



**Solicitation Information
September 22, 2014**

RFP# 7549020

TITLE: PROGRAM DESIGN, DELIVERY & TRANSITION SUPPORT – ACADEMY FOR TRANSFORMATIVE LEADERSHIP

Submission Deadline: Monday, October 20, 2014 at 2:00 PM (ET)

**PRE-BID/ PROPOSAL CONFERENCE: NO
DATE:
LOCATION:**

Questions concerning this solicitation must be received by the Division of Purchases at gail.walsh@purchasing.ri.gov no later than **Thursday, October 2, 2014 at 5:00 PM (ET)**. Questions should be submitted in a *Microsoft Word attachment*. Please reference the RFP# on all correspondence. Questions received, if any, will be posted on the Internet as an addendum to this solicitation. It is the responsibility of all interested parties to download this information.

**SURETY REQUIRED: NO
BOND REQUIRED: NO**

**Gail Walsh
Chief Buyer**

Applicants must register on-line at the State Purchasing Website at www.purchasing.ri.gov

Note to Applicants:

Offers received without the entire completed four-page RIVIP Generated Bidder Certification Form attached may result in disqualification.

THIS PAGE IS NOT A BIDDER CERTIFICATION FORM

Request for Proposals (RFP)
Academy for Transformative Leadership – Transition Support

The Rhode Island Department of Administration, Division of Purchases, on behalf of the Rhode Island Department of Education (RIDE) is requesting Proposals from qualified vendors to provide program design, delivery, and transition support for the Academy for Transformative Leadership, in accordance with the terms of this solicitation.

INSTRUCTIONS AND NOTIFICATIONS TO BIDDERS:

Potential offerors are advised to review all sections of this solicitation carefully and to follow instructions completely, as failure to make a complete submission as described elsewhere herein may result in rejection of the proposal.

Alternative approaches and/or methodologies to accomplish the desired or intended results of this procurement are solicited. However, proposals which depart from or materially alter the terms, requirements, or scope of work defined by this Request will be rejected as being non-responsive.

All costs associated with developing or submitting a proposal in response to this Request, or to provide oral or written clarification of its content, shall be borne by the offeror. The State assumes no responsibility for these costs.

Proposals are considered to be irrevocable for a period of not less than sixty (60) days following the opening date, and may not be withdrawn, except with the express written permission of the State Purchasing Agent.

All pricing submitted will be considered to be firm and fixed unless otherwise indicated herein.

Proposals misdirected to other State locations or which are otherwise not present in the Division of Purchases at the time of opening for any cause will be determined to be late and may not be considered. The "Official" time clock is in the reception area of the Division of Purchases.

It is intended that an award pursuant to this RFP will be made to a prime vendor, or prime vendors in the various categories, who will assume responsibility for all aspects of the work. Joint venture and cooperative proposals will not be considered. Subcontracts are permitted, provided that their use is clearly indicated in the vendor's proposal and the subcontractor(s) to be used is identified in the proposal.

All proposals should include the vendor's FEIN or Social Security number as evidenced by a W9, downloadable from the Division's website at www.purchasing.ri.gov.

The purchase of services under an award made pursuant to this RFP will be contingent on the availability of funds.

In accordance with Title 7, Chapter 1.2 of the General Laws of Rhode Island, no foreign corporation shall have the right to transact business in the state until it shall have procured a Certificate of Authority to do so from the Rhode Island Secretary of State (401-222-3040). *This will be a requirement only of the successful bidder (s).*

Offerors are advised that all materials submitted to the State of Rhode Island for consideration in response to this Request for Proposals will be considered to be public records, as defined in Title 38 Chapter 2 of the Rhode Island General Laws, without exception, and will be released for inspection immediately upon request once an award has been made.

Also, Submitters should be aware of the State's MBE requirements, which addresses the State's goal of ten per cent (10%) participation by MBE's in all State procurements. For further information, contact the State MBE Administrator at (401) 574-8253 or charles.newton@doa.ri.gov. Visit the website <http://www.mbe.ri.gov>.

Interested parties are instructed to peruse the Division of Purchases website on a regular basis, as additional information relating to this solicitation may be released in the form of an addendum to this RFP.

Equal Employment Opportunity (RIGL 28-5.1)

§ 28-5.1-1 Declaration of policy. – (a) Equal opportunity and affirmative action toward its achievement is the policy of all units of Rhode Island state government, including all public and quasi-public agencies, commissions, boards and authorities, and in the classified, unclassified, and non-classified services of state employment. This policy applies in all areas where the state dollar is spent, in employment, public service, grants and financial assistance, and in state licensing and regulation. For further information, contact the Rhode Island Equal Employment Opportunity Office, at 222-3090 or via email raymond.lambert@hr.ri.gov.

RIGL 37-13-3.1 State public works contract apprenticeship requirements. * (a) Notwithstanding any laws to the contrary, all general contractors and subcontractors who perform work on any public works contract awarded by the state after passage of this act and valued at one million dollars (\$1,000,000) or more shall employ apprentices required for the performance of the awarded contract. The number of apprentices shall comply with the apprentice to journeyman ratio for each trade approved by the apprenticeship council of the department of labor and training.

ARRA SUPPLEMENTAL TERMS AND CONDITIONS

For contracts and sub-awards funded in whole or in part by the American Recovery and Reinvestment Act of 2009. Pub.L.No. 111-5 and any amendments thereto, such contracts and sub-awards shall be subject to the Supplemental Terms and Conditions for Contracts and Sub-awards Funded in Whole or in Part by the American Recovery and Reinvestment Act of 2009. Pub.L.No. 111-5 and any amendments thereto located on the Division of Purchases website at www.purchasing.ri.gov.

BACKGROUND/OVERVIEW

On August 24, 2010 Rhode Island was awarded Race to the Top. With that funding, Rhode Island Department of Elementary and Secondary Education (RIDE) built a system of support focusing on school turnaround and school leadership development. At the highest level, this work included:

- Providing increased supports for principals and teacher leaders, especially in our persistently lowest-achieving schools.
- Training school leaders and leadership teams in school turnaround strategies and plan development;
- Building and disseminating tools designed to build school and district capacity to meet the turnaround challenge; and
- Developing and implementing data-rich monitoring processes to track.

In 2014, RIDE requested and was approved a no-cost extension for an additional year of targeted activity to support school transformation. This no-cost extension year enables continued intensive work through June 2015.

This Request for Proposals is for consultant support to continue the work established through RIDE's Academy for Transformative Leadership (the "Academy") with the purpose of supporting district and school leaders and school-based leadership in Rhode Island's lowest achieving schools.

Essential background reading for all bidder includes:

[Rhode Island's Transformation System](#)

[Rhode Island's Race to the Top Academy of Transformational Leadership](#)

SCOPE OF WORK

Tasks

The vendor services solicited through this RFP fall into four areas:

- (1) Coordination and delivery of training and support for district and school leaders working toward school turnaround;

- (2) Support for and improvement of the school-level monitoring of transformation efforts; and
- (3) Developing and executing sustainability plans that parlay Rhode Island's Race to the Top transformation services into longer-term agency strategies;
- (4) Building district and school capacity to successfully engage in school turnaround.

Service Area 1: Coordination and Delivery of Training and Support Services

In Service Area 1, the vendor will be expected to develop, implement, and/or manage both personalized and package training programs for school-based leaders and leadership teams. These training programs will be delivered through a variety of forms including virtually and in small and large group settings. This development and delivery requires a vendor this is versant in school turnaround theory and practice, adult learning principles, and leadership development. In addition, it requires a vendor that is highly-detail oriented, capable of managing simultaneous projects, and focused on high quality execution.

Bidders submitting proposals should have experiences in the following areas:

- (1) Direct training of school-based staff;
- (2) School turnaround efforts, especially from direct experience in a turnaround school; and
- (3) Development of interactive training materials and programs for adult learners, especially teachers and building administrators.

Service Area 2: Support for and Improvement of School-level Monitoring

In Service Area 2, the vendor will be expected to directly support and improve RIDE's leadership management of the monitoring system for school transformation. This work includes an equal emphasis on (a) development and roll-out of clear processes, protocols, and materials that support school-level understanding of monitoring; (b) development of new approaches to monitoring; and (c) effective, strategic, and accurate use of school-level data to inform understanding and implementation adjustment.

Bidders submitting proposals should have experiences in the following areas:

- (1) Rigorous and diverse understanding and use of school-level data to inform practice;
- (2) Facilitating meaningful conversations with individuals and schools within the context of performance data; and
- (3) Identifying meaningful trends and developments within performance as identified through data.

Service Area 3: Developing and Executing Sustainability Plans

In Service Area 3, the vendor will be expected to work closely with agency staff to prepare for the loss of Race to the Top funding. This will require the vendor to:

- (a) contribute to an audit of current and future training, support, and technical assistance services provided by the Office of Transformation and Charter Schools;
- (b) along with office staff, contribute to a SY15-16 plan that aligns high-yield support to available resources;
- (c) supports the pursuit of additional funding and/or partnerships to extend, expand, or improve RIDE support for turnaround schools.

Bidders submitting proposals should have experience in the following areas:

- (1) Scalable and sustainable program design;
- (2) High level budgeting; and
- (3) Program design and management with a focus on efficiency.

Service Area 4: Building District and School Capacity

In Service Area 4, the vendor will be expected to support Office efforts to build district and school capacity to engage in and sustain school improvement efforts. This will include (a) investing in relationship between RIDE and local school personnel; (b) focusing and streamlining agency-wide activities and support to maximize their impact in turnaround districts and on turnaround schools; (c) actively minimizing bureaucratic impediments and compliance-based requirements and proactively addressing procedural delays and barriers; and (D) convert promising research on supporting district and building capacity into agency-managed practices.

Bidders submitting proposals should have experience in the following areas:

- (1) Direct experience in program implementation in schools, districts, or the equivalent;
- (2) Experience working within and minimizing detrimental effects of bureaucratic systems; and
- (3) Experience trouble-shooting complex problems and achieving rapid-yet-prudent solutions.

Project Schedule

From the awarding of the contract through June 2015, the vendor will be expected to serve in the following capacities:

Service Area 1: Coordination and Delivery of Training and Support Services		
Task	Notes	Projected Dates of Activity
Support delivery of training programs	<i>Additional detail:</i> Includes material development and delivery for training programs offered in a variety of forms including in-person and virtual, small and large group <i>Estimated time:</i> approximately 5 hours per week, with heavy periods that correspond to weeks prior to and during scheduled Leadership Institute(s)	<ul style="list-style-type: none"> • Light ongoing load • Heavy periods corresponding to Leadership Institutes (dates tbd)
Coordinate logistics that support leadership development programs	<i>Additional detail:</i> Includes planning for and administrative management of events including material development, site logistics, etc <i>Estimated time:</i> approximately 5 hours per week in the weeks prior to and during scheduled Leadership Institute(s)	<ul style="list-style-type: none"> • Light ongoing load • Heavy periods corresponding to Leadership Institutes (dates tbd)
Outreach to districts to identify training needs and coordinate the agency response	<i>Additional detail:</i> Through direct contact with district and school leaders, identify their training and development needs and whenever appropriate and possible, orchestrate an agency response	<ul style="list-style-type: none"> • Light ongoing load

	<i>Estimated time:</i> approximately 5 hours per week	
Service Area 2: Support for and Improvement of School-level Monitoring		
Task	Notes	Projected Dates of Activity
Development and roll-out of clear processes, protocols, and materials that support school-level understanding of monitoring	<i>Additional detail:</i> Includes securing first-hand experience with the current monitoring system and through that and close contact with office staff and schools, participate in system and process improvement <i>Estimated time:</i> approximately 5 hours per week, with heavy periods that correspond to monitoring preparation	<ul style="list-style-type: none"> Moderate ongoing load Heavy periods corresponding to quarterly monitoring sessions
Development of new approaches to monitoring	<i>Additional detail:</i> In participation with the team, develop and test new approaches to monitoring that promote agency goals <i>Estimated time:</i> 1-2 hours per week	<ul style="list-style-type: none"> Light ongoing load
Effective, strategic, and accurate use of school-level data to inform understanding and implementation adjustment	<i>Additional detail:</i> Engage in data training to support Office of Transformation monitoring work and provide that training to district and school-staff as appropriate <i>Estimated time:</i> 1-2 hours per week	<ul style="list-style-type: none"> Light ongoing load
Service Area 3: Support for and Improvement of School-level Monitoring		
Task	Notes	Projected Dates of Activity
Audit current and future training, support, and technical assistance services provided by the Office of Transformation	<i>Additional detail:</i> Inventory, classify, and to the degree possible, support a quality assessment of the current TA and training services that affect transformation schools and districts <i>Estimated time:</i> 10 hours total	<ul style="list-style-type: none"> One-time project in late winter/early Spring 2015
Contribute to a SY15-16 plan that aligns high-yield support to available resources	<i>Additional detail:</i> Based upon the inventory of services and emerging plan for RIDE's role in school turnaround, contribute to agency plan for 15-16 services <i>Estimated time:</i> 10 hours total	<ul style="list-style-type: none"> One-time project in late winter/early Spring 2015
Pursue additional funding and/or partnerships to sustain RIDE turnaround efforts	<i>Additional detail:</i> Identify state, regional, and national partners and funding sources and with the support of the Director, pursue them in support of sustainability <i>Estimated time:</i> TBD, but not less than 50 hours total	<ul style="list-style-type: none"> Light ongoing load Potential project-based bursts of activity
Service Area 4: Support for and Improvement of School-level Monitoring		
Task	Notes	Projected Dates of Activity
Investing in relationship between RIDE and	<i>Additional detail:</i> Working closely with individual schools and districts on an as-needed and as-assigned basis	<ul style="list-style-type: none"> Light ongoing load Heavy periods corresponding to

local school personnel	<i>Estimated time: 5 hours per week</i>	quarterly monitoring sessions
Focusing and streamlining agency-wide activities and support to maximize their impact in turnaround districts and on turnaround schools	<i>Additional detail: Work closely with the staff and director to identify areas for efficiencies and key cross-agency collaboration and help develop approach for optimizing them Estimated time: TBD, but not more than 50 hours total</i>	<ul style="list-style-type: none"> • Potential project-based bursts of activity
Minimizing bureaucratic impediments and compliance-based requirements and proactively addressing procedural delays and barriers	<i>Additional detail: Work closely with the staff and director to identify areas for performance tracking using procedural metrics and set goals for improvement Estimated time: TBD, but not more than 50 hours total</i>	<ul style="list-style-type: none"> • Fall start-up • Light ongoing load
Convert promising research on supporting district and building capacity into agency-managed practices	<i>Additional detail: At the request of staff and director, engage in research and professional reading to support office efforts to build district capacity Estimated time: TBD, but not more than 20 hours total</i>	<ul style="list-style-type: none"> • Light ongoing load

ADDITIONAL CONTRACTOR REQUIREMENTS/QUALIFICATIONS

- Bidders must submit a letter of transmittal signed by an owner, officer, or other authorized agent.
- Bidders must submit relevant organizational information, a list of similar projects undertaken and/or clients served, agency expertise relative to the services requested, and a statement of existing workload as it impacts the performance of the project.
- Bidders must provide an overview of key personnel assigned to the project including education and prior experience.
- Bidders must disclose any work to be sub-contracted including the specific work to be performed and staffing, organizational structure, and business background of the sub-contractor.

TERMS OF THE CONTRACT

The contract will begin upon issuance of state purchase order and end **June 2015**. The scope of the work may be modified by RIDE prior to beginning work on a given task. RIDE retains the option of granting a time extension of up to one year with additional funding if available and if the level of work is expanded by mutual written consent. If necessary, deficiencies in performance of services and/or failure to supply deliverables in a complete and timely manner will be documented in writing by RIDE. Should a pattern of substantial dissatisfaction become apparent, RIDE reserves the right to terminate the contract.

COST PROPOSAL/TERMS OF PAYMENT

The contractor must prepare a cost proposal reflecting the hourly rate or other fee structure proposed for this scope of services using the Cost Proposal Forms contained in Appendix A. The total cost of the contract is not to exceed **\$80,000**. Please ensure the budget is presented by state fiscal year, which runs from July 1st through June 30th.

Please note that reimbursement for travel within the continental United States will be limited to the per diem rates established by the General Services Administration (GSA). Per diem rates are posted at www.gsa.gov/perdiem.

Proposal Submission

Questions concerning this solicitation may be e-mailed to the Division of Purchases at the address on the cover sheet of this solicitation and no later than the date & time listed. **Send your questions in Microsoft Word format.** Please reference the RFP# on all correspondence. Questions received, if any, will be posted and answered on the Internet as an addendum to this solicitation. It is the responsibility of all interested parties to download this information. For computer technical assistance, call the help desk at (401) 222-3766 or Lynda.moore@doit.ri.gov.

Proposals (an original plus 4 copies) should include the following:

1. A completed and signed four-page RIVIP Bidder Certification Cover Form, available at www.purchasing.ri.gov.
2. A ***separate sealed*** Cost Proposal as described above.
3. A *separate* Technical Proposal (see below) describing the qualifications and background of the applicant and experience with similar programs, as well as the work plan or approach proposed for this requirement.
4. A completed and signed W-9 (taxpayer identification number and certification). Form is downloadable at www.purchasing.ri.gov.

5. In addition to the multiple hard copies of proposals required, Respondents are requested to provide their proposal in **electronic format (CD-Rom, disc, or flash drive)**. Microsoft Word / Excel OR PDF format is preferable. Only 1 electronic copy is requested and it should be placed in the proposal marked "original".

Deliver to: Department of Administration
Office of Purchases
One Capitol Hill
Providence, Rhode Island 02908

Contractor assumes all responsibilities for proposals submitted by mail or commercial delivery service. Proposals misdirected to other state locations or which are otherwise not present in the Office of Purchases at the time of opening, for any cause, will be determined to be late and will not be considered. Faxed responses will not be considered.

TECHNICAL PROPOSAL/REQUIRED ELEMENTS

- | | |
|---|-------------|
| 1. Contractor understanding of the Issues | (10 points) |
| 2. Work Plan | (20 points) |
| 3. Capacity of the Agency Effectively to Administer the Project | (20 points) |
| 4. Quality of Key Personnel (including Curriculum vitae) | (20 points) |
| 5. Cost Proposal | (30 points) |

The technical proposal should be 10-20 pages in length, respond to each area of the required elements listed above, and contain a cost proposal using the forms in Appendix A. Supplemental information may be appended to the technical proposal.

Proposals will be reviewed by a Technical Review Committee comprised of staff from state agencies. To advance to the Cost Evaluation phase, the Technical Proposal must receive a minimum of 50 out of a maximum of 70 technical points. Any technical proposals scoring less than 50 points will not have the cost component opened and evaluated. The proposal will be dropped from further consideration.

Proposals scoring 50 technical points or higher will be evaluated for cost and assigned up to a maximum of 30 points in cost category, bringing the potential maximum score to 100 points.

Notwithstanding the above, the State reserves the right not to award this contract or to award on the basis of cost alone, to accept or reject any or all proposals, and to award in its best interest.

Proposals found to be technically or substantially non-responsive at any point in the evaluation process will be rejected and not considered further.

The State may, at its sole option, elect to require presentation(s) by offerors clearly in consideration for award.

The State's General Conditions of Purchase contain the specific contract terms, stipulations and affirmations to be utilized for the contract awarded to the RFP. The State's General Conditions of Purchases/General Terms and Conditions can be found at the following URL: <https://www.purchasing.ri.gov/RIVIP/publicdocuments/ATTA.pdf>

APPENDIX A

BUDGET ONE-YEAR PROJECTS

The Contractor estimates that its budget for work to be performed under this Agreement is as follows:

<u>Expense Category</u>	<u>Estimated Expenditures</u>
1. Employee Salary and Benefits	0
6. Purchased Services	0
3. Supplies and Materials	0
4. Travel	0
5. Printing	0
6. Office Expense	0
7. Other: <i>(describe)</i>	0
8.	0
Subtotal	0
Indirect Cost *	0
TOTAL	0

It is understood and agreed that the amounts indicated above for the several line items are estimates of expenditures to be incurred by the Contractor on behalf of this Agreement and to be claimed by the Contractor for reimbursement under this Agreement. It is further understood and agreed that actual expenditures may vary from the estimates set forth above and that such variations shall not in themselves be cause for disallowance of reimbursement by RIDE; provided, however, that the Contractor shall notify the contract officer of the variance and obtain pre-approval, in writing; and provided further that unless permission of the contract officer shall have been obtained in advance, no expenditure shall be claimed by the Contractor for reimbursement by RIDE under this Agreement if such expenditure shall have been incurred in a line item category not listed above. Transfer of funds between categories requires prior written approval by RIDE. In no event shall the total amount of reimbursement claimed by the vendor under this agreement exceed the total approved contract amount.

**** Attach a copy of the approved indirect cost documentation***

BUDGET DETAIL SHEET *
 FISCAL YEAR _____

EMPLOYEE SALARY AND BENEFIT DETAIL (TOTAL COMPENSATION)**

NAME	POSITION TITLE	NUMBER OF HOURS	HOURLY RATE (including benefits)	SALARY and BENEFIT TOTAL \$
TOTAL REQUEST				

PURCHASED SERVICES DETAIL

NAME	POSITION TITLE	HOURS	HOURLY RATE \$	TOTAL \$
TOTAL REQUEST				\$

OTHER EXPENDITURES DETAIL

EXPENSE CATEGORY	DESCRIPTION	TOTAL
Supplies and Materials		
Travel ***		
Printing		
Office Expense		
Other: <i>(describe)</i>		
Indirect Cost		
	Total	\$

* Please include a detail budget sheet for each state fiscal year (July 1st – June 30th)

** Please round hourly rates to the nearest whole dollar and ensure there are no rounding differences with the extended totals.

*** Reimbursement for travel within the continental United States is limited to the per diem rates established by the General Services Administration (GSA). Per diem rates are posted at www.gsa.gov/perdiem.