

ROCHESTER COMMUNITY SCHOOLS

PRIDE IN EXCELLENCE

Rochester Community Schools – Board of Education
Michelle Bueltel, President

Request for Proposals

Date:	May 15, 2023		
Project:	Strategic Plan Facilitator	Project Number:	23.09

Response Due Date and Time:	June 1, 2023 5:00 p.m. Local Time
Submit Response to:	All proposals, required forms, and pricing shall be submitted via e-mail to Jennifer Fickel at jfickel@rochester.k12.mi.us
Submit Questions to:	Requests for clarification shall be submitted via e-mail to Jennifer Fickel at jfickel@rochester.k12.mi.us and all responses will be released as an addendum within the online posting.

Estimated Project Timeline:

Request for Proposal posted	May 15, 2023
Deadline for questions from respondents	May 22, 2023 5:00 p.m.
Q&A sent to all RFP respondents	May 23, 2023
Proposal submission deadline	June 1, 2023 5:00 p.m.
Interviews via Zoom	Week of June 5, 2023
Top 3 Consultants selected	June 12, 2023
Presentation to Board of Education and approval	June 19, 2023
Work to begin	September 2023
Draft strategic plan produced	February 2024
Final strategic plan, including communication plan	June 2024

→Notice: The right to modify the project timeline is held by Rochester Community Schools in absolute discretion.

The Rochester Community School District, also known herein as “RCS” or the “District”, is seeking proposals from qualified consultants to assist with the design, development, and implementation of the next five-year strategic plan (2024-2028).

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Overview of Rochester Community Schools

The Rochester Community School District (RCS) is part of a treasured community that is rich in tradition, where partnerships between families, schools, and businesses are integral for student success. Our mission is to provide a quality education in a caring atmosphere so all students can attain the necessary skills and knowledge to become lifelong learners and contribute to a diverse, interdependent and changing world. Rochester Community Schools history of excellence has been strengthened over the past decade through the Strategic Plan 2020.

Rochester Community Schools has a rich history that dates back to 1821, when townships with 50 families or more were required to have a schoolmaster. At that time, it was generally assumed that three months of schooling was reasonable. In 1889, the original school building was built at Fourth Street and Wilcox. In 1916, the first high school was built on the same site, which previously served as the Administration Center. At present, the Rochester Community School District includes 561 acres of property encompassing 66 square miles primarily within the City of Rochester, the City of Rochester Hills, and Oakland Charter Township. The district educates approximately 15,000 students and employs 1,500 staff members.

Scope of Requested Services

Phase 1:

RCS is seeking an experienced and engaging Strategic Planning Consultant to partner with and develop the Strategic Plan 2028. The consultant will facilitate and guide a meaningful community-wide process and ensure that the strategic plan has a solid foundation based on a shared vision; leads to measurable goals and objectives, effectively guides the District's ongoing and future work, and provides a cohesive roadmap for the next five years.

The facilitator will support the District in taking a hard look at priorities and strategic direction, gaining input from a cross section of passionate stakeholders including: parents, caregivers, students, community members, business leaders, teachers, administrators, staff, Board of Education members, affinity groups, etc. Stakeholders must be able to provide input through different channels, including but not limited to meetings and surveys.

RCS places transparency, inclusiveness, vision, and practicality at the forefront of a thorough process to develop the strategic plan. The planning process will be overseen by a Strategic Planning Committee composed of three board members and administrative team members.

RCS has a dedicated staff and Board members that will participate in the planning process, assist with project management, and support the implementation of various tasks.

Phase 2:

Once the Strategic Plan 2028 is approved by the Board of Education, the consultant will continue to work with the RCS administrative team to identify and outline specific ways to meet and measure the goals and objectives.

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Planning tasks, including but not limited to:

Planning

- Inform overall design of strategic planning process
- Create project plan and assist with planning communications strategy
- Participate in meetings with the Strategic Planning Committee as needed

Information Gathering and Analysis

- Develop creative methods for gathering and incorporating meaningful stakeholder input that ensures people feel heard and valued
- Assist with survey design and focus group implementation
- Conduct strengths, weaknesses, opportunities, threats (SWOT) analysis and/or educational scans as needed
- Conduct interviews with key stakeholders as needed
- Assist the Strategic Planning Committee in analyzing the information and identify key takeaways and themes

Goals and Outcomes Development

- Work with the Strategic Planning Committee, leadership team, staff, and other stakeholders to create and prioritize key goals, objectives, and outcomes

Implementation

- Work with the Strategic Planning Committee, leadership team, staff, and other stakeholders to develop a system of measuring progress towards goals, objectives, and outcomes

Documentation and Communication

- Prepare an initial draft plan for review and comment by stakeholders
- Revise draft to address feedback and create the final plan
- Assist with the strategic plan communications strategy and materials development in coordination with the RCS communications team

Timeline

The strategic planning process is expected to take approximately 6 months, starting in September 2023. RCS anticipates that the new plan will be formally approved no later than June 2024 and take effect no later than September 2024.

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Proposal Submission Details

All proposals should be submitted electronically by email to Jennifer Fickel at jfickel@rochester.k12.mi.us. The subject line should be *Strategic Planning Proposal*. The deadline for submission is, no later than June 1, 2023 at 5:00pm ET. Hard copy proposals will not be accepted.

Responses become the property of RCS and may be subject to disclosure as requested upon completion of the process. Proprietary information that you wish to remain confidential should not be included in your response materials.

Questions related to this RFP should be emailed to jfickel@rochester.k12.mi.us no later than 5:00pm ET on May 22, 2023. All questions and the responses will be emailed to RFP respondents on May 23, 2023.

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Proposal Requirements

The proposal shall not exceed 15 pages, excluding resumes, previous work product, and conflicts of interest.

Responses should include:

Cover Letter

The cover letter shall include:

- Point of contact address, telephone number, email address, and website
- A summary of qualifications and experience including similar work for educational, nonprofit, or Michigan-based organizations
- Any exceptions to the outlined scope of work
- Whether the firm or individual is a minority or woman-owned business

Approach and Methodology

The proposal should contain a detailed description of the activities to be conducted by the consultant that are necessary to complete the requested scope of work, including:

- Specific activities at each stage of the scope of work, including anticipated details of work that is to be conducted in person, virtual or hybrid
- Timeline for the activities at each stage
- Milestones and deliverables tied to those activities

Experience and Expertise

The proposal shall describe the consultant's qualifications to conduct the RFP scope of work and include applicable expertise, knowledge, and experience. Experience should include examples of conducting similar or related strategic planning work, as well as experience working with educational nonprofits. To be successful, the consultant should be experienced in the following areas:

- Successfully developing consensus-based strategic plans
- Gathering and utilizing data to inform the strategic planning process
- Knowledgeable of RCS mission, vision, and programs
- Working with community-oriented educational nonprofit organizations
- Facilitating and creating a neutral and productive environment to successfully solicit input from individuals and various stakeholder groups
- Project management
- Knowledgeable of communications, branding, budgeting and resource development

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If a consultant group or partnership of consultants is proposed to conduct the RFP scope of work, the proposal must indicate:

- Which activities each consultant or team member will conduct
- Estimated hours each consultant will contribute to each activity
- Information about the level of expertise, knowledge, and experience to conduct those specific activities, including any background working with educational nonprofits

References and Past Performance

The proposal shall include at least three references of individuals who can speak to their experience with the consultant in conducting projects of similar scope. Information regarding each reference shall include the individual's name, address, telephone number, and email address. Submitting the references and proposal indicate consent for RCS to contact the references.

The proposal shall include at least two examples of work similar to the scope of work requested within this RFP (i.e., strategic plan). Applicants are encouraged, but not required, to provide a list of similar work or clients in the last five years.

Conflicts of Interest

The proposal shall disclose any possible conflict(s) of interest with RCS. Any previous research or support provided to RCS should be documented.

Price

The price proposal shall include total costs for performing all tasks proposed in the scope of work. Price shall be itemized by major task and planned deliverable(s), and if billed based on hours, shall include proposed labor categories, hourly rates, and number of hours. Any other cost, such as travel, etc. shall also be provided. The price proposal shall describe all underlying budget assumptions and include a payment schedule tied to project milestones and/or deliverables.

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Proposal Evaluation

Proposals will be evaluated using the following criteria:

- **Approach and Methodology**
The proposal is complete and demonstrates strong capability and a sound understanding of the RCS mission and vision. The proposal sets out a logical approach, methodology, and timeline to conducting an inclusive strategic planning process that is consistent with the proposed scope of work.
- **Experience and Expertise**
The consultant demonstrates a successful background in strategic planning, effectively engaging stakeholders, and employing planning techniques that meet the needs of the District's culture and mission. The consultant demonstrates a proven track record in facilitating strategic planning processes with future-focused organizations of similar size.
- **References and Past Performance**
The consultant has recent successful past performance that is relevant to the proposed project in terms of scope and complexity.
- **Price**
The proposal includes a detailed budget for each stage of the scope of work that is reasonable.

RCS reserves the right to determine which respondents have met the base requirements of this RFP. In addition, RCS may reject, in whole or in part, any and all proposals, waive minor irregularities in proposals, allow an offer to correct minor irregularities, and negotiate with all responsible efforts in any matter deemed necessary to serve the best interest of RCS.

RCS reserves the right to reject any and all proposals when such rejection is in the interest of RCS, to reject the proposal of a respondent who has not met the prerequisites of the RFP or who has previously failed to perform properly or complete on time contracts of a similar nature, and to reject the proposal of a respondent who is not in the sole opinion of RCS, able to perform the contract to the sole satisfaction of RCS.

RCS may, upon its discretion, establish a competitive range of qualified proposals for award consideration. RCS will not conduct discussions or negotiations with respondents not within the competitive range and those respondents will not be considered for award.

RCS reserves the right to award the contract in accordance with its best interest and will not be required to accept the lowest priced proposal.

BELIEFS IN ACTION

ROCHESTER COMMUNITY SCHOOLS WHAT OUR COMMUNITY CAN EXPECT



Customer Service

- Have a “can do” attitude
- Connect, follow through, follow up
- Be polite, respectful, kind, welcoming
- Walk in their shoes
- Embrace diversity
- Take ownership

We collaborate!

We have a positive attitude.
We consider *Yes* before
No and *We* before *Me*.

We consider others’ perspectives.
We seek to understand.

We listen.
We validate.
We empathize.
We problem solve.
We seek resolutions.

Failure is not an option.

We build relationships.
We address individuals by name and greet them professionally.

Professional Behavior

- Bring your personal best
- Make student-centered decisions
- Cultivate relationships
- Be visible and approachable
- Persevere: Focus and refocus
- Commit to a culture of growth

We use data to inform and guide decisions.
We consider the impact on all students and stakeholders.

We express gratitude and take time to say
Thank You!

We embrace a growth mindset.
We focus on student learning and success.
We inspire young minds.

We engage with respect.
All relationships matter.
We invest the time.

Communication

- Speak with one voice
- Listen to understand
- Be positive, prompt, and purposeful
- Words matter. Tone reveals. Actions Demonstrate.
- Every person; every time

We choose words carefully.
Tone, body language and facial expressions send powerful messages.

We smile!

One team; one voice.
We provide a consistent message that aligns with the strategic plan.

We are welcoming.

We concentrate on what is being said.
We take time to listen.
We make eye contact and use signs of affirmation.

We are present.



Teachers, Administrators, Secretaries, Para-Educators, Food Service Personnel, Transportation, Grounds and Maintenance, Custodians, Support Staff – We all contribute to student success.



At Rochester Community Schools, we believe:

- It is vital to instill a sense of pride and excellence for all.
- All students can learn at high levels.
- It is our role to make a profound impact on students' lives.
- A positive mindset that embraces diversity creates a strong culture and climate.
- Accountability, communication, transparency, and trust throughout the system are vital components of a healthy organization.
- All members of the school community will experience an environment where they are safe, valued, and respected.
- Family, school, business, and community partnerships are integral for student success.
- All stakeholders are responsible for high achievement and continuous improvement.

OUR BELIEFS IN ACTION

In 2013, Rochester Community Schools superintendent, Dr. Robert Shaner, initiated a new strategic planning process called, *Pride in Excellence: Strategic Planning 2020*.

The strategic plan guides our efforts to ensure students residing within the greater Rochester area are provided with a quality, world-class education. Included in the strategic plan is a set of beliefs which represents our core values and philosophies.

In 2016, the leadership team representing all schools and departments across the district expanded upon the strategic plan by further defining what it means to put our beliefs into action. Their work is presented in this document.



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ROCHESTER
COMMUNITY SCHOOLS

PRIDE IN EXCELLENCE



We put our
Beliefs into Action!



ROCHESTER COMMUNITY SCHOOLS

2021-22 FAST FACTS

ADOPTED BUDGET 2021-22

Beginning fund balance, 7-1-21	\$38,610,298
Current operating revenues	\$198,914,349
Current operating expenditures	\$199,712,355
Projected ending fund balance 6-30-22	\$37,812,292
Per pupil foundation state and local	\$8,700

COURSES AND ACTIVITIES

- 25 Advanced Placement® courses
- 26 Career and Technical Education courses in business, marketing, engineering and computer science
- 180 high school electives
- 75 Michigan High School Athletic Association varsity teams; 90 sub-varsity athletic teams
- Hundreds of student clubs and STEAM opportunities
- AP Capstone Diploma™ program and Seal of Biliteracy

POINTS OF PRIDE

- SAT scores average 9% higher than the county and 13% higher than the state
- Awarded Best Community for Music Education for choir, band and orchestra instruction
- Honored for excellence in school budget presentation
- Recognized by the Michigan Department of Education as a “notably successful” school district

OUR STUDENTS

Total TK-12 enrollment (count day)	14,855
Pre-kindergarten (excluding Head Start)	350
Grades TK-5	6,518
Grades 6-8	3,392
Grades 9-12	4,945
Students receiving special education services	1,948
Non-continuing special education disabled students who graduate with a general education diploma	94.36%
Students, including private school students, served through special education	11.90%
Free and reduced lunch eligible	13.67%

GRADUATES

2020-21 Graduation cohort rate	
Adams High School	98.10%
Rochester High School	95.10%
Stoney Creek High School	97.58%

DIVERSITY

Multi-racial	4%
Hispanic	7%
African American	3%
Asian American	16%
Caucasian	70%
Pacific Islander and Indigenous populations	<1%

OUR SCHOOLS

RCS encompasses 561 acres	
Child care center	1
Elementary schools	13
Middle schools	4
Traditional high schools	3
Alternative center for (high school) education	1
Virtual Campus (K-12)	1

PROGRAMS AND SERVICES

- Rochester Adult Center for Education
- Special Education for ages 0-26
- Pre-kindergarten classes for children, ages 3-4 years
- School-Age Care
- Award-winning art and music programs
- Community enrichment programs

OUR EMPLOYEES

Employees	1,801
Certified teachers and administrators	1,039
Non-certified staff	762

TEACHER SALARIES

Beginning schedule teacher salary	\$40,610
Highest schedule teacher salary	\$95,925

CONTRACTED SERVICES

- Custodial: ABM Services Group
- Transportation: Durham School Services
- Food service: Chartwells
- Substitute employees: EduStaff
- Pre-school care: Genesee Education Consultant Services

TECHNOLOGY

- 100 mobile labs with more than 3,200 devices districtwide
- 15,000 Chromebooks for student 1:1 initiative
- 1,500 laptops for teacher, counselors and administrators
- 800 SMART Interactive Flat Panels
- 1,500 surveillance cameras districtwide
- Secure entrances at all schools
- 663 radios for buildings, transportation and administrators

TRANSPORTATION

Total number of miles driven annually	1,500,000
Total number of students transported	10,584
Number of bus stops	3,170

Our mission is to provide a quality education in a caring atmosphere so all students can attain the necessary skills and knowledge to become lifelong learners and contribute to a diverse, interdependent and changing world.



 **96%**
graduation rate


46% of graduates from the Class of 2022 maintained a cumulative **3.7 GPA**  or higher through their entire high school education

50 
Curriculum Consultants, Interventionists & Coaches districtwide

twenty five
 **AP**
courses offered to all students

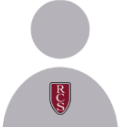
26 
Career and Technical Education courses offered

 New math curriculum implemented at all elementary buildings

Comprehensive literacy plan and reading & writing curriculum at all elementary buildings 

9% higher than county averages and **13%** higher than state averages on SAT

21 National Merit Scholar Semifinalists in 2022

over **15,000** students serviced at RCS 

180 elective courses at the high school
Hundreds of clubs offered K-12 grade, including state and nationally award-winning DECA, BPA, & First Robotics 



 District-wide Choir, Band, and Orchestra instruction, earning the designation as a **Best Community for Music Education** 




 **882**
educators, admin, and staff hold a masters degree or higher

 **43.5%** of staff have been with the district for **10+ years**

Five straight years earned the **Meritorious Budget Award** 


5th largest school population in tri-county area 
 **26 facilities** with **561 acres**

 **1,500** laptops for teachers, counselors & admin to support 1:1 Initiative
15,000 Chromebooks for student 1:1 initiative

 **1,500** security cameras
663 radios  for building, bus & admin

800  **SMART** interactive flat panels

\$185 M bond to enhance safety & security, update schools, facilities, & technology
\$78.5 M sinking fund passed by voters in Nov 2019 

21 renovated media centers offer more flexible and collaborative learning environments 



 **1263 students** completed an AP Capstone course


13 students and 17 teachers have completed exchange programs


 **209** Seals of Biliteracy awarded

RCS students have traveled to **5 countries**



 **175 students** have traveled in Global Awareness Programs

84 full year exchange students welcomed to the RCS community

24 World Language course offerings 

 Five students have graduated with a **Global Awareness Endorsement**

3 global service learning projects 

Rochester Community Schools Believes:

- It is vital to instill a sense of pride and excellence for all.
- All students can learn at high levels.
- It is our role to make a profound impact on students' lives.
- All decisions and actions should be directly related to our mission.
- Clear learning objectives, effective instructional strategies, and quality assessment lead to high student achievement and growth.
- A positive mind-set that embraces diversity creates a strong culture and climate.
- Accountability, communication, transparency, and trust throughout the system are vital components of a healthy organization.
- Focused professional development and meaningful collaboration for all staff leads to positive student growth.
- All members of the school community will experience an environment where they are safe, valued, and respected.
- Family, school, business, and community partnerships are integral for student success.
- Students must be able to flourish in a global environment.
- All stakeholders are responsible for high achievement and continuous improvement.

In the 1980's, Dr. John Schultz launched the first long-range strategic plan. The plan consisted of a vision, mission, beliefs, and several "key result areas".

Stakeholders in the District were held accountable for objectives, strategies, and action plans. The strategic plan evolved into Goals 2000 and Goals 2010, undergoing revision every few years. In April 2013, Dr. Robert Shaner was appointed superintendent by the Board of Education and initiated a new strategic planning process in October of the same year.

Pride in Excellence: Strategic Planning 2020 will ensure that all students attending Rochester Community Schools will be focused on the goal of becoming "college ready, career ready, and life ready".



ROCHESTER
COMMUNITY SCHOOLS

PRIDE IN EXCELLENCE

District Mission Statement

To provide a quality education in a caring atmosphere for students to attain the necessary skills and knowledge to become lifelong learners and contribute to a diverse, interdependent and changing world.



**Rochester
Community
Schools**

PRIDE IN EXCELLENCE:



STRATEGIC PLANNING 2020



PRIDE IN EXCELLENCE: STRATEGIC PLANNING 2020

**Rochester Community Schools will become a world-class educational system
by guaranteeing a viable, high quality curriculum for all students.**

Goal Area: Curriculum, Instruction & Assessment

RCS will develop innovative, self-directed learners who think critically, communicate effectively and persevere to positively impact the world.

- **Strategy 1:** Investigate options for potential implementation of International Baccalaureate Programs in RCS (shared with Global Awareness).
- **Strategy 2:** Assess progress with Cultures of Thinking and develop a plan to expand at all levels K-12.
- **Strategy 3:** Ensure rigorous and consistent content in all curricular areas.
- **Strategy 4:** Investigate and implement assessment practices that inform instruction and deepen student learning.
- **Strategy 5:** Investigate innovative instructional practices which provide choice and increase relevance.
- **Strategy 6:** Ensure the development and implementation of Multi-Tiered Systems of Supports (MTSS).

Goal Area: Global Awareness

RCS will challenge students through dynamic cultural experiences, to be empowered global stewards, and inspire them to have a positive impact on their community, country, and world.

- **Strategy 1:** Investigate options for potential implementation of an International Baccalaureate Programs in RCS (shared with Curriculum, Instruction and Assessment).
- **Strategy 2:** Develop and expand local partnerships with business and higher education.
- **Strategy 3:** Expand world languages to K through 12 for all students.
- **Strategy 4:** Investigate, develop, and implement programs which ensure that students have a high degree of cultural awareness.
- **Strategy 5:** Investigate the feasibility of service learning for all students.
- **Strategy 6:** Expand international exchanges and school partnerships.

Goal Area: Technology and Infrastructure

RCS will ensure a world-class education by focusing resources on developing and enhancing assets which include people, innovative partnerships, state-of-the-art technology and facilities.

- **Strategy 1:** Develop a comprehensive infrastructure plan including technology, facilities, safety, and security.
- **Strategy 2:** Develop a model for configuration of District learning spaces to support flexible and collaborative learning environments.
- **Strategy 3:** Investigate and implement integrated instructional technology to support and enhance instruction.
- **Strategy 4:** Create and maintain a sustainable business model to ensure long-term financial stability of the District.
- **Strategy 5:** Investigate and implement comprehensive information systems for business and student data.
- **Strategy 6:** Investigate systems and processes that ensure RCS recruits, hires, develops, and retains a highly qualified and diverse workforce.



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RESPECT CODE

Rochester Community Schools will provide a district climate that prohibits acts of harassment or bullying, and eliminates prejudice and discrimination.

All Rochester Community School District members have the right to be:



Safe

All individuals are entitled to a physically, emotionally and intellectually safe learning and work environment. It is our responsibility to address discriminatory statements and actions.



Valued

All individuals are entitled to be valued. Various customs, lifestyles, and backgrounds contribute to an enriched learning environment.



Respected

All individuals are entitled to be treated equitably. Education increases awareness and understanding and promotes human dignity.

DISTRICT EQUITY STATEMENT

Rochester Community Schools is committed to providing an equitable education that prepares all students for an interdependent, evolving world. We believe in a unified culture of belonging for all. We recognize that systemic inequities exist that create educational equity gaps among various identity groups, specifically those who have been marginalized. Through a multifaceted approach of inclusion, we commit to creating opportunities and access, protecting the well-being of all, eliminating barriers, and educating within a safe environment where all individuals are valued, respected, included, welcomed, and acknowledged.

Notice of Nondiscrimination

Rochester Community Schools does not discriminate on the basis of race, color, religion, national origin, creed or ancestry, age, sex, marital status, height, weight, familial status, arrest record or physical and mental disabilities in accordance with the Elliot-Larson Civil Rights Act (ELCRA) MCL 37.2206, Persons with Disabilities Civil Rights Act (PWCRA), MCL 37.1206, Title II, Title VI, and Title VII of the Civil Rights Act of 1964, Title IX of the Educational Amendment Act of 1972, the Age Discrimination in Employment Act and the Immigration Reform and Control Act of 1986 (8U.S.C., Section 1324A Et. Seq.) and Section 504 of the Rehabilitation Act of 1973. In addition, individuals will not be excluded from, or be denied, the benefits of participation in any program or activity for which the Board of Education of the Rochester Community School District is responsible on the basis of such characteristics. Rochester Community Schools has designated the following individuals as Compliance Coordinators at 52585 Dequindre Rd., Rochester, MI 48307. Title II and Section 504 for students: Assistant Superintendent of Special Populations, Diversity, Equity, and Inclusion, (248) 726-3060; Equal Employment Opportunity/Section 504 for non-students: Chief Human Resource Officer, (248) 726-3110; Title IX Coordinator: Chief Human Resource Officer, (248) 726-3110.