

Addendum #1

Providence School Board Governance Capacity Building and Strategic Advisory Services

Issue Date: Friday, August 14, 2026

Bids Due: Thursday, August 20, 2026 at 1:00PM
no bids will be accepted after 1pm

Past Performance

1. Section II references prior governance coaching, technical assistance, and training provided to the Board. Can the District identify the firm(s) or providers that delivered that prior work, and indicate whether they are eligible to respond to this solicitation?
 - a. The prior governance coaching, technical assistance, and training referenced in Section II was provided by the Council of the Great City Schools. The Council is eligible to respond to this solicitation; however, prior work with the Board does not provide any preference or guarantee of selection. All proposals will be evaluated through the competitive procurement process based on the requirements and evaluation criteria established in the RFP.
2. So that all proposers can build upon completed work as directed in the RFP, will the District make the prior governance assessment findings, baseline reports, adopted Board Goals and Guardrails, and current governance policies and bylaws available to all bidders via addendum during the solicitation period?
 - a. Yes. The Board will make relevant existing governance materials available to all proposers, including prior governance assessment findings, available baseline reports, adopted Board Goals and Guardrails, and current governance policies and bylaws. These materials will be provided through the appropriate solicitation process so that all proposers have equal access to the information.
3. What specific gaps or unmet needs from the prior technical assistance does the Board most want the selected partner to address under this engagement?
 - a. The Board seeks to build greater trust, strengthen understanding of the Board's broader governance and oversight role, and establish sustainable systems for effective Board-Superintendent relations. A key priority is helping the Board exercise strong oversight and

accountability while maintaining clear boundaries between governance and the Superintendent's day-to-day administration of the District.

4. Should proposers price this as a fixed fee for the defined deliverables, a not-to-exceed pool of hours, a monthly retainer, or hourly rates — and is a specific pricing format required?
 - a. We would recommend proposers price their response based on schedule of defined deliverables.
 - b. **People**
5. Given that the firm's primary professional responsibility is to the School Board while District administration processes invoicing and payment, what protocols safeguard nonpublic or privileged Board communications from disclosure to District administration through the administrative and payment process?
 - a. We do not have concerns about the sharing of non-public or privileged Board communications from disclosure, but vendors can communicate directly with School Board members and PPSD's Chief Legal Counsel on any items that they don't believe are relevant or appropriate for district administration.
6. Will the School Board President or designee have authority to review and approve invoices before District administration processes payment?
 - a. Yes. Invoices will be jointly reviewed and approved by the School Board President and Superintendent, or their respective designees, prior to processing for payment. The President and Superintendent may also delegate invoice review and approval to the appropriate District Finance staff when deemed appropriate.
7. Is participation in one-to-one coaching mandated by Board leadership or voluntary, and are there specific District staff or labor representatives the firm is expected to interface with in providing the requested collective-bargaining governance guidance?
 - a. One-to-one coaching is not mandated but is highly encouraged on a monthly or bi-monthly basis. Board leadership, including the President, Vice President, and Secretary, is expected to actively participate to strengthen role clarity and governance effectiveness. For collective-bargaining governance guidance, the firm may interface with appropriate District staff and legal counsel as needed; no specific labor representatives are required at this time.
 - b. **Processes**
8. For the Capability/Capacity/Staffing/Qualifications (40 points) and Work Plan/Approach (40 points) categories, what rubric or sub-criteria will the review committee apply, and are any sub-elements individually weighted?
 - a. The review committee does not have a sub-criteria identifies at this time.
9. Under the “lowest cost, technically acceptable” award method, will price be compared among all proposals scoring at or above the 75-point threshold, and is there any tie-breaking or price-reasonableness consideration among technically acceptable proposals?
 - a. Price will be compared among all proposals scoring at or above the 75-point threshold

10. Given that awards may be made within ninety (90) days of the August 20 opening and the term runs through June 30, 2027, what is the anticipated contract commencement date, and does the one-year term begin at award or adjust to the resulting performance window?
- We would expect the contract to commence in late September or early October, depending on the number of responses and time needed to finalize a contract. The award date will not change the contract end date of June 30, 2027.
11. In the Capability/Capacity/Staffing category, is 'capacity' evaluated as firm size and number of assignable personnel, and is there a minimum team size or required key-personnel structure?
- There is no minimum team size or required staffing structure. Capacity will be evaluated based on whether the proposed team, regardless of size, has the flexibility, availability, and expertise necessary to successfully deliver the full scope of work. A team of two or three individuals may be sufficient if the proposer demonstrates the capacity to meet the Board's needs.
12. Will shortlisted or technically acceptable vendors have an opportunity for an oral presentation or interview prior to award?
- Shortlisted or technically acceptable proposers may be invited to participate in an oral presentation or interview prior to final selection. The Board reserves the right to determine whether interviews or presentations are necessary as part of the evaluation process.
13. Will the review committee comprise School Board members, District administration, external advisors, or a combination?
- Members of the School Board Finance Committee will review and evaluate the proposals, with PPSD staff providing administrative and procurement process support as appropriate.
- Product**
14. General Term 25 states that work products are the sole property of the District, while General Term 29 states that the Company retains all intellectual property. Which provision governs, and may the selected firm retain ownership of its pre-existing, proprietary coaching and governance methodologies used during the engagement?
- Work products are the sole property of the District, with the exception of clearly defined intellectual property.
15. Does the scope of work contemplate the firm directly implementing governance systems, or providing advisory support while Board and District staff carry out implementation? Section III references "development and, when requested, implementation."
- The selected firm will primarily advise and guide the School Board through the development and implementation process. Any governance systems, structures, or practices requiring formal approval or administrative implementation must first be approved by the School Board and/or District, as applicable.

- 16.** Among the scope areas (A–E) and the seven expected deliverables, which does the Board consider the highest priorities for the first three to six months of the engagement?
- a. Initial priorities include Superintendent evaluation training, budget and financial governance training, coaching, and an overall governance overview for the School Board. The selected firm should also help the Board identify appropriate first steps and establish a clear process and roadmap for implementing the broader scope of work.
- 17.** What volume assumptions should proposers use in scoping the work — the approximate number of individuals to receive one-to-one coaching, the anticipated frequency of coaching, and any expected number of on-site engagements beyond the three required retreats?
- a. The School Board consists of ten (10) members. Regular coaching is not anticipated for all members; however, members should have access to the firm on an as-needed basis for governance questions and support. Structured coaching will primarily focus on Board leadership and, when appropriate, joint sessions between the Board President and Superintendent. Beyond the three required retreats, additional on-site engagements may be requested as needed.
- 18.** For the three required on-site retreats, will the District provide the venue, catering, printing, and audio-visual support, or should proposers include these logistical costs in their proposed price?
- a. Yes. The District will provide the venue and reasonable logistical support for the three required on-site retreats, including catering, printing, and audio-visual support as needed. Proposers do not need to include these costs in their proposed price.
- 19.** What format, structure, and level of detail does the Board expect for the Governance Assessment Report (Deliverable 1) and Governance Plan (Deliverable 2); and for Deliverable 5, are static tools (e.g., Excel, Word, or PDF templates and dashboards) acceptable, or is a licensed or custom software application expected?
- a. The Board does not require a specific format or structure for Deliverables 1 and 2 and welcomes the proposer's recommended approach, provided the deliverables are comprehensive, practical, and responsive to the RFP. For Deliverable 5, practical tools and templates in formats such as Excel, Word, PDF, or similar platforms are acceptable. A licensed or custom software application is not required.
- 20.** Does the Board expect the selected firm to work within its existing Student Outcomes Focused Governance framework, or is it open to complementary or alternative governance methodologies? 9. Is Superintendent search or succession planning an anticipated active deliverable within this term, or listed as desirable experience only?
- a. The Board expects the selected firm to build upon its existing Student Outcomes Focused Governance framework but is open to complementary governance methodologies and best practices that strengthen the Board's overall governance effectiveness.

b. **Profit**

21. Has a budget range or not-to-exceed amount been established for this engagement, and if so, what is it?

a. Not at this time

22. Are travel, lodging, and related out-of-pocket expenses for the required on-site retreats and any additional on-site support billed as separate pass-through reimbursable expenses, or must they be fully included in proposed rates and fees?

a. They should be fully incorporated into rates and fees

23. The funding source is identified as local and contingent upon receipt of funding. Has funding for the 2026–2027 engagement been appropriated and secured?

a. The district is identifying potential philanthropic funding to support this engagement.

24. 4. What is the anticipated invoicing schedule, and will milestone- or deliverable-based progress billing be permitted, given that no advance payment is made and no work begins without a Purchase Order?

a. Deliverable-based progress and billing is acceptable.

b. **Pay-Off**

25. What specific measures or Key Performance Indicators will the Board use to evaluate the success and long-term impact of this engagement, and which are most important?

a. Success should be measured by stronger Board governance practices, clearer roles and responsibilities, improved Board-Superintendent relations, effective monitoring of the Board's Goals and Guardrails, stronger governance systems and processes, and the Board's ability to sustain these practices over time. Particular emphasis should be placed on role clarity, effective Board-Superintendent relations, and the development of sustainable governance systems.

26. What current baselines exist against which progress will be measured, and is the development of ongoing performance-measurement capability included within the scope?

a. Existing governance assessments, Board policies and bylaws, adopted Goals and Guardrails, prior training and technical assistance, and other available governance materials should serve as initial baselines. The selected firm should also assist the Board in establishing practical measures and tools for monitoring governance progress and effectiveness over time.

27. Following the engagement, who is expected to own the ongoing operation of the governance systems, dashboards, and monitoring tools developed — Board or District staff, or continued external support?
- The School Board will ultimately own and maintain the governance systems, dashboards, and monitoring tools developed through the engagement, with appropriate District staff providing administrative support. The goal is to build sustainable internal capacity rather than create long-term dependence on external consultants.
28. How should the firm structure knowledge transfer so that the systems, tools, and practices developed remain effective beyond the contract term, and how will the Board assess whether that transfer has succeeded?
- The firm should recommend an effective approach to knowledge transfer, including training, documentation, practical tools, and hands-on support. Success should mean that Board leadership, members, and appropriate staff can effectively use and maintain the governance systems after the engagement concludes. .
29. How do the Board's Vision, Student Outcome Goals, Guardrails, and any multi-year strategic or district plan drive the priorities of this engagement?
- The Board's Vision, Student Outcome Goals, and Guardrails should serve as key drivers of the engagement. Governance systems and practices developed through this work should strengthen the Board's ability to monitor progress, maintain accountability, and govern toward its adopted priorities. Relevant District strategic planning documents should also inform the work where appropriate.
30. 6. Will governance milestones such as Superintendent evaluation cycles or collective-bargaining timelines serve as reference points for measuring the value of this engagement?
- Major governance milestones, including Superintendent evaluation cycles, may serve as practical reference points for assessing the effectiveness of governance systems developed through this engagement. Collective bargaining and other significant Board responsibilities may also inform the work where appropriate, but will not necessarily serve as direct measures of consultant performance.
31. What governance-related work has been completed to date, (governance assessments, roadmaps, coaching reports, policies, operating protocols, committee reviews, etc.), and which existing resources are of most priority to build upon?
- The Board has completed prior governance assessment, coaching, training, and technical assistance; adopted Board Goals and Guardrails; and developed and/or updated governance policies, bylaws, and operating practices. Priority should be given to building upon the Board's existing governance framework, Goals and Guardrails, role clarity, Board-Superintendent relations, and existing governance systems. Board leadership will assist the selected firm in organizing and understanding the prior work and identifying areas requiring further development.

- 32.** Beyond the three required onsite sessions, approximately how much onsite support does the Board anticipate requiring during the contract term?
- The Board has not established a specific number of additional onsite engagements beyond the three required sessions. Additional onsite support may be requested based on governance needs, major milestones, or specific Board priorities. Proposers should describe their recommended approach and availability for providing additional onsite support as needed.
- 33.** Is there an estimated budget range established for this engagement that proposers should consider when developing scope and pricing?
- The Board has not established a specific budget range for purposes of this solicitation. Proposers should submit competitive pricing based on their recommended approach, staffing, scope of services, and ability to successfully deliver the required work.
- 34.** We understand that CGCS has recently supported the Providence School Board. Is CGCS anticipated to continue working with the Board?
- The Council of the Great City Schools (CGCS) has previously provided governance training and technical assistance to the Board. There is no commitment for CGCS to continue providing services under this engagement. CGCS is eligible to respond to this solicitation and, if it does, will be evaluated through the same competitive procurement process and criteria as other proposers.
- 35.** The RFP references development of a Governance Plan/implementation roadmap. Does the Board have a preferred planning horizon (e.g., 12 months, multi-year), and are there existing strategic planning documents or Board goals that should serve as the foundation for this work?
- The Board is open to the selected firm's recommendation regarding the appropriate planning horizon and would welcome a roadmap that addresses both immediate priorities and longer-term governance development. The Board's Vision, Student Outcome Goals and Guardrails, existing governance assessments, policies, bylaws, and relevant District strategic planning documents should serve as foundations for this work.
- 36.** Does the Board anticipate that the selected vendor will facilitate engagement with stakeholder groups outside of the Board (e.g., staff, community members, district leaders)?
- When appropriate and relevant to the scope of work. While the primary focus of the engagement is School Board governance, the selected firm may engage the Superintendent, District leadership and staff, community members, or other appropriate stakeholders when such engagement would strengthen the governance assessment, planning, or implementation process.
- 37.** What is the budget or anticipated budget range for this engagement?
- The Board has not established a specific budget range for purposes of this solicitation. Proposers should submit a comprehensive and competitive cost proposal based on their recommended approach and the requirements of the RFP.

- 38.** The RFP expresses a desire to build on prior work rather than duplicate it. What governance work has already been completed?
- a. Prior work has included governance assessments, coaching, training and technical assistance, adoption of Board Goals and Guardrails, and development and revision of governance policies, bylaws, roles, responsibilities, and operating practices. Relevant existing materials will be made available to the selected firm so that the engagement builds upon completed work rather than unnecessarily duplicating it.
- 39.** Who will serve as the district and/or school board's primary point of contact and day-to-day project lead?
- a. The School Board President, or designee, will serve as the Board's primary point of contact and project lead. Appropriate PPSD staff will provide administrative, scheduling, procurement, logistical, and other support as needed throughout the engagement.
- 40.** What role will district leadership have in this engagement? If that has been determined, please share the district functions (e.g., Superintendent, Cabinet, etc.) that will participate and describe their anticipated roles.
- a. This engagement is primarily focused on strengthening School Board governance. The Superintendent will be an important participant, particularly in areas involving Board-Superintendent relations, role clarity, governance and management boundaries, Superintendent evaluation, and implementation of governance systems. Other members of the Superintendent's Cabinet and appropriate District staff may participate when their expertise, responsibilities, or administrative support are relevant to a particular component of the engagement.
- 41.** The RFP indicates that answers will be shared via addendum and posted publicly on the Providence School website. Will they be posted on the Bids and Contracts page and when are they anticipated to be posted?
- a. All questions and responses will be posted on Bidnet Direct and the PPSD website.