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Anthony Hamlet, Ed.D., Superintendent of Schools

The School District of Pittsburgh (Pittsburgh, PA)

REQUEST FOR PROPOSALS (RFP)

STRATEGIC PLANNING SERVICES

Issuance Date: July 15, 2016

Submission Date: July 22, 2016 at Noon

Introduction

Pittsburgh Public School (PPS) requires an actionable strategic plan to guide its future direction. Under the guidance of the new superintendent, the District seeks to embark on an inclusive, capacity building effort to develop aligned, coherent and realistic approaches to improve student achievement.

Over the past five years, the school district has engaged a number of external consultants to analyze district performance, consider research-based effective practices, and make recommendations for district improvement. The last extensive effort was in 2013 and resulted in the creation of the Whole Child, Whole Community plan being established. More recently, the District evaluated their curriculum and the academic return on investment related to some instructional practices.

In moving forward, the District seeks to reassess its strengths and assets, and prioritize opportunities for improvement. Utilizing the collective knowledge, commitment and experience of the School District and its community, as well as effective approaches for high-performing urban districts, PPS wants to develop an actionable strategic plan that is embraced and understood by all stakeholders. The Superintendent is approaching this transformation-seeking planning process from the belief that people in the system are competent, hard-working, and need to be supported rather than seeking disruptive reforms that impact teaching and learning.

The process is expected to take six months, starting in August 2016.

Scope of Work

- Work with PPS Strategic Planning Team to shape planning process.
 - Meetings will take place in person and via phone conference or video conference.
- Design listening session format and facilitation protocol to maximize stakeholder input.
 - PPS will host at least nine community listening sessions to assess the Strengths, Weaknesses, Opportunities and Threats (SWOT) facing PPS. The location of those sessions will be selected in consultation with the PPS Team.
- Design a tool or process for gathering input from the public.

- Input from the public should also be obtained via surveys, social media and other venues.
- Work with the Superintendent's Transition Team.
 - The team will be comprised of educational experts from across the country that will provide an independent analysis of the District. Reports from the Transition Team's work will be made available and the recommendations should be reflected in the strategic plan.
- Synthesize major themes and critical issues identified through listening sessions and public input.
 - Facilitate theme-based teams to develop strategic ideas or programmatic strategies.
- Support the PPS Team with presentations to the Board of Directors.
 - Develop Presentation Materials
- Review and analyze PPS data.
 - Work with PPS staff to extract appropriate data files to inform the strategic plan.
- Present relevant research that will inform the strategic plan.
- Write the actionable strategic plan document that reflects a culmination of the scope of work and a comprehensive strategy for sharing the plan with the Pittsburgh community.
 - The strategic planning process will result in a comprehensive five-year plan that will guide PPS in a process to improve student outcomes. The plan will outline goals and objectives that will guide priorities based on considerable research, extensive input from a variety of stakeholders, and consensus on the vision and mission of the organization.

Background

As the largest of 43 school districts in Allegheny County and second largest in Pennsylvania, Pittsburgh Public Schools serves approximately 25,000 students in Kindergarten through Grade 12 in 54 schools with approximately 1,990 teachers, a total of 3,900 employees, and a general budget of \$570.4 million. The student population is 53% African American, 33% White and 14% Other, speaking 46 languages spoken representing 57 countries

Timetable/Response Submittal

The Office of the Superintendent is requesting proposals from experienced and qualified individuals/companies. Selection of the consultant will be made based on the proposals submitted and possible interview if needed. A timetable for the selection process is provided below:

- July 15, 2016: Release of RFP
- July 22, 2016: Receipt of Proposals
- July 25, 2016: Interview Date (if necessary)
- July 26, 2016: Recommendation for Selection
- July 27, 2016: Legislative Approval by Board

Upon the release of this RFP and during the conclusion of the selection process, there shall be no communication between any prospective respondents, their lobbyist(s) or agent(s) and any employee of the PPS or its elected Board of Directors, except as provided for in the RFP. Any violation of this provision by any prospective firm and/or its agent shall be grounds for immediate disqualification.

All proposals shall be submitted to PPS as follows:

Mrs. Errika Fearbry Jones Executive Director, Internal/External Affairs School District of Pittsburgh 341 South Bellefield Avenue, Room 100 Pittsburgh, PA 15213 Tel: (412) 529-3600 Fax: (412) 622-3604 Email: superintendentoffice@pghboe.net
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Proposals can be submitted in electronic format, faxed or mailed to the Superintendent's Office by Noon on July 22, 2016.

Proposals, including any/all attachments, cover letter, and tabs should not exceed twenty-five (25) pages in length on 8 ½" X 11" paper, single spaced using a minimum font size of 10 pt.

Proposals should be submitted following the instructions detailed below. PPS reserves the right to select a proposal in its entirety or some portion(s) thereof. Furthermore, PPS reserves the right to reject any and all proposals and to waive irregularities.

Any questions regarding this RFP should be addressed to Mrs. Jones.

Responses should address the following questions or requests for information:

I. Letter of Transmittal

Each proposal should be accompanied by a letter of transmittal which summarizes key points of the proposal and which is signed by an authorized officer.

II. Experience and Qualifications

Provide brief biographies for the partners and employees who will be supporting PPS' account, including any relevant experience for each. Please include only those individuals who will work on PPS' account and specify their role in the project.

Please describe relevant experience with strategic planning projects including previous work with other school districts. Please provide three references.

III. Company Information/Equal Employment Opportunity

- A. Describe your company's equal employment opportunity policies and programs.
- B. Has your company or any of its employees, or anyone acting on its behalf, ever been convicted of any crime or offense arising directly or indirectly from the conduct of your company's business or have any of your company's officers, directors or persons exercising substantial policy discretion ever been convicted of any crime or offense, i.e., financial misconduct, fraud or child abuse? If so, please describe any such convictions and surrounding circumstances in detail.
- C. Has your company, or any of its employees, or anyone acting on its behalf, been indicted or otherwise charged in connection with any criminal matter rising directly or indirectly from the conduct of your company's business

which is still pending or have any of your company's officers, directors or persons exercising substantial policy discretion been indicted or otherwise charged in connection with any criminal matter, i.e., financial misconduct, fraud or child abuse which is still pending? If so, please describe any such indictments and surrounding circumstances in detail.

IV. Project Work Plan

Submit a detailed work plan for performed services. A timeline for completion of specific work products should also be included.

V. Fee Proposal

Please provide a fee structure that your company would propose to provide strategic planning services for the Office of the Superintendent given the scope of services provided in your detailed work plan. Proposals must include the overall cost of all work, as well as hourly or daily rates, and must include cost estimates for travel and time associated with conference calls with PPS staff.

Proposals should not include a budget for logistical support for listening sessions and focus groups, audio-visual needs, meeting space rental, refreshments, and mass printing and distribution of the strategic plan. PPS staff will assist with invitations, registration and on-site logistical support for listening sessions, as needed.

Evaluation Criteria and Selection Process

The contract will be awarded to the qualified proposer whose proposal is most advantageous to the PPS, based on the evaluation criteria specified below. Thus, while the points in the evaluation criteria indicate their relative importance, the total scores will not necessarily be determinative of the award. Rather, the overall scores will guide the PPS in making an intelligent award decision based on the evaluation criteria.

PPS reserves the right to request an interview from those companies determined to be in a competitive range and shall use the information derived from these interviews, if any, in its evaluation.

PPS anticipates selecting one consultant using the following criteria:

<u>Strategic Planning Services</u>	<u>Points</u>
Background and experience in strategic planning	25
Background and experience in working with urban school districts	20
Meeting design expertise, facilitation skills and group process skills	20
Use of technology to facilitate input from stakeholders	10
Cost-effectiveness of proposal	25

The contractor will be selected by July 27, 2016.