextualize results;
- Present findings and recommendations to the District.

The evaluation model should include a systematic assessment of the leadership development project to better understand the effectiveness and inform strategic improvement of the PLDA and Residency. Further, the evaluation model will include a set of repeatable and focused analyses that can point to actionable and testable strategies for both district and state partners. The table below reflects our goals, key activities and metrics. This table along with our logic model (Appendix A) should drive the design of the evaluation.

<p>Goal 1: Leadership Development: PPSD Leaders are increasingly effective, and have access to ongoing coaching and support that is driving improved teacher effectiveness across the district.</p>
<p>Objective 1.1: All PPSD leaders are engaged in ongoing leadership development, aligned with PPSD’s leadership competencies, through the Providence Leadership Development Academy (PLDA) project</p>
<p>Metrics:</p> <p>A. By Spring 2022: PPSD is planning and delivering leadership training based on a comprehensive leadership framework that aligns with the new evaluation model.</p> <p>B. By Spring 2023: Leadership Development team, HR and Network Superintendents are using data to inform professional development, coaching and support needs across school leaders.</p> <p>C. By Spring 2023: The Network structure is established with clear methods of school support; survey data indicate that over 50% of leaders understand how to access support from their Network teams.</p> <p>D. By Spring 2023: 90% of PPSD leaders have participated in leadership training</p>
<p>Objective 1.2: The PPSD Leadership Development Academy Residency is launched and is facilitating a pipeline of diverse, highly effective leaders</p>
<p>Metrics:</p> <p>A. By Fall 2021: The PPSD Leadership Development Academy Residency is launched, and at least 10 Residents have been placed in a school with a Mentor Principal.</p> <p>B. By Summer 2022: PLDA Residents have been evaluated for principal readiness, and appropriate recommendations made.</p>

C. By Spring 2025: Increase the percentage of leaders of color to 35% (baseline 31.5%)

Goal 2: Educator Evaluation: Evaluation ratings are an accurate reflection of performance, and are a key driver for human capital decisions including development, promotion, compensation and retention.

Objective 2.1: The leader evaluation system accurately reflects leader performance across the key competencies that align with PPSD’s vision of leadership that will lead to improved educational experiences for students.

Metrics:

A. By Fall 2022: 100% of leaders are being evaluated with the new leadership evaluation model.

B. By Fall 2022: The data infrastructure has been established to ensure that talent management decisions are data-informed.

C. By Spring 2023: Leadership evaluation ratings are showing a greater distribution than the current baseline data (90% are HE/E).

D. By Spring 2024: Leadership evaluation ratings reflect a more positive relationship to student performance indicators when compared to the relationship with the current eval model (i.e. RICAS and growth measures).

Goal 3: Career Pathways & Compensation: Career ladder and PBCS is supporting enhanced recruitment, curation, development and retention of effective educators.

Objective 3.1: PPSD has launched a system of performance-based compensation that elevates highly effective teacher and school leaders into roles that further expands their impact on improving educational experiences for students.

Metrics:

A. By Summer 2021: The career pathways model, and aligned compensation, has been launched to the internal PPSD community and recruitment/selection is underway.

B. By Spring 2022: All recruitment materials reflect the new career pathways, PBCS, and integrated coaching and support as key incentives to attract high potential candidates to PPSD.

C. By Spring 2023: Retention rate of high performing leaders is higher than retention of lower performing leaders (as measured by the new leaders evaluation model).

D. By Spring 2023: Recruitment data indicate an increase in leadership candidates overall that meet pre-screening criteria, and an increase in candidates of color for leadership roles.

In order to design and conduct this study, the consultant or consulting organization would utilize data that may include, but is not limited to, the following:

- Teacher and principal placements over time (to track movement of teachers across schools and identify subject taught)
- Teacher and principal preparation and licensure/certification data
- Teacher and principal hiring information
- Ideally, information on teacher and principal applicants to PPSD (e.g., applicant characteristics, which jobs applied to, which jobs offered, which job accepted, etc.)
- Any other information that would shed light on these issues, such as educator exit surveys

IV. Timeline for Implementation

The period of performance will be a two-year contract between PPSD and the consultant/consulting organization with a one-year option to extend upon mutual agreement and availability of funding. The initial term of the contract will begin on/around August 15, 2021 and end on June 30, 2023. The one-year option would be July 1, 2023 to June 30, 2024.

V. Limitations

This Request for Proposals (RFP) does not commit the Providence School Department to award any contract or pay for the preparation of any proposal submitted in response to this RFP. The Providence School Department may withdraw or amend this RFP in its entirety or in part, at any time if it is in the best interests of the organization to do so. This award is contingent upon the receipt of funding.

VI. Proposal Requirements

To achieve a uniform review process and obtain the maximum degree of comparability, it is required that proposals be organized in the manner specified

The proposal shall be submitted in a binder with the tabs as set forth below:

Title Page - Bid Form 1

Tab 1 - Table of Contents

- Clearly identify the materials by section and page number

Tab 2 - Profile of the Proposer and Services Offered

- Partners' philosophy, approach, and qualifications

- Key personnel who will be involved in the evaluation and provide a copy of their professional resume/vita
- Testimonials from references for projects of similar scope, nature, and complexity

Tab 3 - Evaluation Proposal

- Proposal of evaluation design
- Sample materials for projects of a similar scope, nature and complexity, preferably from work with another large, urban school district including a research plan, a research brief providing a scientific literature-base to contextualize results; and the presented findings and recommendations.

Tab 4 - Pricing Proposal

- Any and all pricing information, including any alternative pricing proposals that may be acceptable for individual components and/or supplemental products/services that meet all or some of the criteria listed in this RFP.
- Provide a detailed narrative of the implementation schedule and pricing.
- District may request pricing to be submitted electronically at a future date

VII. Questions

Questions concerning this solicitation should be emailed to Lindsay Shanahan at lindsay.shanahan2@ppsd.org. Questions are due by Friday, July 9, 2021 at 4:30PM. Questions will be answered via addendum.

VIII. Evaluation of Proposals

Each vendor proposal will be reviewed and scored against the criteria in the table below. A review committee with at least three members will evaluate the proposals. Each member of the committee will conduct a thorough, independent evaluation of each proposal. The committee will then meet for a discussion after which members will have the option to revise their scores. The technical score will be determined by averaging each member’s score in each category.

The maximum number of points scored is 100. The threshold to advance to cost proposal review is 75 points. Proposals scoring below 75 points will be deemed technically unacceptable and will not be considered in the cost proposal review.

The award will then be made to the lowest cost, technically acceptable proposal(s).

Providence Public Schools may choose to seek clarifications from vendors with regard to their proposals. All responses will be provided in writing, and incomplete and/or unclear responses may result in a proposal being deemed technically unacceptable. Providence Public Schools reserves the right to make a selection without requesting clarification. Additionally,

Providence Public Schools may not necessarily seek clarifications from all vendors submitting proposals.

Vendor Name	
Technical Proposal Category	Score
<i>Demonstrated knowledge and ability to conceptualize and design a high quality and methodologically sound evaluation plan appropriate for an urban educational context (0 -30 points)</i>	
<i>Demonstrated ability to organize and present evaluation study results to various audiences with a focus on program and policy improvement (0 -30 points)</i>	
<i>Demonstrated experience executing a comprehensive evaluation plan (0 -30 points)</i>	
<i>Demonstrated experience working with large, urban school districts (0-10 points)</i>	
Total Score	

Appendix A: Providence Leadership Development Academy & Residency

Priorities	Resources	Activities	Outputs	Short-term Outcomes	Mid-term Outcomes	Long-term Outcomes	Which leads to...
Leadership Development	NS, LDT, HR, RPA, TNTP, LDP, EC, MP, PLDA Residents, School Leaders	Launch the PPSD Leadership Development Academy to create a pipeline of highly effective leaders	PPSD Leadership Development Academy is launched	A cohort of teacher leaders are building their capacity to fill principal vacancies in the coming years	Leadership quality is improving through development of current leaders, and access to high-quality candidates to fill open leadership roles	PPSD Leaders are increasingly effective, and have access to ongoing coaching and support that is driving improved teacher effectiveness across the district	A more diverse, effective educator workforce
		Partner with a leadership development partner to design a program of district-wide foundational training for all leaders	Leadership development plan (for sitting leaders) is developed	All leaders are engaged in leadership development opportunities			
		Educator Evaluation	LEAG, NS, LDT, HR, RPA, TNTP, School Leaders	Update the school leader evaluation model with defined leadership competencies Facilitate training and monitoring across the district			
Career Pathways & Compensation	NS, LDT, HR, FD, RPA, TNTP, Teachers, School Leaders	Design and launch career pathways model with aligned compensation, targeting highly effective teacher and school leaders to support ongoing (transformation) development efforts across the district	PPSD Career Ladder and PBCS are publicized Updated data capacity to support decision-making	Teacher and School leaders are engaged, and compensated, to support ongoing development and induction efforts across the district (i.e. Mentor Principals.)	Promotional roles result in improved retention of highly effective educators, and are supporting development priorities across the district	Career ladder and PBCS are supporting enhanced recruitment, curation, development and retention of effective educators	Improved educational experiences for students, and therefore, improved student performance.
KEY: LDT-Leadership Development Team, led by the Director of Leadership Development NS- Network Superintendents (principal managers) HR - Office of Human Resources LEAG - Leader Evaluation Advisory Group, selected group of school leaders to engage in the design of the leadership evaluation model COO-Chief Operating Officer RPA- Office of Research, Planning & Accountability FD-Finance Division IT- Office of Information Technology LDP - Leadership Development Partner, to be selected as part of a formal process if the grant is awarded TNTP- TNTP is a national nonprofit working with PPSD, and is subgrantee on this application EC-Executive Coaches MP-Mentor Principals PLDA Residents - Aspiring leaders who are part of the Providence Leadership Development Academy Residency							