

ADAMS 14 SCHOOL DISTRICT

BOARD OF EDUCATION
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Notice is hereby given that the Adams County School District No. 14 (herein after referred to as the “District”) will accept sealed proposals for:

REQUEST FOR QUALIFICATIONS/PROPOSAL (RFQ/P) #2122-014 MANAGEMENT PARTNER

Adams 14 School District (District)
PROPOSAL CLOSE DATE: March 23, 2022 at 2:00 pm local time (MST)

I. PROJECT SCHEDULE

RFQ/P Available for Open Solicitation		02/23/2022
RFQ/P Clarification Inquiries Due to District	10AM	03/02/2022
RFQ/P Clarification Responses Published	4PM	03/03/2022
RFQ/P Candidate Applications Due to District	2PM	03/23/2022
3 Candidates Awarded to Further Selection Processes		03/25/2022
Interview Invitations sent to 3 Candidates		03/25/2022
Interviews		03/28/2022

The following dates are tentative based on the availability of Candidates and Selection Teams:

On-site or Virtual Interviews	03/28/2022
Submit Selected Candidate to State Board of Education	04/13/2022

Adams County School District 14 has partnered with BidNet as part of the [Rocky Mountain E- Purchasing System](#) which provides a way for local government agencies across Colorado and Wyoming to more effectively notify vendors of Bid and RFP opportunities, while increasing efficiency and lowering costs for government agencies (and their taxpayers) through shared resources. The procurement solution delivers online access to bid opportunities, allowing vendors to do business with more local government agencies.

As a vendor, you can register on the [Rocky Mountain E-Purchasing System](#) and receive direct access to available RFPs, bids, quotes, addenda and awards posted directly by local Colorado and Wyoming agencies. By selecting automatic bid notification, your company will receive emails once Adams County School District 14 has a bid opportunity that matches your company’s business.

II. Instructions to Bidders

1. **Bid documents:** Adams County School District 14 officially distributes bid documents from the Purchasing Department or through the Rocky Mountain E-Purchasing System. **Copies of bids obtained from any other source are not considered official copies.** Only those vendors who obtain bid documents from either the school district Purchasing Department or the Rocky Mountain E-Purchasing System are guaranteed access to receive addendum information, if such information is issued.

If you have obtained this document from a source other than the sources indicated, it is recommended that you register on the Rocky Mountain E-Purchasing System site, www.rockymountainbidsystem.com, and obtain an official copy.

2. **Bid Submission:** Firms responding to this Invitation to Bid (“ITB”) must submit their proposals in the overall format as outlined in this solicitation.

There is only one option in which to submit proposals; online via [Rocky Mountain E-Purchasing System](#) by date and time noted above. Time and date validation will occur in the Rocky Mountain E-Purchasing System. All submittals received after the deadline will be automatically rejected.

3. **Submission Authorization Requirement:** Proposals must be dated and signed by a duly authorized partner or corporate officer, with that person’s name and title clearly identified.

4. **Submission Requirements:** The content of all proposals must conform to the following:

- Bidders must respond to the questions in the order presented.
- Bidders may provide additional supporting documentation pertinent to clarification of the proposal.
- If a bidder is owned or controlled by a parent company, the name, main office address and parent company’s tax identification number shall be provided in the proposal. The tax identification number provided must be that of the bidder responding to this solicitation.

5. **Inquiries:** Bidders, who have questions concerning the submission of proposals or the solicitation process, must contact:

Janet Gibbons
Manager of Purchasing
Adams County School District 14
Telephone: (720) 322-8128
Email: jgibbons@adams14.org

Bidders, who have questions concerning the specifications or scope of work, must submit those questions online via [Rocky Mountain E-Purchasing System](#) by the question deadline date/time.

III. BACKGROUND

Adams 14 School District (District) is composed of two preschools, seven elementary schools, two middle schools, one comprehensive high school, and one alternative high school. Adams 14 has a population of 6,114 students: (Hispanic: 87.7%, White: 8.6%; Black: 1.8%, Two or more races: 1.0%; Minority: 91.4%; Gifted and Talented: 3.7%; Special Education: 13.8%; English Language Learners: 44.8%; Homeless: 1.8%; Immigrant: 2.9%; Migrant: 0.3%; Title I: 93.3%; Free/Reduced Price Meal Eligible: 71.9%).

In 2017, both the District and Adams City High School (ACHS) entered year seven of *Priority Improvement* or *Turnaround* status on the Colorado District and School Performance Frameworks (SPF), triggering a State Board of Education review. As a result, the District submitted, and the State Board of Education approved, a three-year turnaround plan with an external management partner to provide targeted assistance at the District and in three District schools (Adams City High School (ACHS), Central Elementary School (CES) and Rose Hill Elementary School (RHES)).

During this time, the District completed a thorough data analysis of the District's data including achievement, longitudinal growth, postsecondary college and career readiness, and teacher effectiveness, along with evaluation of past instructional frameworks. Specifically, the 2017 turnaround plan (*Adams County School District 14 Pathways Proposal External Management Partner, April 2017; Revised June 2017*) addressed the following priority areas:

- Improving and sustaining student growth and achievement across all schools
- Recruiting, developing, retaining, and sustaining leaders/teachers
- Heightening community focus on student learning
- Engaging all stakeholders
- Customizing and targeting supports to meet student needs and closing opportunity gaps to increase learning

The District continued to implement its turnaround plan in the 2018-19 school year. On November 15, 2018, the Colorado State Board of Education reviewed the District's request to contract with another external management partner to accelerate its academic improvement. The State Board issued a final order in case number 17-AR-10 on November 26, 2018 ("Order"), in which it directed the District to identify a public or private entity who will serve as Lead Partner with the District's Board of Education, in the management of the District. The State Board took no formal action regarding ACHS, pending input from the management partner by September 1, 2019. In June 2019, a private for-profit external management company was approved by the Colorado State Board of Education. In January 2022, the Adams 14 Board of Education passed a motion to terminate the agreement with the private for-profit external management company. The Adams 14 Board of Education is interested in securing an external management organization as a good-faith management partner to work collaboratively with District staff, and within the guidelines of relevant state and federal laws.

Regarding the selection of the management partner, the State Board directed the Adams 14 Board of Education to confer with CDE to ensure that:

1. The scope of work for which proposals are solicited align to the Order;

2. The public or private entity selected uses research-based strategies and has a proven track record of success working with school districts and schools in systemic improvement and turnaround work;
3. Said process includes steps reflecting the engagement of community stakeholders;
4. The selected private or public entity is qualified and willing to fulfill the duties and powers identified in the scope of work and in the Order; and
5. The selected private or public entity is qualified and willing to fulfill the duties imposed by the United States Department of Education's Office for Civil Rights pursuant to resolution agreements in effect with the District, as well as any other state or federal compliance issues.

[The full State Board order is available at https://www.boarddocs.com/co/cde/Board.nsf/files/B6X3JQ7BC2D7/\\$file/Adams%2014%20Final%20Order_Signed%2011.27.18%20.pdf](https://www.boarddocs.com/co/cde/Board.nsf/files/B6X3JQ7BC2D7/$file/Adams%2014%20Final%20Order_Signed%2011.27.18%20.pdf)

[Add link to the Motion to Amend the Order denied by the SBE on Jan 28, 2022](#)

IV. MANAGEMENT PARTNER OBJECTIVE

The District seeks an external management partner to work alongside with the District staff as a *partner* to advance the District's mission and vision via systemic improvement and turnaround efforts to ensure our students receive a high-quality and rigorous education that will prepare them for college or a career pathway of their choice. At a minimum, the management partner organization will assist the District in building a solid district infrastructure that will result in increased academic outcomes for all students, including exiting the district and all schools from performance watch and turnaround status. The external management partner will serve at the pleasure of the Adams 14 Board of Education and the Superintendent pursuant to their respective constitutional and statutory authorities. Within 30 days of State Board review and approval of the selected management entity, the district board shall execute a contract authorizing the selected and approved entity to administer the affairs and programs of the District commencing no later than April 30, 2022, and continuing for a term of not less than three years (36 months). The contract can be terminated by either party by providing a one month notice of termination of contract. Under the terms of the State Board's final Order, the selected external management partner will be responsible for collaborating with the District and its leadership in making decisions involving the administration of the affairs and programs of the District, subject only to the limitations mandated by the Colorado Constitution, Art. IX, sec. 15, the Colorado Revised Statutes, and other laws.

V. SUBMITTAL REQUIREMENTS

SECTION 1 - LETTER OF INTEREST

Submit a two-page (maximum) letter of interest, inclusive of contact information and signed by the main point of contact. This letter should include the philosophy of your educational organization, distinguishing characteristics, your approach to completing this project, and success rates with this same scope of work with similar systemic improvement and turnaround aspirations.

SECTION 2 - EXPERIENCE AND QUALIFICATIONS

Please address each criterion listed below as it relates to your organization's relevant experience and qualifications:

1. **Proposed Personnel.** Identify the individual who will be the main point of contact and any other already-identified team members who will be responsible for providing services. Provide an overview of the experience, background, and responsibilities--including résumés or curricula vitae for those individuals. The District reserves the right to determine the acceptability of these individuals.

2. **Process for Added Capacity.** Provide an explanation for how the organization will recruit and select additional team members or organizations to support this work and ensure that all staff have the needed skills and experience to do this work.

3. **Organizational Experience.** Describe your organization's experience at both the school and school district levels with turnaround implementation, educational programming, analyzing and designing operations, analyzing safety and security measures, working with existing leadership staff, and efforts toward stakeholder engagement (e.g., parents, students, district school board, district administrators, school administrators, teachers, community members, local businesses and organizations). Describe your organization's knowledge of constitutional and statutory laws under which public school boards, school districts, and schools operate.

4. **Organizational Structure.** Provide a description of your organizational structure.

5. **Organizational Theory of Action and Implementation.** Define your organization's theory of action. Provide a description of how you implement this theory, including how you incorporate research-based strategies. Highlight how communities are included in the theory and implementation work. Explain your organization's expertise and experience engaging community stakeholders in systemic school and school district improvement and turnaround work. Identify unique challenges/approaches that you have experienced with developing and implementing a successful turnaround plan.

6. **Understanding of National, State, and Local Context.** Describe your organization's understanding of the state's educational landscape (e.g., accountability system, role of local control, public trust obligations and police powers) and local context (e.g., demographics, District's history of turnaround status, community involvement). Explain how your organization is qualified to serve culturally and linguistically diverse students, those at risk of academic failure, gifted and talented students, those students with learning disabilities, and other students who are historically underserved. Describe your organization's expertise and experience in multicultural/multilingual education, pedagogy awareness, and second language acquisition, as well as working directly with the United States Department of Education's Office for Civil Rights on compliance with Title VI of the Civil Rights Act of 1964 and the Every Student Succeeds Act of 2015. Describe your organization's expertise and experience negotiating with exclusive representatives of employee groups on matters of wages, hours, and working conditions.

7. Organizational Capacity. Define the capacity your organization has to complete this project. Provide evidence that you can meet the scope of this request in a coherent and timely fashion. Include conditions and structures that need to be in place for successful completion of this project working collaboratively with district leadership, and the district and state boards of education.

8. Proposed Progress Monitoring Systems. Describe the systems that your organization will put in place to track and monitor the turnaround efforts (e.g., school visits, accountability for implementation, and accountability for student performance). Describe how you will define success.

9. Communication and Stakeholder Input. Describe how your organization will communicate with stakeholders (e.g., district board, district staff, school staff, students, the community, other organizational partners, and state-level stakeholders) on early- and long-term indicators of success. Discuss strategies for engaging stakeholders in meaningful ways throughout the process of setting/reviewing a vision, creating a plan, implementing the plan, progress monitoring to include communicating successes and areas for improvement, while maintaining total transparency to the process to all stakeholders, including the Adams 14 Board of Education. Discuss how your organization will collaborate with the district board and the superintendent on public expenditures, engaging outside contractors, and the fully-transparent reporting of all transactions to the district board and superintendent. Describe how you will have consistent communication and feedback with stakeholders.

SECTION 3 - SCOPE OF SERVICES

Provide an overview for this project. This overview should demonstrate a clear understanding of the District's needs and provide clear direction toward how the organization has the capability, capacity, and willingness to complete the scope of work.

In compliance with the State Board of Education's Order, the Lead Partner's duties and responsibilities must include but not be limited to the following:

1. Supporting the continued implementation of evidence-based instructional programs, including developing/recommending curriculum, assessment systems, scheduling, and professional development;
2. Supporting efforts to recruit and retain personnel, partnering with the Superintendent around teacher and administrator placement, transfer, and evaluation; recommending to the district board the non-renewal or renewal of employment contracts, action on at-will employees, and employee group negotiations;
3. Recruiting and recommending to the Superintendent and Adams 14 Board of Education supports needed for individual schools, as well as any service providers needed to enhance particular programs;

4. Recommending to the Superintendent and Adams 14 Board of Education needed changes to the District's collective bargaining agreement ahead of each annual process for amending said agreement;
5. Evaluating district policies and recommending with the Superintendent amendments, revisions, or deletions to the district board policies;
6. Supporting efforts to ensure operational excellence, coordinating community engagement efforts, supporting local governance training, and, ultimately, driving substantive school and District improvement;
7. Along with the Superintendent, District staff, and stakeholders develop or review, and implement the following,
 - district strategic plan
 - district turnaround plan
 - turnaround plan for two schools currently on the accountability clock as outlined by the Colorado Department of Education
 - preventative plan for any school that is not meeting state academic measures as outlined by the Colorado Department of Education
8. Describe how you will leverage the previous work completed by the external manager and district staff and include how you will address any gaps in work.
9. Such other and further responsibility as the Lead Partner reasonably needs to create

These duties and responsibilities are subservient to all constitutional and statutory powers of the district board and superintendent. Additionally, and specifically, the District requests expertise for implementing and monitoring for success of the following:

1. **Organization Cultural Shift-** Aligning, developing, and supporting human and professional capital where all stakeholders are motivated to commit to whole-system transformation; developing existing and new teachers and leaders while insisting on high expectation learning experiences for all; developing trust and confidence needed to increase student achievement
2. **Instructional Transformation-** Providing instructional clarity, guidance, and transformation resulting in strong infrastructures, effective use of research-based strategies, operative planning, and effective lesson delivery; creating a District-wide instructional framework and reporting system for first best instruction that is research- and standards-based, rigorous, and culturally responsive; developing and bolstering intervention and enrichment supports for literacy, numeracy, English language learners, and those students identified with special instructional needs; and developing and expanding Early College and Career and Technical Education opportunities
3. **Leadership Development-** Evaluating structures to create, support, or enhance rigorous school and District accountability systems that provide guidance for leadership, coaching,

teaching, assessing, and monitoring learning; and providing support for expectations for ongoing Professional Learning Community work to create the collective efficacy of all staff

Schools and District Office Included in the Scope of Services:

Adams City High School
7200 Quebec Parkway
Commerce City, CO 80022

Lester Arnold High School
6500 East 72nd Avenue
Commerce City, CO 80022

Alsup Elementary
4413 E. 68th Ave.
Commerce City, CO 80022

Dupont Elementary
7970 Kimberly Street
Commerce City, CO 80022

Kemp Elementary
6775 Oneida Street
Commerce City, CO 80022

Rose Hill Elementary
6900 East 58th Avenue
Commerce City, CO 80022

STARS Early Learning Center
5650 Bowen Court
Commerce City, CO 80022

Adams City Middle School
4451 East 72nd Avenue
Commerce City, CO 80022

Kearney Middle School
6160 Kearney Street
Commerce City, CO 80022

Central Elementary
6450 Holly Street
Commerce City, CO 80022

Hanson Elementary
7133 East 73rd Avenue
Commerce City, CO 80022

Monaco Elementary
7631 Monaco Street
Commerce City, CO 80022

Sanville Preschool
5941 East 64th Avenue
Commerce City, CO 80022

Educational Support Services
5291 East 60th Avenue
Commerce City, CO 80022

SECTION 4 – SCHEDULE

Provide an assessment plan detailing current practices in the District by fall 2022. Additionally, provide a high-level master plan schedule, including key milestones of the project continuing for a term of not less than three years (36 months).

SECTION 5 - REFERENCES

Provide a comprehensive list of **all** school/district/systems turnaround projects completed or begun within the last five (5) years, with current contact information. Provide detailed project descriptions and results. Identify individual and collective projects. Please note that the District reserves the right to check additional references beyond those provided in the submittal documents.

Provide financial information for the current fiscal year.

Provide any grievances, mediations, arbitrations, and litigations, legal or otherwise that are public or private that have been filed by your organization or filed against your organization within the last seven (7) years, in any state of the U.S. and/or in any country.

Provide any known conflicts of interests, whether real or perceived, with district Adams 14 employees, Adams 14 Board of Education, state department and State Board of Education.

VI. SUBMITTAL REVIEW & SELECTION PROCESS

The selection process consists of two phases.

Phase 1 - RFP/Q Review

The District's Selection Committee will evaluate and score the RFP/Q submittals based on these selection criteria:

Selection Criteria	Maximum Points Possible
Section 1: Letter of Interest. Candidate provided a complete and concise letter of interest and RFQ/P response. Delivered a well-organized and precise response to the submittal criteria.	5 Points
Section 2: Experience and Qualifications. Candidate provided a comprehensive and insightful experience and qualifications package that thoroughly illustrates the Candidate uses research-based strategies and has a proven record of accomplishment working with school districts and schools in systemic improvement and turnaround work. Proposal highlights qualified key personnel.	50 Points
Section 3: Scope of Services. Candidate affirmed each of the District's requirements for the project; demonstrated a clear understanding of the District's needs; provided clear direction toward completing the scope of work; and provided evidence of capacity and ability to fulfill the scope of work.	30 Points
Section 4: Schedule. Candidate evidenced the ability to complete the scope of services within the 3-year time period in a clear, complete, and logical manner.	10 Points

Section 5: References. Candidate provided a comprehensive project list with contact information for projects completed within the last five years. Documented references contacted provided positive and sufficient feedback required for forward movement in the selection process.	5 Points
Total	100 Points

Phase 2 – Interviews (District and Community)

The three (3) top candidates with the highest RFP/Q submittal scores will receive notification on the date noted in the project schedule. The invitation will explain the interview requirements and provide time and location. The purpose of the interview is to ensure a full understanding of the RFQ/P responses and to give community members an opportunity to learn about prospective candidates and give their input. CDE will review these requirements.

The three (3) highest RFP/Q submittal-scoring candidates will participate in either an on-site or virtual interview as listed in the project schedule.

The selected candidate will be determined based on the final interview score from the rubric, separate from the RFQ/P submittal score. The Rubric will be created by the group that applied to be a part of the interview team and will be posted once finalized.

VII. FEE PROPOSAL

The three (3) finalist candidates shall prepare a detailed fee proposal as outlined below. Submit the fee proposal in a sealed envelope prior to the start of the finalist candidates’ District interview. Failure to provide a fee proposal that addresses each of the items listed below may result in disqualification from the RFQ/P process.

Detailed fee proposals shall include the following:

- Lump sum fee;
- Annual fee (Each fiscal school year from July 1 to June 30);
- Statement of work;
- Confirmation that all scope items from the original RFQ/P will be addressed;
- Any exclusions with explanations;
- Number of hours;
- Number of personnel;
- Additional resources;
- How the resources are utilized;
- Breakout of anticipated reimbursable expenses included;
- Hourly rates for all personnel involved in the project;
- Number of site visits anticipated to complete the work; and
- Breakout of fees for any non-required scope proposed.

The negotiated fee is anticipated to include all costs including reimbursable expenses for the project resulting in a "not to exceed" format contract.

The Selection Committee will view only the fee proposal of the selected candidate.

If negotiations with the apparent selected candidate are unsuccessful, the District reserves the right to negotiate with the next highest-scoring candidate.

VIII. ACCEPTANCE AND REJECTION

After the final selection, the District will provide a summary of scores and a decision memorandum to each of the RFQ/P candidates.

The District reserves the right to select or reject proposals based on the District's best interests. The District also reserves the right to pre-qualify all candidates or reject all candidates as unqualified, including without limitation the right to reject any or all non-conforming, nonresponsive, unreasonable, or conditional qualifications. Additionally, the District reserves the right to re-solicit, waive all informalities not involving price, time, or changes in the work, and to negotiate contract terms with the successful candidate. The District will consult with the Colorado Department of Education in any/all of these circumstances.

The District is not responsible for cost incurred in preparation of this proposal. Proposals become the property of the District once submitted. By submitting a proposal, candidates agree to the terms and conditions of this RFQ/P at which time the RFQ/P will become part of the awarded candidate's contract. The District and the District's Legal Council will review the agreement and negotiate terms prior to commencement of work.

Once a proposal has been selected, the selected proposal will be forwarded to the State Board of Education for review and approval.