

## REQUEST FOR PROPOSALS

**ITEM DESCRIPTION: Leadership Development Programming**

**DATE AND TIME TO BE OPENED: Wednesday, July 21, 2021, at 1:00PM**

**PRE-BID CONFERENCE (IF APPLICABLE): None**

**SUBJECT MATTER EXPERT (NAME): Kevin Gallick**

**SUBJECT MATTER EXPERT (EMAIL): Kevin.Gallick@ppsd.org**

**QUESTION DEADLINE: Friday, July 2, 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  
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, 2022** 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: Leadership Development Programming**

**DATE AND TIME TO BE OPENED: Wednesday, July 21, 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**

Leadership Development Programming

2021-2022

Funding Source (Contingent on Funding): TSL Incentive Grant (USDOE)

## 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 grant's primary goal 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, a 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 lack of support for school leaders. The report highlighted one notable area of success, which emerged across all constituencies – praise for certain school leaders in the district. The report stated, “every group noted the presence of devoted teachers and principals who go above and beyond to support student success” (Hopkins, 2019).

Additionally, 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 throughout the 2019-2020 school year. A specific area of focus continued to be on World Class Talent and the teacher workforce. PPCSD intentionally wrote in key activities to the TSL grant that mirror goals related to World Class Talent initiatives on the TAP. The following two goals are of specific focus:

- Increase the percentage of principals who demonstrate proficiency on the principal competencies to 75%
- Increase the percentage of one- and two-star schools led by a high-performing principal to 100%

The Providence Public School District is soliciting proposals from qualified individuals or organizations to plan, design, and deliver leadership development programs for the Teacher and School Leader Incentive Program (TSL) grant, awarded by the U.S. Department of Education to PPCSD. The district intends to award multiple contracts as a result of this solicitation.

The Providence Public School District has developed a set of six (6) Leadership Competencies. These include:

- Mission, Visions and Goals
- Teaching and Learning
- Organizational Supporting Systems
- Culture and Equity
- Talent Management
- Community

The successful bidder(s) will provide differentiated leadership development program(s) to one or more of the three target groups in the district. These groups include:

- *School Leaders*
  - Aspiring principals
  - Novice principals
  - Experienced principals
  - Distinguished principals
- *Network Leaders*
  - Principal Supervisors
  - School Support Professionals
- *Central Office Leaders*
  - Superintendent
  - Executive Directors
  - Directors/Program Managers and Coordinators

The successful bidder(s) will provide leadership development program(s) aligned to one or more of the six competencies described above for one or more of the target groups described above.

## **II. Required Qualifications**

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

1. Demonstrated experience creating and delivering leadership development training in accordance with the scope of work to K-12 traditional public school districts of similar size (full district-wide implementation, not sets of schools within the district required);
2. Demonstrated success in working with urban traditional public school districts serving at least 20,000 students;
3. Demonstrated ability to facilitate work groups;
4. Excellent oral and written presentation skills;
5. Experience in writing educational training materials.

Consultants shall submit a minimum of three (3) samples of work that have been done in urban districts equal to or larger than 20,000 students.

## **III. Work Scope**

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

- 1) Design and deliver leadership development program(s) to support School Leaders, Network Leaders, and/or Central Office Leaders in an aligned leadership development system focused on developing, mastering, and implementing leadership skills aligned to the six leadership competencies developed and promoted by PPSD.
  - a) The program plan must:



- i) Include a series of training sessions focused on developing and building leadership capacity;
  - ii) Include learning objectives and measurable outcomes;
  - iii) Include well-designed case studies which would lead to an understanding of the systems, behaviors, practices, culture, and results of successful turnaround schools;
  - iv) Be flexible enough to accommodate contextual understandings given a variety of schools, with a specific focus on urban turnaround schools with a diverse student population;
- 2) The successful consultant must:
- (i) Design and develop training content for all sessions such as, a facilitator's guide, participant materials (if applicable), and resource materials.
  - (ii) Provide general administrative support including, but not limited to the following:
    - 1. Creation of an annual training calendar;
    - 2. Identification of necessary resources;
    - 3. Implementing strategies to communicate with all staff; Implementing strategies to manage registration; and
    - 4. Providing resources, tools and job aids to support skill and knowledge transfer.
- 3) Develop a coherent system of tools, curriculum, and training workshops for PPSD staff to use in subsequent training of existing and future teams across all leadership levels, on topics including, but not limited to successful integration into PPSD, understanding the link between the PPSD support structure and staff influence on student achievement, managerial training for new supervisors, and understanding the PPSD leadership competencies.
- (i) These plans and materials must include:
    - 1. Specific examples of how principals can address the needs of turnaround schools;
    - 2. Specific examples of observable principal behaviors that supports turnaround schools, including use of school culture, student data, and researched-based practices for instruction; and
    - 3. Creation of program modules that can be scaled across PPSD for existing and future supervisors and leaders.
  - (ii) The program materials, tools, and resources can include, but are not limited to:
    - 1. Videos (and/or directions for locating/purchasing videos), and handouts;
    - 2. Presentations, handouts, supplementary reading, worksheets or exercises used in each workshop;
    - 3. Case studies on culture and instruction within turnaround schools that would promote analytical thinking and collaborative discussion with fellow principals;
    - 4. Action planning tools for principals to use as they implement practices in their schools; and
    - 5. Talking points for PPSD leadership to employ in field communications to ensure consistent guidance and support.
  - (iii) All training materials shall be intended for hard-copy dissemination must be provided electronically in MS Word, MS Office compatible, PDF format to PPSD

at least two (2) weeks prior to provision to recipients. The proposer would not be responsible for the cost of printing.

- (iv) All 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.

#### **IV. Period of Performance**

The period of performance will be one-year with one one-year option for renewal upon mutual agreement between PPSD and the consultant/consulting organization and on the availability of funds.

Year 1: August 15, 2021 to June 30, 2022

Option Year 1: July 1, 2022 to June 30, 2023

Option Year 2: 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 organized as below.

##### **Title Page - Bid Form 1: Bidder Information (page 5 of this document)**

##### **Section 1 - Table of Contents**

- Clearly identify the materials by section and page number

##### **Section 2 - Profile of the Consultant and Demonstration of Qualifications Offered**

- Consultant's qualifications and experience related to implementation and impact evaluation work to include, but not limited to the following:
  - Consultant's demonstrated experience creating and delivering leadership development training in accordance with the scope of work to K-12 districts of similar size
  - Consultant's demonstrated success in working with urban districts of equal to or larger than 20,000 students;
  - Consultant's demonstrated ability to facilitate work groups;
  - Consultant's excellent oral and written presentation skills;
  - Consultant's experience in writing leadership training materials.

Consultants shall submit a minimum of three (3) samples of work that have been done in urban districts equal to or larger than 20,000 students. If the consultant has conducted work with PPSD in the past, this should be highlighted in the proposal.

### **Section 3 - Proposed Program**

- A detailed description of the proposed leadership development program, highlighting particularly the PPSD leadership competencies to which the program aligns and which of the three target groups the program supports

### **Section 4 – Detailed Timeline**

- A detailed timeline describing how consultant proposes to complete the work in the timeframe specified;
- Timeline should incorporate opportunities for presenting back findings to the district

### **Section 6 - Proposed Budget**

- Any and all pricing information, including any alternative pricing proposals that may be acceptable for individual components and/or supplemental 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 and Addenda**

Questions concerning this solicitation should be e-mailed to Kevin Gallick, Transformation Officer, at [Kevin.Gallick@ppsd.org](mailto:Kevin.Gallick@ppsd.org) no later than Friday, July 2, 2021 at 4:30PM Questions will be answered via addendum on or after Tuesday, July 6, 2021. Any and all addenda will be posted on the Providence Public School District [Bids and Contracts page](#).

Proposals received after the due date and time will not be considered. No electronic bids will be accepted. Bids must be submitted in accordance with the instructions on page 1 of this document.

## VIII. Evaluation of Proposals

Each 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 which can be targeted toward focus groups and aligned to leadership competencies. 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 for each proposal 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 be made to the lowest cost, technically acceptable proposal(s).

Providence Public Schools may choose to seek clarifications from consultants 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 consultants submitting proposals.

<b>Evaluation Rubric</b>	
<b>Technical Proposal Categories</b>	<b>Score</b>
<i>Consultant's track record and ability to conceptualize and design a high quality and methodologically sound leadership development program appropriate for Providence Public Schools</i>	<i>(0-30 points)</i>
<i>Consultant's demonstrated success in working with urban districts of equal to or larger than 20,000 students</i>	<i>(0-30 points)</i>
<i>Consultant's demonstrated ability to create and utilize aligned set of tools, protocols, and processes for school and system leadership training</i>	<i>(0 - 10 points)</i>
<i>Consultant's demonstrated ability: to facilitate work groups; in oral and written presentation skills; and experience in writing leadership training materials.</i>	<i>(0 - 10 points)</i>
<i>Consultant's submission of a proposed leadership development program that responds to the guiding questions and clearly plans how the goals and outcomes of the grant will be measured</i>	<i>(0 - 20 points)</i>
<b>Total Score</b>	