

TY'RELLE STEPHENS
School Board President



Providence Public School District
Purchasing Department
797 Westminster Street
Providence, RI 02903-4045
tel. 401.456.9264
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www.providenceschools.org

DR. JAVIER MONTAÑEZ
Superintendent

REQUEST FOR PROPOSALS

ITEM DESCRIPTION: Providence School Board Governance Capacity Building and Strategic Advisory Services

DATE AND TIME TO BE OPENED: August 20, 2026 at 1:00PM

PRE-BID CONFERENCE (IF APPLICABLE): None

SUBJECT MATTER EXPERT (NAME): Zachary Scott

SUBJECT MATTER EXPERT (EMAIL): Zachary.Scott@ppsd.org

QUESTION DEADLINE: August 6, 2026 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: Thomas Morgan
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.
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.
 - a. Errors & Omissions insurance plus General Commercial Liability coverage of one million dollars per incident with \$ two million aggregate claims.
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, 2027** 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.
29. District agrees and acknowledges that Company and its licensors own all intellectual property rights in and to the Products including, without limitation, all trademarks, trade names, service marks and copyrights in the Products and all underlying software programs and related documentation. District agrees and acknowledges that District and any school shall not acquire any right, title or interest in or to any Company's intellectual property (IP), including, without limitation, software, trademarks, copyrights and other intellectual property of Company and no other rights are granted by Company to the District or any school in Company's IP by implication, estoppel or otherwise. District further acknowledges and agrees that Company shall continue, during the term hereof, to expand and modify its Products, in its sole discretion.
30. Data and Release (Representations and Warranties):
 - a. In connection with Company's provision of the Products to District and to allow for the proper functioning and purpose of the Products, the District agrees to and shall release certain data to the Company and agrees to permit the Company to collect certain data from District's users of the Products (collectively, "**Data**"). Certain of this Data may be

subject to the Family Educational Rights and Privacy Act ("**FERPA**") (20 U.S.C. § 1232g; 34 CFR Part 99), in which case it will be known as FERPA Data ("**FERPA Data**"). Certain portions of the Data may be considered Personally Identifiable Information ("**Personally Identifiable Information**"). De-Identified Data ("**De-Identified Data**") is data generated from usage of Company Products from which all Personally Identifiable Information has been removed or obscured so that it does not identify an individual student and there is no reasonable basis to believe the remaining information can be used to identify a student. For the purposes of this agreement De-Identified Data will not be considered Personally Identifiable Information and, thus, shall not be deemed FERPA Data, as defined above, or COPPA Data, as defined below. Personally Identifiable Information may be collected from students under the age of 13 during the normal course of such students' use of the Products and thus may be subject to the Children's Online Privacy Protection Act, in which case it will be known as COPPA Data ("**COPPA Data**"), but with respect to both COPPA Data and FERPA Data, such Data may only be used for the purpose of facilitating and enhancing the use and functionality of the Products and in connection with Company's providing the Products to District and its users. Company will access, use, restrict, safeguard and dispose of all FERPA Data and COPPA Data related to this Agreement in accordance with FERPA and COPPA, respectively. Notwithstanding such release or collection, the FERPA Data, COPPA Data, and Personally Identifiable Information remain the property of the District.

- b. Company in providing Products to the Customer may use external service providers as required to facilitate a variety of operations, known as Third Party Service Providers. Outsourced operations may include, but are not limited to: web hosting, assisting with providing customer support, database reporting, analytics, and assisting with marketing or billing. As a result of this relationship, Third Party Service Providers may have access to Personally Identifiable Information. Company Partners are obligated to take appropriate commercially reasonable steps to maintain the confidentiality of all District information they receive in connection with Company Product and are subject to other legal restrictions that prohibit the use of District information for any purpose other than that described below for specific Company purpose. Any data exchanged with Third Party Service Providers will be deleted or transferred, per District request, when no longer needed, or at contract expiration. Company Partners should be submitted when bidding.
- c. Company assures that data is secured and protected in a manner consistent with industry standards at a minimum and has attached documentation reflecting Company's existing data privacy and security guidelines and/or policies. The guidelines and/or policies will apply to both Personally Identified Information and De-Identified Data. Company's use of Personally Identifiable Information shall be for the exclusive use of the District and/or third parties identified and approved by the District. Company may use De-Identified Data for the following purposes: to improve the Product, to demonstrate the effectiveness of the Product, and for research or other purposes related to developing and improving the Product. Company's use of such De-Identified Data may survive termination of this Agreement.

- d. "Personally Identifiable Information" or "**PII**" means information provided to Company in connection with Company's obligations to provide the Products under the Agreement that (i) could reasonably identify the individual to whom such information pertains, such as name, address and/or telephone number or (ii) can be used to authenticate that individual, such as passwords, unique identification numbers or answers to security questions or (iii) is protected under Applicable Laws. For the avoidance of doubt, PII does not include aggregate, anonymized data derived from an identified or identifiable individual
- e. District represents and warrants that:
 - i. any such FERPA Data released to Company has been released pursuant to, among other things, a limited exception under FERPA acting for the District as a "**School Official**" with a legitimate educational interest for the purposes of providing the Products; and
 - ii. District has complied fully with FERPA and, among other things, has specified at least annually in a FERPA notification to parents/guardians that it uses outside contractors/consultants as "School Officials" to provide certain institutional services and functions such as those set forth in this Agreement.
- f. Company shall function as a school official of the District and agrees to the following conditions, as required by 20 U.S.C. Section 1232g and 34 C.F.R. Section 99.31:
 - i. Company is performing a service or function for which the District would otherwise use employees;
 - ii. Company is under the direct control of the District with respect to the use and maintenance of education records;
 - iii. Company is subject to the requirements of 34 C.F.R. Section 99.33(a) governing the use and re-disclosure of personally identifiable information from education records; and
 - iv. Company represents that it has the knowledge, skill and resources necessary to provide and maintain a web-based educational product or platform that is sufficiently secure and encrypted to protect confidential information.
- g. Company and District each represent and warrant that any COPPA Data and FERPA Data released and/or shared by Company and/or District for the purposes of this Agreement shall be covered by that party's respective agreement with the other party regarding FERPA Data and COPPA Data and no further agreement shall be needed by the other party for such release or sharing.
- h. Company and District agree that all such FERPA Data is provided on an "as is" basis and neither party shall be liable for any express or implied warranties, including but not limited to implied warranties of merchantability, non-infringement, and fitness for a particular purpose. Further, absent gross negligence or willful misconduct, neither party shall be liable to the other for any damages in whatever form or under any theory of liability for the "as is" data, even if advised of such.

31. **Data Transfer Protocol.** The District will assign a team representing technical and academic expertise (“District team”) to work with Company to establish the automated data transfer. The project timeline, services provided by Company, and tasks required of the District Team will be finalized in a Statement of Work provided by Company and agreed upon by the District. Company will need to provide a detailed data definition and layout document that the District team will use to map their data system(s) to Company’s data feed specification. At that point, Company will work with the District team to establish scheduled, automatic data transfers between the District student data system(s) and a secure file transfer protocol (“SFTP”) site hosted by Company. Company will provide their data validation rules to the District team. Every time new data is published to the SFTP, Company will validate the data, load the successful records into the Company data system, and send an email to the District team notifying them of potential errors.

32. **Ownership and Protection of Confidential Information**

- a. By virtue of this Agreement and providing District with the Products, the parties may have access to information of the other party that is deemed confidential (“**Confidential Information**”). Confidential Information includes information, ideas, materials or other subject matter of such party, whether disclosed orally, in writing or otherwise, that is provided under circumstances reasonably indicating that it is confidential or proprietary. Confidential Information includes, without limitation, all business plans, technical information or data, product ideas, methodologies, calculation algorithms and analytical routines; and all personnel, customer, contracts and financial information or materials disclosed or otherwise provided by such party (“**Disclosing Party**”) to the other party (“**Receiving Party**”). For the purposes of this agreement De-Identified Data will not be considered Confidential Information. Confidential Information does not include that which (a) is already in the Receiving Party’s possession at the time of disclosure to the Receiving Party, (b) is or becomes part of public knowledge other than as a result of any action or inaction of the Receiving Party in violation of this Agreement, (c) is obtained by the Receiving Party from an unrelated third party without a duty of confidentiality, or (d) is independently developed by the Receiving Party.

Confidential Information means any and all information of either party disclosed or otherwise made available to or learned by the parties under this Agreement, which is designated as “confidential” or “proprietary” or which, under all of the circumstances, ought reasonably to be treated as confidential, and includes, but is not limited to, school data and, all school student records and personnel records of both parties.

Company, the District, and each school partner will maintain the confidentiality of any and all Personally Identifiable Information exchanged as part of the Agreement. Confidentiality requirements will survive the termination or expiration of this Agreement. To ensure the continued confidentiality and security of student data, Company and school security plans will be followed

- b. Ownership. Confidential Information of either party (and any derivative works thereof or modifications thereto) is and will remain the exclusive property of that party or its licensors, as applicable. Neither party shall possess nor assert any lien or other right against or to Confidential Information of the other party. No Confidential Information of either party or any part thereof, will be sold, assigned, leased, or otherwise disposed of to third parties by the other party or commercially exploited by or on behalf of Company, its employees or agents.
- c. Method of Transfer. Company will employ industry best practices, both technically and procedurally, to protect the Data from unauthorized physical and electronic access during transfer.
- d. Restrictions on Use. The Receiving Party shall not use Confidential Information of the Disclosing Party for any purpose other than in furtherance of this Agreement, with the understanding that the Company also retains aggregate, de-identified, anonymized information for improvement, research and development purposes. The Receiving Party shall not disclose Confidential Information of the Disclosing Party to any third parties except as otherwise permitted hereunder. The Receiving Party may disclose Confidential Information of the Disclosing Party only to those employees, subcontractors or agents who have a need to know such Confidential Information and who are bound to retain the confidentiality thereof under provisions (including, without limitation, provisions relating to nonuse and nondisclosure) no less restrictive than those required by the Receiving Party for its own Confidential Information. The Receiving Party shall maintain Confidential Information of the Disclosing Party with at least the same degree of care it uses to protect its own proprietary information of a similar nature or sensitivity, but with no less than reasonable care under the circumstances. Each party shall advise the other party in writing of any misappropriation or misuse of Confidential Information of the other party of which the notifying party becomes aware.
- e. Exclusions. Notwithstanding the foregoing, this Agreement shall not prevent a party receiving a judicial order or other legal obligation from disclosing Confidential Information of the other party, provided that the other party is promptly notified and cooperates to allow intervention to contest or minimize the scope of the disclosure (including application for a protective order). Otherwise, neither Company nor any of its personnel may release confidential data or results if such data or results include individual person, District- or state-identifiable data or results, either directly or inferentially, unless agreed by the parties in writing on a case by case basis. Notwithstanding the foregoing, nothing in this Agreement shall limit Company's ability to use De-Identified Data for product development and research purposes as permitted under FERPA.
- f. Destruction of Confidential Information. At no cost to the party that owns the Confidential Information, the other party shall upon (a) written request by the owner at any time, and (b) upon termination or expiration of this Agreement, securely eliminate or return promptly in the format and on the media in use as of the date of the written request, all or any requested portion of Confidential Information that may be in the other party's possession or control.

- g. Breaches and Misuse. A Security Incident is a suspected, attempted, or imminent threat of unauthorized access, use, disclosure, breach, modification, disruption or destruction to or of District Data. In the event of a Security Incident, Company shall investigate the Security Incident, identify the impact of the Security Incident and take commercially reasonable actions to mitigate the effects of any such Security Incident. If the Security Incident results in a Security Breach, a documented, unsecured disclosure, access, alteration or use of the data, not permitted in this Agreement, which poses a significant risk of financial, reputational or other harm to the affected End User or the District, Company shall, (i) timely provide any notifications to individuals affected by the Security Breach that Company is required to provide, and, (ii) notify District of the Security Breach, subject to applicable confidentiality obligations and to the extent allowed and/or required by Applicable Laws. Except to the extent prohibited by Applicable Laws, Company shall, upon District's written request, provide District with a description of the Security Breach and the type of data that was the subject of the Security Breach.

The parties will each cooperate fully in resolving any actual or suspected acquisition or misuse of Confidential Information.

33. In the event of termination by District or Company prior to completion of the contract, only the segment of fees attributable to non-licensing shall be subject to proration. Compliance with FERPA and COPPA is subject to survival of any provisions in accordance with their specific terms. Company obligations to comply with FERPA requirements will survive the expiration or termination of this contract.

BID FORM 1: BIDDER INFORMATION

Agrees to Bid on: Providence School Board Governance Capacity Building and Strategic Advisory Services

DATE AND TIME TO BE OPENED: August 20, 2026 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

RFP Title:

**Providence School Board Governance Capacity Building and Strategic Advisory
Services**

2026-2027

Funding Source (Contingent on Funding): Local

I. Purpose

The Providence Public School District (“PPSD” or “District”), on behalf of the Providence School Board (“School Board” or “Board”), invites proposals from qualified firms to provide Governance Capacity Building and Strategic Advisory Services. The purpose of this engagement is to strengthen the Board’s governance systems, strategic practices, organizational capacity, and accountability structures as it carries out its responsibilities under restored local governance.

The selected firm will serve as a strategic governance partner, building upon work already completed and providing assessment, planning, implementation support, strategic advising, organizational development, and capacity building. This engagement is intended to advance the Board from governance preparation and development to sustained implementation, with an emphasis on establishing effective and sustainable governance systems and practices

II. Background & Objectives

On July 1, 2026, the Providence School Board resumed full local governance following several years of state intervention. In preparation for this transition, the Board invested significantly in strengthening its governance capacity through governance training, adoption of a Student Outcomes Focused Governance framework, establishment of Board Goals and Guardrails, and development and revision of governance policies, bylaws, and operating practices.

The Board also received governance coaching and technical assistance to strengthen Board practices, clarify the distinction between governance and administration, and establish a governance framework centered on student outcomes and accountability.

With the return to local governance complete, the Board is entering its next phase of work: building upon this foundation and translating its governance framework into sustainable systems, strategic processes, organizational structures, and effective implementation practices.

The Board therefore seeks a qualified strategic partner to build upon the work already completed without unnecessarily duplicating prior training or assessments. The selected firm should provide a structured approach to strengthening governance capacity while maintaining the flexibility to respond to the Board’s evolving priorities and needs.

Through this engagement, the Providence School Board seeks to:

- Establish a clear governance roadmap aligned with the Board’s Vision, Student Outcome Goals, Guardrails, and governance responsibilities;
- Translate existing governance frameworks, policies, and practices into sustainable systems with stronger alignment between governance priorities and implementation;
- Strengthen strategic oversight, accountability, planning, and decision-making;
- Strengthen Board leadership, collaboration, and alignment around shared governance priorities and goals;

- Provide individualized and collective coaching and governance support for all Board members, as needed;
- Strengthen the Board and Superintendent governance partnership while maintaining clear roles, responsibilities, and accountability;
- Improve governance operations, organizational capacity, and institutional continuity;
- Provide best-practice guidance and training on the Board's governance role in structuring and overseeing the collective bargaining process;
- Strengthen the Board's capacity to carry out key responsibilities, including Superintendent evaluation, policy development, leadership succession planning, new Board member onboarding, financial oversight training, and oversight of District performance; and
Establish governance systems, practices, and tools that can be sustained beyond the period of the engagement

III. Scope of Work & Key Deliverable

The selected firm shall provide integrated governance support throughout the contract period. Services should build upon the Board's existing governance foundation and be responsive to priorities identified during the engagement.

A. Governance Assessment and Strategic Planning

The selected firm shall begin by developing a clear understanding of the Board's current governance environment, existing systems, priorities, and work already completed.

The review may include:

- Board Goals and Guardrails;
- Bylaws, policies, procedures, and protocols;
- Prior governance assessments and development work;
- Superintendent evaluation processes;
- Board and committee practices;
- Governance calendars and annual work plans;
- Board office and governance support structures;
- Information flow and communication practices; and
- Other relevant governance materials.

The purpose of this review is to identify strengths, implementation needs, gaps, and opportunities for continued development while building upon work already completed.

Based on this review, the selected firm shall work with the School Board to develop a Governance Plan or strategic implementation roadmap that establishes priorities, key initiatives, deliverables, timelines, and methods for monitoring progress. The plan shall guide implementation throughout the engagement and evolve as the Board's priorities and needs change.

B. Strategic Governance Advising and Implementation

The selected firm shall provide ongoing strategic guidance and implementation support to help advance Board priorities.

Services may include:

- Strategic governance advising;
- Implementation planning;
- Project coordination and progress monitoring;
- Governance research and decision support;
- Preparation for significant governance matters;
- Leadership advising;
- Support for emerging priorities; and
- Periodic review of progress, priorities, and next steps.

The selected firm should assist the Board in moving approved governance priorities from planning into implementation and help ensure that major initiatives advance in an organized and timely manner. The engagement should also provide sufficient flexibility for the Board to direct available professional capacity toward priorities identified during the contract period.

C. Board Effectiveness and Board-Superintendent Governance

The selected firm shall support the School Board in strengthening its effectiveness as a governing body and maintaining an effective governance relationship with the Superintendent.

Services may include:

- Governance and administrative role clarity;
- Board and Superintendent communication practices;
- Information-sharing and follow-up protocols;
- Accountability structures;
- Board and committee effectiveness;
- Governance leadership development;
- Superintendent goal setting and evaluation;
- Board self-assessment and continuous improvement;
- Leadership transition and succession planning; and
- Structured reflection following significant governance decisions or initiatives.

The selected firm may also plan and facilitate Board retreats, strategic planning sessions, governance workshops, or leadership meetings necessary to advance the Board's priorities.

The objective shall be to strengthen communication, accountability, collaboration, and effective governance while maintaining the appropriate distinction between governance and administration.

D. Governance Systems and Organizational Capacity

The selected firm shall assist the Board in developing and strengthening sustainable governance systems and organizational infrastructure.

Services may include:

- Governance calendars and annual work plans;
- Board policies, bylaws, procedures, and protocols;
- Board and committee structures and practices;
- Board office organizational structures and workflows;
- Governance manuals and institutional resources;
- Information-flow and communication systems;
- Strategic dashboards and progress-monitoring tools;
- Systems for monitoring Board Goals, Guardrails, and District performance;
- Community engagement structures connected to Board priorities; and
- Other governance systems identified through the Governance Plan.

The selected firm should support both the development and, when requested, implementation of these systems so that approved practices become integrated into the Board's ongoing work.

These areas reflect the interconnected needs of governance infrastructure, strategic oversight, leadership, evaluation, and organizational support identified in the governance support proposal.

E. Continuous Improvement and Sustainability

Throughout the engagement, the selected firm shall support periodic review of the Board's progress and the effectiveness of governance systems being implemented.

This may include reviewing:

- Progress toward established priorities and deliverables;
- Effectiveness of newly implemented governance practices;
- Emerging governance needs;
- Areas requiring additional attention;
- Board self evaluation;
- Opportunities to strengthen Board practices; and
- Strategies for sustaining improvements over time.

At the conclusion of the engagement, the selected firm shall provide a summary of progress, completed work, remaining priorities, and recommendations for continued governance development.

All work should emphasize knowledge transfer, institutional capacity, and sustainability so that systems, tools, and practices developed through the engagement remain useful to the Board after the contract ends.

EXPECTED DELIVERABLES

At a minimum, the engagement is expected to include:

1. **Governance Assessment Report**
Review the Board's current governance structure, policies, practices, priorities, and existing work, and provide a written report identifying strengths, areas for improvement, and recommendations.
2. **Governance Plan**
Facilitate an initial Board planning session and develop a written Governance Plan outlining priorities, key actions, timelines, and measures of progress.
3. **Strategic Advising and One-to-One Coaching**
Provide ongoing governance advising and implementation support, including one-to-one coaching for the Board President, officers, committee chairs, and individual Board members, as appropriate. Support may include governance leadership, role clarity, Board-Superintendent relations, strategic decision-making, and implementation of Board priorities.
4. **Board Retreats and Workshops**
Facilitate a minimum of three (3) Board retreats, workshops, or strategic planning sessions focused on identified governance priorities and Board development needs.
5. **Governance Systems and Work Products**
Develop or strengthen governance policies, protocols, organizational structures, dashboards, monitoring tools, templates, and other priority work products identified during the engagement.
6. **Midpoint Progress Report**
Provide a written midpoint report summarizing progress, completed work, outstanding priorities, and any recommended adjustments to the Governance Plan.
7. **Final Governance and Sustainability Report**
Provide a final written report summarizing accomplishments, outstanding priorities, sustainability considerations, and recommended next steps.

The Board welcomes alternative or enhanced approaches that achieve or exceed the objectives and outcomes described in this RFP.

EXPECTED OUTCOMES

At the conclusion of the engagement, the Providence School Board expects to have:

- A clear and actionable governance roadmap;
- Stronger systems for implementing and monitoring Board priorities;
- Sustainable governance infrastructure and organizational practices;
- Stronger strategic oversight and accountability systems;
- Clear and effective Board and Superintendent governance practices;
- Improved governance policies, procedures, workflows, and institutional systems;

- Increased capacity to carry out Superintendent evaluation, policy development, leadership succession planning, and oversight responsibilities;
- Greater institutional continuity; and
- Governance tools and practices capable of continued use beyond the engagement.

The ultimate purpose of this work is to strengthen the Board's ability to govern effectively, remain focused on student outcomes, and establish systems that become permanent components of how the Providence School Board conducts its work.

This reflects the original initiative's goal of moving from governance training into implementation while establishing sustainable governance infrastructure, organizational capacity, accountability, and long-term institutional effectiveness.

IV. Contract Term & Administration

The anticipated contract term shall be one (1) year. Any renewal or extension shall be subject to satisfactory performance, continued need, available funding, applicable procurement requirements, and required approvals.

The resulting agreement shall be between the Providence School Board and the selected vendor for the provision of governance capacity building and strategic advisory services. The selected vendor shall work directly with the School Board, with the School Board President or designee serving as the primary point of coordination for establishing priorities, sequencing work, monitoring progress, and coordinating services consistent with Board direction and the terms of the agreement.

The engagement shall remain responsive to the needs and priorities of the full School Board, with services and deliverables aligned to the Board's Governance Plan and evolving governance priorities. District administration shall support applicable purchasing, invoicing, payment, and other administrative requirements associated with the agreement.

V. Proposal Requirements/Qualifications & Experience

The District recognizes that the Board's governance priorities may evolve throughout the engagement. Proposers should provide a flexible hybrid service model that includes both on-site and virtual support. The three (3) required Board retreats, workshops, or strategic planning sessions shall be conducted on-site, with additional on-site support provided as needed. Ongoing strategic advising, one-to-one coaching, planning, implementation support, and progress monitoring may be provided virtually or on-site, as appropriate.

The selected firm shall regularly communicate progress, completed deliverables, emerging priorities, and any additional resources needed to advance the work. Priorities, sequencing, and the level of on-site or virtual support may be adjusted throughout the engagement based on the Governance Plan and the Board's evolving needs.

Qualified proposers should demonstrate significant experience supporting school boards and educational organizations in governance, strategic planning, leadership development, organizational improvement, and related advisory services.

Relevant qualifications and experience should include:

- Experience advising school boards, Superintendents, Board leadership, and senior education leaders, including work with large, diverse, complex, or urban public school systems;
- Experience supporting school boards through governance, leadership, organizational, or local-control transitions;
- Expertise in school board governance, strategic planning, governance implementation, and building sustainable governance capacity;
- Experience providing executive coaching, Board member coaching, leadership development, and ongoing strategic advising to strengthen Board leadership, collaboration, and governing-team effectiveness;
- Experience strengthening Board-Superintendent working relationships, including role clarity, communication, accountability, and alignment around shared priorities;
- Experience developing and implementing governance plans, policies, bylaws, procedures, protocols, governance calendars, and Board operating practices;
- Experience strengthening Board operations and organizational structures, including Board office design, committee structures, workflows, information flow, and governance support systems;
- Experience developing systems for strategic oversight, progress monitoring, dashboards, financial and fiduciary oversight, and accountability;
- Experience supporting Superintendent goal setting and evaluation, Board self-evaluation, leadership transition, succession planning, new-member onboarding, and executive search;
- Experience facilitating Board retreats, workshops, strategic planning, governance training, and Board development;
- Experience supporting community engagement and connecting the Board's vision and priorities with District strategy, oversight, and decision-making; and
- Demonstrated organizational capacity to provide multidisciplinary expertise and flexible support as the Board's priorities and needs evolve throughout the engagement.

The selected firm should demonstrate the ability to combine strong governance structures, effective working relationships, and ongoing strategic support while helping the Board build sustainable systems and institutional capacity that remain effective beyond the engagement. This aligns with the proposal's emphasis on governance planning, stronger governing-team practices, strategic oversight, governance infrastructure, and continuity of support.

VI. Limitations, Ownership, Confidentiality and Conflicts

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.

All work products developed specifically through this engagement shall be for the use and benefit of the Providence School Board and shall remain available for the Board's continued use in accordance with the final agreement. The selected firm shall prioritize documentation, knowledge transfer, and sustainable governance systems that strengthen the Board's long-term capacity.

The selected firm's primary professional responsibility and loyalty under this engagement shall be to the Providence School Board as the client and governing body. The firm shall provide independent, objective advice in furtherance of the Board's governance responsibilities and priorities and shall promptly disclose any actual, potential, or perceived conflict of interest that could affect its independence or responsibilities to the Board.

The selected firm shall maintain appropriate confidentiality regarding nonpublic or privileged information obtained through the engagement and shall not disclose such information to District administration or any other party except as authorized by the School Board or as required by applicable law. The firm shall comply with all applicable laws, Board policies, and contractual requirements governing confidentiality, records, and conflicts of interest.

VII. Questions

Questions concerning this solicitation should be emailed to Zachary Scott (email address: Zachary.Scott@ppsd.org). Questions are due by August 20, 2026. 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).

Vendor Name	
Technical Proposal Category	Score
<i>Executive Summary (0 - 10 points)</i>	
<i>Previous Experience and Background (0 -10 points)</i>	
<i>Capability, Capacity, Staffing and Qualifications of the Vendor (0 -40 points)</i>	
<i>Work Plan/Approach Proposed (0-40 points)</i>	
Total Score	

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.