



## REQUEST FOR PROPOSAL

RFP NUMBER: CSP906316  
INDEX NUMBER: EDU075  
UNSPSC CATEGORY: 86000000, 80000000

The state of Ohio, through the Department of Administrative Services, Office of Procurement Services, on behalf of the Ohio department of Education is requesting Proposals for:

Ohio Leadership Advisory Council (OLAC)

**OBJECTIVE:** On a statewide and regional basis provide professional development and technical assistance to improve leadership, as defined by the Ohio Leadership Advisory Council (OLAC), by building the capacity of superintendents, district leadership teams, and school-level/building leadership teams to improve instructional practice and student performance by demonstrating at a high level the essential leadership practices identified by OLAC.

RFP ISSUED: October 14, 2015  
INQUIRY PERIOD BEGINS: October 14, 2015  
INQUIRY PERIOD ENDS: November 2, 2015 at 8:00 AM  
PROPOSAL DUE DATE: November 9, 2015 by 1:00 PM

### THIS SOLICITATION CONTAINS AN EMBEDDED MINORITY SET-ASIDE COMPONENT

Proposals received after the due date and time will not be evaluated.

Submit Sealed Proposals to:

Department of Administrative Services  
Office of Procurement Services  
Attn: Bid Desk  
4200 Surface Road  
Columbus, OH 43228-1395

Note: Please review the [Proposal Instructions](#) on our Web site.

The Offeror must submit this cover page (signed) with its Technical Proposal.

<b>Offeror Name and Address:</b>  _____  _____  _____  _____  E-Mail Address: _____  Phone Number: ( ) _____ - _____ Ext. _____	<b>Name/Title:</b>  _____  _____    Signature: _____  By submitting a response to this RFP, and signing above, Offeror acknowledges, understands and agrees to comply with the RFP requirements and confirms all the instructions and links have been read and understood.
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RFP GLOSSARY OF TERMS

AA:	Affirmative Action
BASA:	Buckeye Association of School Administrators
BLT:	Building Leadership Team
Contractor:	Vendor after Award
CSP:	Competitive Sealed Proposal
DAS:	Department of Administrative Services
DLT:	District Leadership Team
EOD:	Equal Opportunity Division
ERSS	Educational Regional Service System
FEI:	Federal Employer Identification
HQPD:	High Quality Professional Development
Mandatory:	Must, Will, Shall
OAC:	Ohio Administrative Code
OAKS:	Ohio Administrative Knowledge System (Ohio's Accounting System)
OBG:	Ohio Business Gateway
Offeror:	Vendor Submitting Proposal
OIP:	Ohio Improvement Process
OLAC:	Ohio Leadership Advisory Council
OPS:	Office of Procurement Services
ORC:	Ohio Revised Code
PD:	Professional Development
RFP:	Request for Proposal
SOS:	Secretary of State
SPDG:	State Personnel Development Grant
SST:	State Support Teams
SSOS:	State System of Support
TBT:	Teacher Based Team
UNSPSC:	The United Nations Standard Products and Services Code
W3C:	World Wide Web Consortium

## 1.0 EXECUTIVE SUMMARY

1.1 INTRODUCTION This is a Request for Competitive Sealed Proposals (RFP) under Section 125.071 of the Ohio Revised Code (ORC) and Section 123:5-1-08 of the Ohio Administrative Code (OAC). The Department of Administrative Services (DAS), Office of Procurement Services, on behalf of the Ohio Department of Education (the Agency), is soliciting competitive sealed proposals (Proposals) for Ohio Leadership Advisory Council (OLAC). If a suitable offer is made in response to this RFP, the state of Ohio (State), through DAS, may enter into a contract (the Contract) to have the selected Offeror (the Contractor) perform all or part of the Project (the Work). This RFP provides details on what is required to submit a Proposal for the Work, how the State will evaluate the Proposals, and what will be required of the Contractor in performing the Work.

This RFP gives the dates on page 1 for the various events in the submission process. While these dates are subject to change, prospective Offerors must be prepared to meet them as they currently stand.

1.2 MINORITY BUSINESS ENTERPRISE PROGRAM The State is committed to making more State contracts and opportunities available to minority business enterprises (MBE) certified by the Ohio Department of Administrative Services pursuant to Section 123.151 of the Ohio Revised Code and Rule 123:2-15-01 of the Ohio Administrative Code. This RFP contains a sheltered solicitation requirement, which encourages the Offeror to seek and set aside a portion of the Work to be exclusively performed by Ohio certified MBE businesses. For more information regarding Ohio MBE certification requirements, including a list of Ohio certified MBE businesses, please visit the DAS Equal Opportunity Division web site at:

<http://das.ohio.gov/Divisions/EqualOpportunity/MBEEDGECertification/tabid/134/default.aspx>

To search for Ohio certified MBE businesses, utilize the following search routine published on the DAS Equal Opportunity Division website:

1. Select "Locate MBE Certified Providers" as the EOD Search Area selection;
2. Select "MBE Certified Providers" link;
3. On the subsequent screen select "All Procurement Types" as a search criterion;
4. Select "Search"; and
5. A list of Ohio MBE Certified Service Providers will be displayed.

In seeking solicitations from Ohio certified MBE businesses, the Offeror must:

1. Utilize a competitive process to which only Ohio certified MBEs may respond;
2. Have established criteria by which prospective Ohio MBEs will be evaluated including business ability and specific experience related to the Project requirements; and
3. Require the Ohio certified MBE maintain a valid certification throughout the term of the Contract, including any renewals.

After award of the RFP, the Contractor must submit a quarterly report(s) and/or form to the agency representative or designee, and a copy to the DAS Procurement Analyst, documenting the work performed by and payments made to the MBE subcontractor(s). This RFP provides details on the report(s) and/or form and the timing on filing.

1.3 CONTRACT PERIOD Once awarded, the term of the Contract will be from the award date through June 30, 2017. The State may solely renew all or part of this Contract at the discretion of DAS for a period of one month and subject to the satisfactory performance of the Contractor and the needs of the Agency. Any other renewals will be by mutual agreement between the Contractor and DAS for any number of times and for any period of time. The cumulative time of all mutual renewals may not exceed 48 months and are subject to and contingent upon the discretionary decision of the Ohio General Assembly to appropriate funds for this Contract in each new biennium.

1.4 BACKGROUND Ohio has developed a unified statewide system of support and assistance applicable to and accessible by all school districts and buildings in the state. Leadership -- the purpose of which is the improvement of instructional practice and performance, regardless of role (Elmore, 2006) -- is a critical component of the Ohio improvement process. Since March of 2007, the Ohio Department of Education, in partnership with the Buckeye Association of School Administrators (BASA), has coordinated the work of a large and diverse stakeholder group called the Ohio Leadership Advisory Council (OLAC). OLAC was established to identify essential leadership practices needed to improve instructional practice and student performance. These practices will deploy to all districts in the State through OLAC with the incorporated application of relevant tools and products aligned with these practices, and to identify and address policy implications for ensuring scalability and sustainability with regard to Ohio's approach to the leadership development of superintendents and district- and school-level leadership teams.

The State believes that effective leadership, as defined by the work of the OLAC, must be exercised at all levels of the district/school enterprise for significant gains in student achievement and performance to be realized. This kind of leadership means acknowledging the critical role that local boards of education play in making student achievement

the top priority and in ensuring that district goals for achievement and instruction remain the primary focus of the district's work. It requires superintendents to focus their efforts on creating goal-oriented districts by engaging in collaborative goal setting, and working with the board to set and monitor progress and align resources toward meeting non-negotiable goals for achievement and instruction. Effective leadership team structures at the district and school level to implement strategies and actions in an aligned and focused way to reach district goals are required.

The OLAC *Leadership Development Framework* can be found at the following OLAC Web site link:

[http://www.ohioleadership.org/view.php?cms\\_nav\\_id=9](http://www.ohioleadership.org/view.php?cms_nav_id=9)

- 1.5 **OBJECTIVES** The Ohio Department of Education is seeking a Contractor, on a statewide and regional basis to provide professional development and technical assistance to improve leadership, as defined by the Ohio Leadership Advisory Council (OLAC), by building the capacity of superintendents, district leadership teams, and school-level/building leadership teams to improve instructional practice and student performance by demonstrating at a high level the essential leadership practices identified by OLAC. Through stakeholder involvement, develop additional enhancements for the current OLAC modules expanding on current provisions, shared leadership, coaching and teacher based team instructional practice implementation.

In coordination with State Support Teams (SST) and Educational Service Centers (ESC), reach all districts in the state through the provision of high-quality professional development in OLAC essential leadership practices that leads to the improvement of instructional practice and student performance.

The successful Offerors will be responsible for complying with all of the provisions of this RFP and applicable provisions of the Ohio Revised Code.

Eligible Offerors will demonstrate experience in working with and meeting the needs of superintendents, Principals, district central office personnel and teachers on a statewide basis. Demonstrate an understanding of the relationship of leadership to instructional improvement, understand the Ohio Improvement Process and the role that leadership plays in instructional improvement, and be able to provide high-quality technical assistance to regional support teams and districts in the development and full implementation of high functioning district and building leadership teams as defined by OLAC.

DAS has the following objectives that it wants this Work to fulfill, and it will be the Contractor's and its subcontractors obligation to ensure that the personnel the Contractor and its subcontractors provides are qualified to perform their portions of the Work.

The successful Offeror will be able to:

- 1.5.1 Coordinate and facilitate the work of OLAC and all its related committees to ensure that goals are met.
- 1.5.2 Screen national resources and connect those relevant national resources to the OLAC leadership development framework and Ohio Improvement Process resources (OIP).
- 1.5.3 Implement and refine online professional development modules aligned with OLAC identified essential leadership practices in such a way as to reach the majority of school districts in the State.
- 1.5.4 Implement and maintain a roll-out strategy for communicating the work of OLAC that relies on multiple effective delivery methods for reaching all districts and relevant stakeholder groups.
- 1.5.5 Increase understanding and use of OLAC identified essential leadership practices for superintendents on the part of aspiring, new, and veteran school superintendents across the state of Ohio.
- 1.5.6 Collaborate with principal associations to build capacity of principals across the state and strengthen principal's use of the OLAC identified essential leadership practices for district- and school-level leadership teams across the state of Ohio.

- 1.6 **SCOPE OF WORK** The Ohio Department of Education is seeking a Contractor, on a statewide and regional basis to provide professional development and technical assistance to improve leadership, as defined by the Ohio Leadership Advisory Council (OLAC), by building the capacity of superintendents, district leadership teams, and school-level/building leadership teams to improve instructional practice and student performance by demonstrating at a high level the essential leadership practices identified by OLAC. Through stakeholder involvement, develop additional enhancements for the current OLAC modules expanding on current provisions, shared leadership, coaching and teacher based team instructional practice implementation.

In coordination with State Support Teams (SST) and Educational Service Centers (ESC), reach all districts in the state through the provision of high-quality professional development in OLAC essential leadership practices that leads to the improvement of instructional practice and student performance.

The successful Offerors will be responsible for complying with all of the provisions of this RFP and applicable provisions of the Ohio Revised Code.

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plays in instructional improvement, and be able to provide high-quality technical assistance to regional support teams and districts in the development and full implementation of high functioning district and building leadership teams as defined by OLAC.

#### 1.6.1 Offeror Requirements:

The successful Offeror will have:

- A. A thorough understanding of the work of the OLAC.
- B. Capacity to maintain and develop additional OLAC and OIP modules using adult learning techniques.
- C. Experience working with Ohio school superintendents and leadership teams established by the school superintendent for aligning and implementing work across the district.
- D. Experience building collaboration between various educational associations and educational stakeholder groups impacting system change.
- E. Experience in providing information, technical assistance, training, and professional development to Superintendents, school leaders and leadership teams.
- F. An understanding of the role of leadership, as articulated by OLAC, as a critical component of the Ohio Improvement Process.

#### 1.6.2 Deliverable 1: Coordinate and facilitate all meetings of the OLAC and its related committees, including, but not necessarily limited to:

- A. Making all meeting arrangements, including coordinating all meeting dates and paying all expenses.
- B. Planning and making meeting arrangements and hotel accommodations (as needed) for all speakers/presenters/facilitators and paying all expenses.
- C. Maintaining Council, Core Team, and Committee membership lists.
- D. Managing registration for all meetings.
- E. Working with ODE to set meeting agendas for OLAC, the Ohio Leadership Core Team, and the OLAC Phase II superintendent, district leadership team (DLT) committee, building leadership team (BLT) committees, and Teacher Based Teams (TBT) committee.
- F. Taking and summarizing meeting notes, and disseminating/posting meeting summaries to Council and committee members for review, discussion, and action, as applicable.
- G. Ensuring Council and committees meet established goals.

Deliverables include the following:

1. Copies of all meeting agendas and meeting summaries, which include decisions made during meetings of the OLAC, the Ohio Leadership Core Team, and the OLAC committees (i.e., superintendent committee, DLT committee, BLT committee). Agendas shall be disseminated to applicable committee members at least one week prior to any meeting and meeting summaries should be disseminated to Council/committee members within ten (10) calendar days of each meeting.
2. Membership lists, updated on at least a quarterly basis.
3. A meeting schedule and time line for tracking progress toward meeting goals established by the Council, Core Team, and committees updated at least on a quarterly basis.

#### 1.6.3 Deliverable 2: OLAC will screen national resources and connect those relevant national resources to the work Ohio is guiding through OLAC Leadership Development Framework and the Ohio Improvement Process.

Establish a process within OLAC regarding making decisions and screening the degree to which existing national or international resources are aligned with OLAC identified essential leadership practices, including:

- A. Maintain a quarterly process for making decisions about the degree to which existing resources are aligned with OLAC identified essential leadership practices, including:
  1. Maintain use of the criteria agreed to by OLAC for making decisions about the alignment of existing resources to the OLAC leadership development framework.
  2. Inclusion of Executive Core Committee and Superintendent, DLT, BLT, and TBT Committees Implementing the process for reviewing, critiquing and making determinations about what should/should not be linked to the OLAC leadership development framework modules, resources, tools, and activities.
  3. Responding to inquiries or requests for consideration from developers of materials/resources interested in linking to the OLAC leadership development framework.

4. Package resources in accessible easy to navigate format. Meet accessibility standards, including the validation of content pages to W3C coding standards and testing against multiple accessibility validators. The platform's main assessment tool designed to aggregate individual and group user data and generate reports and graphs based on that data, must be similarly validated to accessibility standards.
- B. Bi-annual meetings, following the establishment of screening criteria, researching new resources and reviewing requests for the alignment of resources to the OLAC framework and a record of all decisions made.
- C. Those national/international resources that have been screened as meeting all the criteria and are relevant and connect to the school improvement work outlined in the OLAC leadership development framework and the Ohio Improvement Process will be accessible through the OLAC website.

Deliverables include the following:

1. Hold Quarterly progress meetings for reviewing requests for the alignment of resources to the OLAC framework and a record of all decisions made.

1.6.4 Deliverable 3: Maintain and update on-line PD modules aligned with OLAC essential practices that can be made universally accessible to all districts in the state at no cost. Annually up to 6 modules a year. Such modules shall be based in adult learning theory and match the unique needs of adults as learners in an on-line environment, be available and accessible to educators at their desk where they can use it in their free time, and should include, but not necessarily be limited to the following components:

- A. Advanced organizer.
- B. Rich content.
- C. Feedback.
- D. Multimedia features, such as enlarged graphics and video-streaming capability.
- E. Opportunities for discussion, including discussion questions, activities, and resources by district type.
- F. Activities for internalizing information presented (e.g., simulations).
- G. Experiences for all levels of learners.
- H. Case examples.
- I. Exemplars (e.g., video clips/video streaming, sample forms, and documents) from a representative sample of Ohio districts and schools by district type, geographic area, and status.
  1. Organizing and conducting videotaping of effective practice (i.e., exemplars) aligned with OLAC essential practice for possible inclusion as exemplars in on-line PD.
  2. Establish and implement a user based feedback process to inform the OLAC committee regarding decisions on module development, training and implementation practices as it relates to the leadership modules. This feedback process should include Superintendents regional, DLT, BLT and TBT user input and be reviewed by OLAC committees.
    - a. Considering and acting on (as necessary) feedback from the OLAC superintendent, DLT, and BLT committees with regard to on-line PD.
    - b. Considering and acting on (as necessary) feedback from district- and building leadership teams using the OLAC essential practices through other ODE-funded projects (e.g., State Personnel Development Grant)
    - c. Considering and acting on (as necessary) feedback from ODE with regard to results of district needs assessment in the area of leadership.

Deliverables include the following:

1. Updated and maintain fully functional on-line professional development (PD) modules that meet specifications agreed to by OLAC, the Core Team, and the OLAC committees (see above description).

2. A project management plan submitted at least on a monthly basis for reporting progress toward completion of updates to on-line assessment and on-line PD modules.
3. Work with ODE to established OLAC implementation and impact evaluation criteria;
4. Contract with a third party to evaluate implementation and impact of the OLAC and subsequent online PD modules. Evaluate for implementation fidelity, and impact at district, building and teacher based team level.

1.6.5 Deliverable 4: Maintain and update, as needed, a rollout strategy for communicating the work of OLAC, including:

- A. Making, in collaboration with OLAC members, presentations at national, state, and regional meetings about the work of OLAC.
- B. Holding/hosting a variety of informational sessions, using existing regional networks/regions of the state to foster regional dialogue, discussion, and networking about OLAC essential leadership practices.
- C. Working in collaboration with professional associations in Ohio to increase member groups' awareness and use of the OLAC essential leadership practices. Such associations include, but are not limited to: *BASA*, the Ohio School Boards Association, the Ohio Learning First Alliance, the Ohio Education Association, the Ohio Federation of

Teachers, the Ohio Association of Elementary School Administrators, the Ohio Association of Secondary School Administrators, the Ohio Association of Educational Service Centers, the Ohio Association of School Business Officials, the Ohio Council of Professors of Educational Administration, the State University Education Deans, and the Ohio Association of Pupil Service Administrators (OAPSA).

- D. Responding to requests for information about the work of OLAC and OLAC identified essential leadership practices.
- E. Hosting, in cooperation with the ODE and OLAC member groups, an annual statewide event (e.g., Summit) for promoting effective leadership as defined by the work of OLAC. Such an event must provide opportunities for district and school teams to interact, highlight effective practice aligned with OLAC work, and learn from each other.
- F. Maintaining the OLAC web site as a tool for providing information to the public and collecting feedback from the public about the work of OLAC (i.e., a public access portion of the site), as well as a tool for Council and Committee member dialogue and interaction.
- G. Exploring and using multiple effective delivery methods for communicating the work of OLAC to all districts in Ohio. Specifically identify which users to target and develop delivery methods to reach that target users.
- H. Developing and disseminating a variety of written and electronic publications describing the work of OLAC and OLAC identified essential leadership practices.

Deliverables include the following:

1. Report quarterly a communication plan that is updated on at least a quarterly basis.
2. Documentation of events during which information about OLAC essential practices was disseminated.
3. Evidence of dissemination of exemplars illustrating OLAC essential practices through multiple media.
4. Copies of all written publications used to disseminate information about OLAC essential practices.

1.6.6 Deliverable 5: Increase understanding and use of OLAC identified essential leadership practices for superintendents on the part of aspiring, new, and veteran school superintendents across the state of Ohio, including:

- A. Creating high quality professional development experiences or refining existing professional development opportunities designed for aspiring superintendents to focus specifically on OLAC identified essential leadership practices in the core areas of data and the decision-making process; focused goal setting process; instruction and the learning process; community engagement process; resource management process; and board development and governance process.
- B. Creating high quality professional development experiences or refining existing professional development opportunities designed for new superintendents to focus specifically on OLAC identified essential leadership practices in the core areas of data and the decision-making process; focused goal setting process;

instruction and the learning process; community engagement process; resource management process; and board development and governance process.

- C. Creating high quality professional development experiences or refining existing professional development opportunities designed for veteran superintendents to focus specifically on OLAC identified essential leadership practices in the core areas of data and the decision-making process; focused goal setting process; instruction and the learning process; community engagement process; resource management process; and board development and governance process.
- D. Evidence of use of exemplars illustrating OLAC essential practices in PD.
- E. Working with organizations sponsoring leadership development opportunities to refocus PD content on OLAC identified essential leadership practices.
- F. Providing information about the work of OLAC and its connection to the *Ohio Standards for Superintendents* to superintendents across the state, including superintendents of educational service centers (ESCs).

Deliverables include the following:

1. Evidence, including agendas, of the provision of high quality professional development (HQPD) on essential practices identified by OLAC for aspiring, new, and veteran superintendents across the State.
2. Evidence of the alignment of existing PD with OLAC essential practices.
3. Evidence, including participant lists, of the development of communities of practice for superintendents in all regions of the state (see Attachment 4) to promote a shared and common understanding of OLAC essential practices and the Ohio Standards for Superintendents through networking and dialogue on a regional and local basis.
4. Evidence of collaborative or jointly sponsored informational sessions, training, or PD for superintendents focused on the OLAC essential practices.

1.6.7 Deliverable 6: In collaboration with the Elementary and Secondary School Administrator associations strengthen Principal use of the OLAC identified essential leadership practices for school-level leadership teams across the State, including:

- A. Provide high quality professional development experiences or refining existing professional development opportunities to develop the capacity of principals in the areas of data and the decision-making process; focused goal setting process; instruction and the learning process; community engagement process; resource management process; and board development and governance process.
- B. Provide High Quality Professional Development (HQPD) to develop the capacity of Principals to support BLTs and TBTs as aligned to the decision-making process; focused goal setting process; instruction and the learning process; community engagement process; resource management process; and board development and governance process.

Deliverables include the following:

1. Evidence, including agendas, of the provision of HQPD on essential practices identified by OLAC for leadership teams at the district and school level.
2. Evidence of working in partnership with ODE to align PD for Principals with OLAC essential practices.
3. Evidence of working in partnership with ODE in the collaborative development of communities of practice for principals in all regions of the state to promote a shared and common understanding of OLAC essential practices through networking and dialogue on a regional and local basis.

Milestone, Delivery and Completion Dates.

- a. The initial award shall be effective July 2015, with development work to begin on or after that date.
- b. All evaluation summaries and follow-up work shall be completed not later than June 30<sup>th</sup>, of each funded year.

Deliverables are established for each section of the Scope of Work and outlined in the Scope of Work section of this RFP

- 1.7 PROJECT IMPLEMENTATION AND TRANSITION The Project Implementation Plan shall include a description of how the requirements of the Project will be implemented. Offerors must indicate a commitment to assume responsibilities and execute Program requirements within five (5) business days after the Offeror is notified of selection. Failure of the selected Offeror to execute program implementation within this time-frame shall be grounds for the State to cancel the award of the Contract to the selected Offeror, select another Offeror, and/or re-open the negotiation process.

The Offeror shall address the proposed transition process for ease of implementation of subsequent contractors should the need arise at the end of the Contract term.

1.7.1 Staff Availability & Knowledge Transfer. The Offeror shall play an integral role in providing knowledgeable human resources during a transitional period to ensure uninterrupted operations and availability of the Information System. Consultations and expertise are required in addition to supplied documentation. Experts are required in the facilities, technical, conceptual and functional facets of the Information System.

1.7.2 Documentation. Documentation shall be made available to assist in the execution of a transition plan. The Offeror is responsible for developing and maintaining documentation at all times during the Contract period. All documentation shall be made available to the State upon the State's request. The documentation shall include, but not be limited to: user guides, program and system narratives, system flows and processing schedules, technical architecture & hardware specifications and the Disaster Recovery Plan.

1.7.3 Application Data. The Offeror is responsible for maintaining current and accurate data. If required, this data shall be made available to assist in the execution of a transition plan.

- 1.8 CONFIDENTIAL, PROPRIETARY OR TRADE SECRET INFORMATION DAS procures goods and services through a RFP in a transparent manner and in accordance with the laws of the state of Ohio. All proposals provided to DAS in response to this RFP become records of DAS and as such, will be open to inspection by the public after award unless exempt from disclosure under the Ohio Revised Code or another provision of law. Refer to section 5.1.6 in the Instructions.

- 1.9 REGISTRY OF OFFERORS DAS will prepare a registry of Proposals containing the name and address of each Offeror. The registry will be on the Office of Procurement Services Web site and available for public inspection after the Proposals are received.

- 1.10 PROPOSAL SUBMITTAL Offeror must submit both a "Technical Proposal" and a "Cost Proposal" as a part of its Proposal package. These are two separate components which shall be submitted in separate sealed envelopes/packages, clearly identified on the exterior as either "Technical Proposal" or "Cost Proposal" with CSP906316 and due date on each. Offeror must submit this signed cover page with its technical Proposal. Offeror shall mark the correct CSP number on all envelopes/packages. Refer to section 5.1.6 in the Instructions for further detail.

- 1.11 NUMBER OF PROPOSALS TO SUBMIT Offeror must submit one (1) original, completed and signed in blue ink, and five (5) copies for a total of six (6) Proposal packages.

## 2.0 EVALUATION OF PROPOSALS

- 2.1 MANDATORY REQUIREMENTS There are no mandatory requirements for CSP906316.

Determining the Offeror's ability to meet the Mandatory Requirements is the first step of the DAS evaluation process. The Offeror's response must be clearly labeled "Mandatory Requirements" and collectively contained in Tab 2 of the Offeror's Proposal in the "Offeror Required Information and Certification" section.

DAS will evaluate Tab 2 alone to determine whether the Proposal meets all Mandatory Requirements (accept/reject). If the information contained in Tab 2 does not clearly meet every Mandatory Requirement, the Proposal may be disqualified by DAS from further consideration.

### TABLE 1 - MANDATORY PROPOSAL REQUIREMENTS

<b>Mandatory Requirements</b>
There are no mandatory requirements for CSP906316

If the State receives no Proposals meeting all of the mandatory requirements, the State may elect to cancel this RFP.

- 2.2 PROPOSAL EVALUATION CRITERIA If the Offeror provides sufficient information to DAS in its Proposal, demonstrating it meets the Mandatory Requirements, the Offeror's Proposal will be included in the next step of the evaluation process which involves the scoring of the Proposal Technical Requirements (Table 3), followed by the scoring of the Cost Proposals. In the Proposal evaluation step, DAS rates the Proposals based on the following listed

criteria and the weight assigned to each criterion. The possible points allowed in this RFP are distributed as indicated in the Table 2 - Scoring Breakdown.

2.3 TABLE 2 - SCORING BREAKDOWN

Criteria	Maximum Allowable Points
Proposal Technical Requirements	900 Points
Proposal Cost	200 Points
MBE Participation Credit	165 Points
Total	1265 Points

2.4 SCORE RATINGS The scale below (0-5) will be used to rate each proposal on the criteria listed in the Technical Proposal Evaluation table.

DOES NOT MEET 0 POINTS	WEAK 1 POINT	WEAK TO MEETS 2 POINTS	MEETS 3 POINTS	MEETS TO STRONG 4 POINTS	STRONG 5 POINTS
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DAS will score the Proposals by multiplying the score received in each category by its assigned weight and adding all categories together for the Offeror's Total Technical Score in Table 3. Representative numerical values are defined as follows:

DOES NOT MEET (0 pts.): Response does not comply substantially with requirements or is not provided.

WEAK (1 pt.): Response was poor related to meeting the objectives.

WEAK TO MEETS (2 pts.): Response indicates the objectives will not be completely met or at a level that will be below average.

MEETS (3 pts.): Response generally meets the objectives (or expectations).

MEETS TO STRONG (4 pts.): Response indicates the objectives will be exceeded.

STRONG (5 pts.): Response significantly exceeds objectives (or expectations) in ways that provide tangible benefits or meets objectives (or expectations) and contains at least one enhancing feature that provides significant benefits.

2.5 TABLE 3 - TECHNICAL PROPOSAL EVALUATION

Criterion	Weight	Rating (0 to 5)	Extended Score
Offeror Profile (Form 5.2.3)			
1. Experience with two (2) projects similar in size and scope within the past five (5) years with evidence of clear understanding of the work of the OLAC.	15		
2. Evidence of capacity to maintain and develop additional OLAC and OIP web based modules using adult learning techniques.	15		
3. Demonstrated sufficiency of resources to meet the Project timeline and deliverables.	5		
4. Experience working with Ohio school superintendents and leadership teams established by the school superintendent for aligning and implementing work across the district.	15		
5. Capacity and financial capability of the applicant to quickly undertake and successfully complete the required tasks for this Project.	10		
6. Experience providing researched, educational leadership technical assistance to school Superintendents across the state.	15		

Offeror Prior Projects (Form 5.2.4)			
Provide three (3) references for organizations and/or clients for whom the Offeror has successfully provided services on projects that were similar in their nature, size, and scope to the Work. These references must relate to work that was completed within the past five (5) years.	10		
Offeror References (Form 5.2.5)			
References from previous work of similar size, scope, and nature performed by Offeror's staff.	10		
Staffing Plan (Form 5.2.6)			
Proposed role definition of key personnel and the percentage of the time dedicated to the Work for respective role(s) and individuals.	5		
Scope of Work			
1. Coordinate and facilitate all meetings of the OLAC and its related committees.	10		
2. Screening process for national resources and structured detailed process to align those resources to OLAC leadership framework and the Ohio Improvement Process.	10		
3. Management and implementation plan to refine online professional development aligned with OALC essential leadership practices.	10		
4. Proposal should clearly demonstrates applicants' ability to maintain a communication and roll out strategy for the OLAC leadership framework.	10		
5. Plan should clearly establishes a process to strengthen the essential leadership practices of aspiring, new and veteran school superintendents across the state.	10		
6. Plan should clearly demonstrates ability to collaborate with principal associations to strengthen the essential leadership practices of aspiring, new and veteran school principals across the state.	10		
7. Definitive description of a contingency plan for completing the Project, should the key project personnel become unavailable to work on this Project for any reason.	10		
8. Description of any anticipated difficulties in performing the specified Project requirements and proposed solutions to those difficulties.	10		

Total Technical Score: \_\_\_\_\_

In this RFP, DAS asks for responses and submissions from Offerors, most of which represent components of the above criteria. While each criterion represents only a part of the total basis for a decision to award the Contract to an Offeror, a failure by an Offeror to make a required submission or meet a mandatory requirement will normally result in a rejection of that Offeror's Proposal. The value assigned above to each criterion is only a value used to determine which Proposal is the most advantageous to the State in relation to the other Proposals that DAS received.

Once the technical merits of a Proposal are evaluated, the costs of that Proposal will be considered. It is within DAS' discretion to wait to factor in a Proposal's cost until after the conclusion of any interviews, presentations, demonstrations or discussions. Also, before evaluating the technical merits of the Proposals, DAS may do an initial review of costs to determine if any Proposals should be rejected because of excessive cost. DAS may reconsider the excessiveness of any Proposal's cost at any time in the evaluation process.

2.6 **MBE PROPOSAL POINTS.** In the Evaluation Scoring Formula of the RFP, the Offeror who identifies one or more qualified Ohio certified MBE subcontractor(s) and has the highest percentage of its cost proposal set aside exclusively for identified Ohio certified MBE subcontractors' Work will receive the maximum number of points set forth in the RFP. The remaining Offerors will receive a percentage of the maximum points allowed. Offerors who do not identify a percentage to be set aside for Ohio certified MBE subcontractor(s) or do not identify one or more Ohio certified MBE subcontractor(s) will receive zero points.

2.7 **FINAL STAGES OF EVALUATION** The Offeror with the highest point total from all phases of the evaluation (Technical Points + Cost Points) will be recommended for the next phase of the evaluation.

Technical Score: \_\_\_\_\_ + Cost Score: \_\_\_\_\_ + MBE Set-Aside Score: \_\_\_\_\_ = Total Score: \_\_\_\_\_

If DAS finds that one or more Proposals should be given further consideration, DAS may select one or more of the highest-ranking Proposals to move to the next phase. DAS may alternatively choose to bypass any or all subsequent phases and make an award based solely on the Proposal evaluation phase.

- 2.8 REJECTION OF PROPOSALS DAS may reject any Proposal that is not in the required format, does not address all the requirements of this RFP, or that DAS believes is excessive in price or otherwise not in the interest of the State to consider or to accept. In addition, DAS may cancel this RFP, reject all the Proposals, and seek to do the Work through a new RFP or by other means.
- 2.9 DISCLOSURE OF PROPOSAL CONTENTS. DAS will seek to open the Proposals in a manner that avoids disclosing their contents. Additionally, DAS will seek to keep the contents of all Proposals confidential until the Contract is awarded. DAS will prepare a registry of Proposals containing the name and address of each Offeror. That registry will be open for public inspection after the Proposals are opened.

### 3.0 COST SUMMARY

- 3.1 SUBMISSION The Cost Summary shall be submitted with the Proposal (under separate cover labeled as the Cost Proposal). All prices, costs, and conditions outlined in the Proposal shall remain fixed and valid for acceptance for 120 days, starting on the due date for Proposals. No price change shall be effective without prior written consent from DAS, Office of Procurement Services.

The Offeror's total cost for the entire Work must be represented as the not-to-exceed total). All costs for furnishing the services must be included in the Cost Proposal.

- 3.2 THE OFFEROR'S FEE STRUCTURE The Contractor will be paid as proposed on the Cost Summary after the Agency approves the receipt of product(s)/services and continued completion of all deliverables. All costs must be in U.S. Dollars.

- 3.3 REIMBURSABLE EXPENSES None; there will be no additional reimbursement for travel or other related expenses. The State will not be responsible for any costs not identified.

- 3.4 BILL TO ADDRESS  
Ohio Department of Education  
25 S. Front St.  
Columbus, Ohio 43215

All invoice are to be sent electronically to:  
[Fiscal.Management@education.ohio.gov](mailto:Fiscal.Management@education.ohio.gov)

FUNDING SOURCE. Two funding sources:

1. From fund 3M20, ALI 200680, program code 6550D- \$280,000.00 per year
2. From fund 3Z30, ALI 200645, program code 6551D- \$280,000.00 per year

- 3.5 IDENTIFICATION OF OHIO CERTIFIED MBE SUBCONTRACTOR AND CONTRACTOR SELECTED PERCENTAGE. If offered, the Offeror's proposal must include an Ohio certified MBE subcontractor plan (Plan). The Plan must (a) state the specific percentage of the cost of the Work that it will set aside for Ohio certified MBE subcontractors only; (b) include a description of a competitive process used for the selection of Ohio certified MBE subcontractors to which only Ohio certified MBEs responded; and (c) identification of proposed portions of the Work to be performed by Ohio certified MBE subcontractors.

- 3.6 TRACKING The Offeror shall indicate on all invoices submitted to the Agency the dollar amount attributed to the Work provided by the selected Ohio certified MBE subcontractors along with documentation of the Ohio certified MBE subcontractor's activities. Offeror shall report all Ohio certified MBE subcontractor payments under this Contract monthly to the Agency. Compliance with Offeror's proposed cost set-aside percentage is a term of this contract and failure to attain the proposed percentage by the expiration of the contract may result in the Offeror being found in breach of contract.

### 3.7 REMEDIES

- 3.7.1 MODIFICATION OR WAIVER. Offeror may apply in writing to the Agency, on a form prescribed by DAS, for a waiver or modification of its proposed MBE set-aside cost percentage. However, no modification or waiver request may be submitted before at least thirty percent (30%) of the Work is completed or after eighty percent (80%) of the work is completed. Offeror shall submit evidence acceptable to the Agency demonstrating that Offeror made a good faith effort to seek Ohio certified MBE subcontractors, in order to justify the granting of a waiver or modification. Within 30 days of receipt of the request, the Agency will determine whether the Offeror's good faith efforts and submitted documentation justify the granting of a waiver or modification. If a waiver or modification is denied, Offeror will have an opportunity to attain the percentage before the completion of the work. Compliance with any modified cost set-aside percentage is a term of this contract and failure to attain the percentage by the expiration of the contract may result in the Offeror being found in breach of contract.

- 3.7.2 FEE AT RISK Compliance with Offeror's proposed cost MBE set-aside percentage is a term of this contract. Contractor agrees to place five percent (5%) of its payment at risk for failure to attain the cost MBE set-aside percentage by the expiration of the contract.

Ohio Leadership Advisory Council (OLAC)  
CSP906316  
UNSPSC CATEGORY CODE: 86000000, 80000000  
BUDGET: \$560,000.00 annually

OFFEROR: \_\_\_\_\_

Deliverable		Total Cost( by deliverable):
1	<p>Coordinate and facilitate all meetings of the OLAC and its related committees.</p> <p>Copies of all meeting agendas and meeting summaries, which include decisions made during meetings of the OLAC, the Ohio Leadership Core Team, and the OLAC committees (i.e., superintendent committee, DLT committee, BLT committee, TBT committee). Agendas shall be disseminated to applicable committee members at least one week prior to any meeting and meeting summaries should be disseminated to Council/committee members within ten (10) calendar days of each meeting.</p> <p>Membership lists, updated on at least a quarterly basis.</p> <p>A meeting schedule and time line for tracking progress toward meeting goals established by the Council, Core Team, and committees updated at least on a quarterly basis.</p>	<p>\$ _____</p> <p>per meeting</p>
2	<p>Evidence of –</p> <p>An established process for making decisions about the degree to which existing resources are aligned with OLAC identified essential leadership practices, including:</p> <p>Evidence of the criteria agreed to by OLAC for making decisions about the alignment of existing resources to the OLAC leadership development framework. Criteria shall be established by the end of the second quarter of Project year one.</p> <p>Evidence of Bi-annual meetings, to be held following the establishment of Screening criteria, for reviewing requests for the alignment of resources to the OLAC framework and a record of all decisions made.</p>	<p>\$ _____</p> <p>per meeting</p>
3	<p>Oversee the development and implementation of on line professional development modules aligned with OLAC identified essential leadership practices in such a way as to reach the majority of school districts in the State, including, but not limited to evidence to demonstrate work towards and or completion of:</p> <p>Updated and maintain fully functional on-line professional development (PD) modules that meet specifications agreed to by OLAC, the Core Team, and the OLAC committees (see above description).</p> <p>Completed and fully functional on-line professional development (PD) modules that meet specifications agreed to by OLAC, the Core Team, and the OLAC committees (As detailed in scope of work).</p> <p>A project management plan submitted at least on a monthly basis for reporting progress toward completion of on-line assessment and on-line PD modules.</p> <p>Document and report the established OLAC implementation and impact evaluation criteria;</p> <p>Contract with a third party to evaluate implementation and impact of the OLAC and subsequent online PD modules. Evaluate for implementation fidelity, and impact at district, building and teacher based team level.</p>	<p>\$ _____</p> <p>per module</p>

4	<p>Maintain, update and implement a roll-out strategy for communicating the work of OLAC, including: A communication plan that is updated on at least a quarterly basis.</p> <p>Documentation of events during which information about OLAC essential practices was disseminated.</p> <p>Evidence of dissemination of exemplars illustrating OLAC essential practices through multiple media.</p> <p>Copies of all written publications used to disseminate information about OLAC essential practices.</p>	<p>\$ _____ total for roll out strategy</p>
5	<p>Increase understanding and use of OLAC identified essential leadership practices for superintendents on the part of aspiring, new, and veteran school superintendents across the state of Ohio, including: Evidence, including agendas, of the provision of high quality professional development (HQPDP) on essential practices identified by OLAC for aspiring, new, and veteran superintendents across the State.</p> <p>Evidence of the alignment of existing PD with OLAC essential practices.</p> <p>Evidence, including participant lists, of the development of communities of practice for superintendents in all regions of the state (see Attachment 11) to promote a shared and common understanding of OLAC essential practices and the Ohio Standards for Superintendents through networking and dialogue on a regional and local basis.</p> <p>Evidence of collaborative or jointly sponsored informational sessions, training, or PD for superintendents focused on the OLAC essential practices.</p>	<p>\$ _____ per session</p>
6	<p>Increase understanding and use of the OLAC identified essential leadership practices for Principals across the State, including: Evidence, including agendas, of the provision of HQPD on essential practices identified by OLAC for leadership teams at the district and school level.</p> <p>Evidence of working in partnership with ODE to align PD for principals with OLAC essential practices.</p> <p>Evidence of working in partnership with ODE in the collaborative development of communities of practice for principals in all regions of the state to promote a shared and common understanding of OLAC essential practices through networking and dialogue on a regional and local basis.</p> <p>Evidence of collaborative or jointly sponsored informational sessions, training, or PD focused on the OLAC essential practices for principal teams across the state</p>	<p>\$ _____ per session</p>
TOTAL ANNUAL PROGRAM COST		

All Offerors who seek to be considered for a contract award must submit the above information in the format specified. The Original Cost Summary must be included in a separate, sealed envelope/package labeled on the exterior as "Cost Proposal" with the RFP Number and due date.

#### 4.0 AWARD OF THE CONTRACT

- 4.1 CONTRACT AWARD DAS intends to award the Contract based on the schedule in the RFP, if DAS decides the Work is in the best interests of the State and has not changed the award date.

DAS expects the Contractor to commence the Work upon receipt of a state issued purchase order. If DAS awards a Contract pursuant to this RFP and the Contractor is unable or unwilling to commence the Work, DAS reserves the right to cancel the Contract and return to the original RFP process and evaluate any remaining Offeror's Proposals reasonably susceptible of being selected for award of the Contract. The evaluation process will resume with the next highest ranking, viable Proposal.

- 4.2 CONTRACT If this RFP results in a Contract award, the Contract will consist of this RFP including the Terms and Conditions, all forms, written addenda to this RFP, the Contractor's accepted Proposal and written authorized addenda to the Contractor's Proposal. It will also include any materials incorporated by reference in the above documents and any purchase orders and amendments issued under the Contract. The general terms and conditions for the Contract are contained in the following link:

<https://procure.ohio.gov/Zip/5.3%20Terms%20and%20Conditions.pdf>

If there are conflicting provisions between the documents that make up the Contract, the order of precedence for the documents is as follows:

1. The one-page Contract Signature Page, Form 5.2.2
2. The RFP, as addended, including the Terms and Conditions;
3. The documents and materials incorporated by reference in the RFP;
4. The Executive Order. EO2011-12K incorporated by reference in the RFP;
5. The Contractor's Proposal, as amended, clarified, and accepted by the State; and
6. The documents and materials incorporated by reference in the Contractor's Proposal.

Notwithstanding the order listed above, amendments issued after the Contract is executed may expressly change the provisions of the Contract. If they do so expressly, then the most recent amendment will take precedence over anything else that is part of the Contract.

- 4.3 ECONOMIC PRICE ADJUSTMENT The Contract prices(s) will remain firm throughout the initial term of the Contract. Thereafter, prior to Contract renewal, the Contractor may submit a request to adjust their price(s) to be effective on the effective date of the Contract's renewal. No price adjustment will be permitted prior to the effective date; on purchase orders that are already being processed; or on purchase orders that have been filled.

Price increases must be supported by a general price increase in the cost of the materials/services rendered due to documented increases in the cost of related materials/services. Detailed documentation, to include a comparison list of the Contract items and proposed price adjustments must be submitted to support the requested adjustment. Supportive documentation should include, but is not limited to: copies of the old and the current price lists or similar documents which indicate the original base cost of the product to the Contractor and the corresponding adjustment, and/or copies of correspondence sent by the Contractor's supplier on the supplier's letterhead, which contain the above price information and explains the source of the adjusted costs in such areas as raw materials, freight, fuel or labor, etc.

Should there be a decrease in the cost of the finished product due to a general decline in the market or some other factor, the Contractor is responsible to notify DAS immediately. The price decrease adjustment will be incorporated into the Contract and will be effective on all purchase orders issued after the effective date of the decrease. If the price decrease is a temporary decrease, such should be noted on the invoice. In the event that the temporary decrease is revoked, the Contract pricing will be returned to the pricing in effect prior to the temporary decrease. Failure to comply with this provision will be considered as a default and will be subject to the Suspension and Termination section contained herein.

- 4.4 SPECIAL PROVISIONS The awarded contractor and its subcontractors must add federal disclaimers to all web based products and printable documents. All documents and resources developed are owned by the State of Ohio Dept. of Education.

- 4.5 Professional Liability Insurance is not applicable or required for contract CSP906316.

5.0 LINKS To be applicable to all Proposals and subsequent award(s), including sections named below.

5.1 Instructions

- 5.1.1 Proposal Instructions
- 5.1.2 Evaluation of Proposals
- 5.1.3 Proposal Format & Documentation Required

5.2 Forms

- 5.2.1 Offeror Required Information
- 5.2.2 Contract Signature Page
- 5.2.3 Offeror Profile
- 5.2.4 Offeror Prior Projects
- 5.2.5 Offeror's Candidate References
- 5.2.6 Offeror's Candidate Education, Training, Experience
- 5.2.7 Offeror Performance Form
- 5.2.8 Contractor/Subcontractor Affirmation and Disclosure

5.3 Terms and Conditions

- 5.3.1 Performance and Payment
- 5.3.2 Work and Contract Administration
- 5.3.3 Ownership & Handling of Intellectual Property & Confidential Information
- 5.3.4 Representations, Warranties and Liabilities
- 5.3.5 Acceptance and Maintenance
- 5.3.6 Construction
- 5.3.7 Law & Courts

5.4 ADDITIONAL RESOURCES

EOD Reporting	<a href="http://eodreporting.oit.ohio.gov/searchEODReporting.aspx">http://eodreporting.oit.ohio.gov/searchEODReporting.aspx</a>
Office of Budget and Management	<a href="http://obm.ohio.gov/LandingPages/Vendor/default.aspx">http://obm.ohio.gov/LandingPages/Vendor/default.aspx</a>
Office of Procurement Services	<a href="http://procure.ohio.gov/proc/index.asp">http://procure.ohio.gov/proc/index.asp</a>
Ohio Shared Services	<a href="http://www.ohiosharedservices.ohio.gov/Home.aspx">http://www.ohiosharedservices.ohio.gov/Home.aspx</a>
Ohio Business Gateway	<a href="http://business.ohio.gov/">http://business.ohio.gov/</a>
Ohio Secretary of State	<a href="http://www.sos.state.oh.us/SOS/Businesses.aspx">http://www.sos.state.oh.us/SOS/Businesses.aspx</a>

All links are subject to change in accordance with state of Ohio laws, Ohio Revised Code, Ohio Administrative Code, Executive Orders or any other updates issued by the state of Ohio, Department of Administrative Services, and the Office of Procurement Services. It is the Offeror's responsibility to read and be aware of any changes, corrections, updates or deletions to any information included in the link(s) above.

- 6.0 Guide for Proposal Submission This guide outlines steps for submission of a Proposal in response to the advertised Request for Proposal. This guide does not contain the complete instructions for preparing and submitting a Proposal and anything stated herein shall not be considered a term or condition of the Contract. The complete instructions can be found in section 5.1.1, Proposal Instructions.
- 6.1 \_\_\_\_\_ Read the entire document, including all Web site links. Note critical items such as: Mandatory Requirements; goods or services required, submittal date and time; number of copies to submit; contract requirements; reporting requirements; minimum qualifications; read and understand the terms and conditions.
- 6.2 \_\_\_\_\_ Take advantage of the “question and answer” period specified in the schedule of events. Questions must be submitted on-line in the Inquiry Process as explained in the Instructions. See section 5.1.1, Proposal Instructions.
- 6.3 \_\_\_\_\_ Follow the format required in the RFP Instructions when preparing the response in chronological order. Provide point-by-point responses to all sections in a clear and concise manner. See section 5.1.3, Proposal Format & Documentation Required.
- 6.4 \_\_\_\_\_ Use the forms provided; i.e. Signed RFP Cover Page, Offeror Required Information, Contract Signature Page, Offeror Profile and Prior Projects, Key Personnel forms, Disclosure Form, and Cost Summary Form, See section 5.2, Forms.
- 6.5 \_\_\_\_\_ Provide complete answers/descriptions. Do not assume the State or any evaluation committee member will know what the Offeror’s capabilities are or what items/services the Offeror can provide, even if previously contracted with the State. The Proposals are evaluated based solely on the information and materials provided in the Offeror’s response.
- 6.6 \_\_\_\_\_ Check the State’s Web site for RFP addenda. It is the responsibility of the Offeror to be aware of additional information posted on the Web.
- 6.7 \_\_\_\_\_ The following documents may be submitted with the Proposal or within five (5) business days of request from the Office of Procurement Services: Affirmative Action and proof of insurance. No award will be made without this documentation. Offeror’s Proposal may be eliminated from further consideration upon failure to submit within the specified time frame
- 6.8 \_\_\_\_\_ If not a current vendor of the state of Ohio, the Offeror will download both the W-9 and Vendor Information Form and submit to Ohio Shared Services (OSS) at [vendor@ohio.gov](mailto:vendor@ohio.gov). See section 5.4, Additional Resources.
- 6.9 \_\_\_\_\_ Review and read the RFP Document again to make sure that you have addressed all requirements. Read and understand Supplements, if applicable. Offeror’s original response and the requested copies must be identical and be complete. The copies are provided to the evaluation committee members and used to score the response.
- 6.10 \_\_\_\_\_ Offeror’s response must be submitted on time. Late Proposals are never accepted. Make sure the response is labeled on the exterior of the envelope/package with the RFP# and due date, and whether the packet is for the Technical Proposal or the Cost Proposal. Do not place the Cost Proposal in the Technical Proposal.

7.0 Attachments

**ATTACHMENT 1**

References:

- Epstein, Joyce L. and Associates. (2010). *School, Family, and Community Partnerships: Preparing Educators and Improving Schools*. Corwin Press. Third edition.
- Frattura, E.M., & Capper, C.A. (2007). *Leading for social justice: Transforming schools for all learners*. Thousand Oaks, CA: Corwin Press.
- Frattura, E.M., & Capper, C.A. (2007). New teacher teams to support integrated comprehensive services. *Teaching Exceptional Children*, Vol. 39, No. 4.
- Hattie, J. (2009). *Visible learning: A synthesis of over 800 meta-analyses relating to achievement*. New York: Routledge.
- Killion, J. (2006). *Taking the lead: New roles for teachers and school-based coaches*.
- Killion, J. (2000). *Exemplary schools model quality staff development*. Oxford, OH: The National Staff Development Council.
- Murray, M.M., Curran, E. & Zellers, D. (2008). Building parent/professional partnerships: An innovative approach for teacher education. *The Teacher Educator*, 43(2), 87 – 108.

**ATTACHMENT 2**

**Links**

**OLAC:** <http://www.ohioleadership.org/>

**OIP:** <http://education.ohio.gov/Topics/School-Improvement/Ohio-Improvement-Process/Ohio-Improvement-Process-OIP-Resources-2012>

**ATTACHMENT 3**

Monthly progress noted towards the following scope of work activities:

1	<p>Coordinate and facilitate all meetings of the OLAC and its related committees.</p> <p>Copies of all meeting agendas and meeting summaries, which include decisions made during meetings of the OLAC, the Ohio Leadership Core Team, and the OLAC committees (i.e., superintendent committee, DLT committee, BLT committee, TBT committee). Agendas shall be disseminated to applicable committee members at least one week prior to any meeting and meeting summaries should be disseminated to Council/committee members within ten (10) calendar days of each meeting.</p> <p>Membership lists, updated on at least a quarterly basis.</p> <p>A meeting schedule and time line for tracking progress toward meeting goals established by the Council, Core Team, and committees updated at least on a quarterly basis.</p>
2	<p>Evidence of:</p> <p>An established process for making decisions about the degree to which existing resources are aligned with OLAC identified essential leadership practices, including:</p> <p>Evidence of the criteria agreed to by OLAC for making decisions about the alignment of existing resources to the OLAC leadership development framework. Criteria shall be established by the end of the second quarter of Project year one.</p> <p>Evidence of Bi-annual meetings, to be held following the establishment of Screening criteria, for reviewing requests for the alignment of resources to the OLAC framework and a record of all decisions made.</p>
3	<p>Oversee the development and implementation of online professional development modules aligned with OLAC identified essential leadership practices in such a way as to reach the majority of school districts in the State, including, but not limited to evidence to demonstrate work towards and or completion of:</p> <p>Updated and maintain fully functional on-line professional development (PD) modules that meet specifications agreed to by OLAC, the Core Team, and the OLAC committees (see above description).</p> <p>Completed and fully functional on-line professional development (PD) modules that meet specifications agreed to by OLAC, the Core Team, and the OLAC committees (As detailed in scope of work).</p> <p>A project management plan submitted at least on a monthly basis for reporting progress toward completion of on-line assessment and on-line PD modules.</p> <p>Document and report the established OLAC implementation and impact evaluation criteria;</p> <p>Contract with a third party to evaluate implementation and impact of the OLAC and subsequent online PD modules. Evaluate for implementation fidelity, and impact at district, building and teacher based team level.</p>
4	<p>Maintain, update and implement a roll-out strategy for communicating the work of OLAC, including:</p> <p>A communication plan that is updated on at least a quarterly basis.</p> <p>Documentation of events during which information about OLAC essential practices was disseminated.</p> <p>Evidence of dissemination of exemplars illustrating OLAC essential practices through multiple media.</p> <p>Copies of all written publications used to disseminate information about OLAC essential practices.</p>

5	<p>Increase understanding and use of OLAC identified essential leadership practices for superintendents on the part of aspiring, new, and veteran school superintendents across the state of Ohio, including:</p> <p>Evidence, including agendas, of the provision of high quality professional development (HQPD) on essential practices identified by OLAC for aspiring, new, and veteran superintendents across the State.</p> <p>Evidence of the alignment of existing PD with OLAC essential practices.</p> <p>Evidence, including participant lists, of the development of communities of practice for superintendents in all regions of the state (see Attachment) to promote a shared and common understanding of OLAC essential practices and the Ohio Standards for Superintendents through networking and dialogue on a regional and local basis.</p> <p>Evidence of collaborative or jointly sponsored informational sessions, training, or PD for superintendents focused on the OLAC essential practices.</p>
6	<p>Increase understanding and use of the OLAC identified essential leadership practices for Principals across the State, including:</p> <p>Evidence, including agendas, of the provision of HQPD on essential practices identified by OLAC for leadership teams at the district and school level.</p> <p>Evidence of working in partnership with ODE to align PD for principals with OLAC essential practices.</p> <p>Evidence of working in partnership with ODE in the collaborative development of communities of practice for principals in all regions of the state to promote a shared and common understanding of OLAC essential practices through networking and dialogue on a regional and local basis.</p> <p>Evidence of collaborative or jointly sponsored informational sessions, training, or PD focused on the OLAC essential practices for principal teams across the state</p>

**ATTACHMENT 4**

**MAP OF OHIO REGIONS/COUNTIES**

**SST Regions**

House Bill 115 (HB 115) establishes the Educational Regional Service System (ERSS)/ SST regions and requires the creation of a coordinated, integrated and aligned system to support state and school district efforts to improve school effectiveness and student achievement. It is the intent of the general assembly that the educational regional service system would reduce the unnecessary duplication of programs and services and provide for a more streamlined and efficient delivery of educational services without reducing the availability of the services needed by school districts and schools. The bill also contains information and deadlines for districts that want to transfer to another region.



