

**REQUEST FOR PROPOSALS FOR PROFESSIONAL SERVICES
TO PROVIDE DEVELOPMENT COACHES
ISSUED BY DELAWARE DEPARTMENT OF EDUCATION**

RFP # DOE – 2011-03

I. Overview

The State of Delaware Department of Education (DDOE) seeks development coaches. This request for proposals (“RFP”) is issued pursuant to 29 *Del. C.* §§ 6981 and 6982.

The proposed schedule of events subject to the RFP is outlined below:

Public Notice	Date: August 11, 2010
Deadline for Receipt of Proposals	Date: September 1, 2010
Notification of Award	Date: October 1, 2010

Each proposal must be accompanied by a transmittal letter which briefly summarizes the proposing firm’s interest in providing the required professional services. The transmittal letter must also clearly state and justify any exceptions to the requirements of the RFP which the applicant may have taken in presenting the proposal. Furthermore, the transmittal letter must attest to the fact that no activity related to this proposal contract will take place outside of the United States. DDOE reserves the right to deny any and all exceptions taken to the RFP requirements.

II. Scope of Services

A. Background

In July of 2009, President Barack Obama announced \$4.35 billion in competitive funds known as the Race to the Top Fund to spark transformational improvements to America's public schools. Among the 41 initial applications for funding, Delaware's plan for reform was selected as the best, and the State became one of just two first round winners.

Governor Markell's reform agenda

Delaware is now implementing its four year plan to become the best performing school system in the country. The State will achieve rapid, significant gains in student achievement through the following strategy:

- Set high standards for college- and career- readiness, and measure progress with high quality assessments and excellent data systems
- Recruit, retain, develop, and support great teachers and leaders who can help all students meet high standards
- Build core capabilities to promote great teaching and leadership
- Accelerate improvements in the State's high-need schools
- Build capacity to deliver against goals

An important aspect of Delaware's reform strategy is its investment in new statewide professional development initiatives to build the critical skills among teachers and leaders to improve student outcomes. One of the largest professional development initiatives will be the state's development coaching program, which will help improve the calibration and rigor of educator performance appraisals, and will better link these performance appraisals to feedback and professional development opportunities.

Delaware has had a statewide educator evaluation system since the 1980's. The State's current evaluation system, the Delaware Performance Appraisal System (DPAS) II, has been in use since 2008. It includes three versions, one for administrators, one for teachers, and one for specialists.

DPAS II for teachers and specialists is based on Charlotte Danielson's *Enhancing Professional Practice: A Framework for Teaching (2nd Edition)*, while DPAS II for administrators is based on the Interstate School Leaders Licensure Consortium's (ISLLC) standards for leaders.

For all educators, DPAS II defines standards for professional practice along five components, as outlined in the table below.

Components of DPAS II for Teachers, Specialists, and Administrators

	Teacher	Specialist	Administrator
Component 1	Planning and preparation	Planning and preparation	Vision and Goals
Component 2	Classroom Environment	Professional Practice and Delivery of Services	Culture of Learning
Component 3	Instruction	Professional Collaboration and Consultation	Management
Component 4	Professional Responsibilities	Professional Responsibilities	Professional Responsibilities
Component 5	Student Improvement	Student Improvement	Student Improvement

For each of the first four Components, there is a set of four Appraisal Criteria, or subcomponents. Each criterion has a rubric defining “unsatisfactory,” “basic,” “proficient,” and “distinguished” performance. An excerpt from the rubric for Component 1 of DPAS II for Teachers is below:

Component 1: Planning and Preparation

	-----SATISFACTORY-----			
	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
1a: Selecting Instructional Goals	Teacher’s goals represent trivial learning, are unsuitable for students, or are stated only as instructional activities, and they do not permit viable methods of assessment.	Teacher’s goals are of moderate value or suitability for students in the class, consisting of a combination of goals and activities, some of which permit viable methods of assessment.	Teacher’s goals represent valuable learning and are suitable for most students in the class; they reflect opportunities for integration and permit viable methods of assessment.	Teacher’s goals reflect high-level learning relating to curriculum frameworks and standards; they are adapted, where necessary, to the needs of individual students, and permit viable methods of assessment.

Evidence for performance on Components 1, 2, and 3 for teachers and specialists is gathered through observation by administrators trained in assessment, which follows a pre-observation form and conference, and a formative feedback conference. Evidence for performance on Components 1, 2, and 3 for administrators is gathered through a survey completed by professional staff, the administrator’s self-assessment on the ISLLC standards and the Assessor’s survey data. For Component 4, all educators complete a professional responsibilities form, which details their professional growth, communication with students, parents, and school colleagues, and their

contributions to the professional community during the review period. Lastly, all educators engage in goal setting as part of the DPAS II process. Goals are data-driven and measurable, and align with the school or LEA improvement plan.

In order to receive a “satisfactory” rating for each of the first four components, a teacher, specialist or administrator must receive a satisfactory (“basic,” “proficient,” or “distinguished”) on at least three of the four criteria specified in the Component.

Under Delaware’s recently revised regulations, beginning in July 2011, a satisfactory rating for the fifth Component, Student Improvement, means that the teacher has met the standard for student growth. That standard will be determined by The Delaware Secretary of Education between now and July 2011, and will represent an appropriate level of change in achievement data for an individual student between two points in time, as well as any other measures that are determined to be rigorous and comparable across classrooms.

Currently, assessments can result in summative ratings of “effective,” “needs improvement,” or “ineffective.” Under the revised regulations, Delaware will add a fourth summative rating of “highly effective” in July 2011. Educators will be required to demonstrate satisfactory levels of student growth in order to receive an “effective” rating, and more than a year of student growth to receive a “highly effective” rating.

A critical component of DPAS II is its link to educator development. Through direct feedback and the preparation of improvement plans, Assessors are charged with helping educators improve their practice over time. This includes linking professional development opportunities to specific areas of need identified through performance appraisal, and helping educators set rigorous and specific goals for improvement.

For more information on DPAS II, please see Appendices A and B of this document.

DPAS II applies to all educators statewide. The State’s education system has the following characteristics:

- Statewide enrollment of more than 126,000 students, including diverse student populations and high mobility rates among some groups
- 37 Local Education Agencies (LEAs), including 19 districts and 18 charter schools, with enrollments ranging from several hundred students to over 17,000
- 204 rural, urban and suburban schools
- Approximately 9,000 teachers, 700 administrators¹, and 1,300 specialists. Among administrators and specialists, there are

¹ Note that most administrators and some specialists being evaluated also act as Assessors for teachers themselves

approximately 600 trained Assessors who are responsible for performing assessments related to DPAS II

B. Overview of services requested

DDOE is now issuing this Request for Proposal for vendors to staff and implement its development coaching program, described below.

DDOE seeks to deploy a corps of development coaches to support principals, superintendents, charter directors, and specialists (henceforth known as “Assessors”) in the transition to a more rigorous, transparent performance appraisal process, reduce the administrative burden to Assessors, and improve the accuracy and calibration of DPAS II.

Development coaches will be experts in assessing performance, providing feedback, and identifying opportunities for development. They will provide coaching to Assessors to improve the quality of performance appraisal and development planning, although they will not conduct performance appraisals themselves.

Development coaches will ensure that the principles and processes of DPAS II training are accurately executed in schools by:

- Providing individual training to Assessors in using the DPAS II rubric to provide specific and actionable feedback, so they can help educators continuously improve towards “distinguished” ratings across all components of the performance appraisal
- Providing individual training to Assessors in creating detailed development plans
- Assisting Assessors with calibrating their performance appraisals by providing context and comparisons to help them recognize “unsatisfactory,” “basic,” “proficient,” and “distinguished” performance

Ultimately, development coaches will help ensure that DPAS II is consistently and fairly implemented across the state. They will also strengthen and reinforce a culture within Delaware schools that values performance appraisal as a key tool to help educators develop their practice over time.

Vendors shall provide approximately 15 development coaches, roughly one coach per every 40 Assessors now trained in evaluation, from January 2011 to January 2013. Development coaches will spend approximately one day per month with groups of approximately two Assessors, or one half-day per month in one-on-one coaching.² Coaches will aid Assessors of teachers, specialists, and administrators, although not every coach needs to be able to work with all types of Assessors. After January 2013, LEAs may choose to sponsor continued development coaching.

² Coaching sessions may exceed two assessors each if scheduling difficulties arise.

While the vendor will have responsibility for providing development coaches, DDOE will participate in the selection, placement, and removal of coaches from the Delaware program, and may accept or reject coaches provided by the vendor at any time. Data measuring development coaching effectiveness and efficiency should be provided by the vendor and will be used in evaluation of the vendor's services, as will satisfaction of the Assessors they are coaching, and other measures.

C. Detail on services requested - key requirements

There are three key requirements that must be incorporated into each vendor's proposal in order to engage in successful development coaching:

1. Provide a proven approach to improving evaluation, feedback and development
2. Provide coaches who help Assessors achieve five core outcomes
3. Provide coaches who are flexible and responsive enough to build strong relationships and a culture that values performance appraisal as a critical tool to help educators develop their practice

1. Provide a proven approach to improving evaluation, feedback and development

The objective of the development coach is to help Assessors learn to (1) perform rigorous, calibrated, and fair performance appraisals, (2) provide feedback, and (3) link these performance appraisals to high-quality improvement plans. To accomplish this, coaches must draw upon a methodology that is grounded in evidence-based research about performing educator performance appraisals, providing feedback, and improving practice. The methodology should also use proven coaching techniques. There should be a demonstrated link between this methodology and improved practice.

The approach should include an assessment of each Assessor's mastery of DPAS II, the creation of goals for the progression of individual Assessors' skills over time, and checkpoints along the way to monitor development. DDOE may give special consideration to vendors who can complete a needs assessment of the use of DPAS II in Delaware schools before coaching begins in January 2011.

The approach should also include a planned progression of skills for the cohort of Assessors over the two year period of services. The last coaching session should be different from the first in style and substance, as coaching support gradually rolls back.

Vendors and DDOE will evaluate development coaches according to quantitative and qualitative data (e.g., student growth in the classes of those being assessed, Assessors' satisfaction). Vendors shall also provide status reports on their progress, leading and/or participating in status meetings and submitting status reports covering such items as progress of

work being performed, milestones attained, resources expended, problems encountered and corrective action taken. Data measuring development coaching effectiveness and efficiency must be provided by the vendor and will be used in evaluation of the vendor's services.

2. Provide coaches who help Assessors achieve five core outcomes:

Development coaches will provide coaching services that result in the following:

- **Assessors will understand the expectations of DPAS II**, internalizing its objective standards and supporting rubrics, as well as the overarching themes behind its five components. Assessors will have a clear understanding of “unsatisfactory,” “basic,” “proficient,” and “distinguished” across all criteria in DPAS II.
- **Assessors will effectively gather relevant evidence** to support each of the five components. This includes performing effective observations, and seeking other kinds of evidence (e.g., lesson plans for component 1 of DPAS II for teachers) to gain insight into quality of instruction in classrooms and the rigor of assignments.
- **Assessors will exercise consistent judgment resulting in fair, calibrated performance appraisals.** With the support of coaches who can draw from their rigorous training, exposure to other Assessors, and their own observations, Assessors should be able to perform consistent performance appraisals relative to DPAS II standards. Across the state, coaches should help ensure that performance appraisals are consistent across Assessors, across LEAs, and over time.
Coaches should also help ensure that these performance appraisals are rooted in the specific criteria defined by the DPAS II rubric, consistently identifying “unsatisfactory,” “basic,” “proficient,” and “distinguished” performance, for each of the criteria within the 5 DPAS II components.
- **Assessors will host effective performance dialogue sessions** (i.e. feedback sessions) in which clear standards are communicated in the context of continuous professional development, for those they have evaluated. With support from coaches, Assessors should learn to deploy an effective set of techniques for structuring feedback sessions, delivering specific and actionable feedback, and adjusting to the responses of those they have assessed. Importantly, the coaches should help Assessors establish performance dialogues as a highly-valued opportunity for educators to reflect on their practice and identify specific ways to improve towards “distinguished” performance.
- **Assessors will develop improvement plans that are closely linked to DPAS II performance appraisals.** With the help of

development coaches, the link between evaluation and professional development will be significantly strengthened. Assessors will create robust improvement plans that are specifically tied to performance along the criteria in the DPAS II rubric. As with performance dialogues, the coaches should help Assessors establish improvement plans as a highly-valued tool to help educators identify specific ways to improve towards “distinguished” performance.

3. Provide coaches who are flexible and responsive enough to build strong relationships and a culture that values performance appraisal as a critical tool to help educators develop their practice

Across all the services provided, coaches must remain flexible, adapting their approach according to the unique attributes of the State, the LEA, the school and the individuals at hand.

With respect to the State, the LEA and the school, coaches must be experts in the conceptual framework and activities that are part of DPAS II. They must also accommodate any other location-specific anomalies they encounter. In particular, coaches will need to work closely with school and district leaders to integrate into existing school partnerships.

With respect to the Assessors they are coaching, coaches must adjust their approach for a range of Assessor skill levels and learning styles. Coaches must adjust sessions to accommodate a situation where Assessors may not immediately grasp the material. Most importantly, coaches must work to overcome their position as outsiders, possibly with less experience than some Assessors, in order to build strong, collaborative relationships with those they are coaching. The ultimate goal is to foster a culture that values evaluation as a key tool to help educators develop their practice.

D. Duration of contract

This contract may be awarded to, or split among, multiple vendors. The selected vendor or vendors will enter into an approximately one-year initial contract for development coaching from January-December 2011.

The first review of development coach vendor(s) will take place in the fall of 2011, and only those vendors who are assessed to have been effective will be given renewed contracts for the second year of development coaching. DDOE will conduct a detailed analysis, review and decision-making process in fall 2011, basing their decision on whether or not to continue the association upon progress, status reports and adherence to the principles laid out in this document. All LEAs will be required to host state development coaches for two years, from January 2011 through January 2013. After the two years, participating LEAs may choose to use some of their Race to the Top allocation to continue funding development coaches.

III. Required Information

The following information shall be provided in each proposal in the order listed below. Failure to respond to any request for information within this proposal may result in rejection of the proposal at the sole discretion of DDOE.

A. Minimum Requirements

1. Delaware business license:

Provide evidence of a Delaware business license or evidence of an application to obtain the business license.

2. Professional liability insurance:

Provide evidence of professional liability insurance in the amount of \$1,000,000.00.

B. Proposal Requirements and Preparation of the Application

Each proposal submission must contain the following information.

1. Cover Page

The cover page must be the first page of the application. Please see Appendix C of this document for a sample cover page.

2. Program Abstract

Concisely describe the development coaching program to be implemented and summarize the intended results.

3. Program Narrative

Proposals will be evaluated based on information provided in this section. The narrative must be organized under the following major headings:

- a. Need
 - Describe your understanding of the need to be addressed
- b. Services requested
 - Describe the program you would provide, addressing the full range of services requested, including all key requirements, and clearly articulating your methodology and approach
 - If you find certain services requested to be unrealistic, please explain why your experience, methodology and/or capacity make these elements untenable. Proposals which offer alternate approaches to those outlined will be considered, but must be very compelling
- c. Program plan and alignment
 - Attach your program plan (activities by month), with a sample curriculum in the appendix of your proposal

- Discuss how your approach is aligned with Delaware’s reform agenda
 - Discuss how development coaching will fit into Delaware’s reform agenda
 - Discuss how you will measure the success of your development coaching and revise your approach based on findings, and how these metrics will feed into the status reporting noted above
- d. Evidence of effectiveness
- Discuss the research basis for your methodology
 - Describe previous similar engagements:
 - Discuss how your experience is appropriate to Delaware in terms of urban/rural dynamic, varying Assessor expertise and the Danielson framework
 - Demonstrate that student achievement rose as a direct result of your previous engagements
 - Submit three cases references, in your appendix to this proposal, with contact information. See Appendix D for a sample reference form
- e. Evidence of capacity
- Discuss how you managed a past engagement of a similar scale to Delaware. If you do not have experience on a similar scale, provide evidence of your ability to scale up, including milestones, dates and activities, and how you will ensure that this process will not dilute the quality of coaches
 - Discuss your organizational capacity
 - Provide your number of employees, number of development coaches currently on staff, annual revenues and any other pertinent management information
 - Discuss your deployment strategy (e.g., the percentage of time coaches will spend in coaching sessions versus travel)
 - Discuss how you will accommodate the geographic and scheduling challenges of this engagement (e.g., development coaches will be responsible for Assessors at multiple schools and will have limited time during the day for preparation)
- f. Evidence of organizational expertise
- Discuss how you will ensure consistent standards across coaches in terms of methodology, expertise and experience
 - Discuss how your leadership team, including the proposed project manager, possesses the experience, vision and commitment to guide this engagement. Please include

biographies of key leaders, including your proposed project manager, in the appendix of your proposal

- Discuss the centralized administrative and leadership support you will provide to your coaches

g. Evidence of coach expertise

- Discuss your coach recruitment and selection process, including where you will recruit/select from, the percentage of coaches you expect to be from in-state, and the percentage of coaches you expect to have in-state experience (vs. those who are from out-of-state, or who have no Delaware experience.) Special consideration may be given to vendors who can offer high quality coach candidates who are from Delaware, or who have Delaware experience, all other things being equal
- Discuss your initial and ongoing training programs for coaches, particularly with respect to how they reinforce your methodology, build relevant expertise, and ensure proper motivation, continued professional growth and knowledge of evolving technologies. Please also specify when you would expect to train coaches in preparation for deployment as part of this program. Coaches should complete their training (other than ongoing professional development) before deployment as part of the Delaware development coaching program (i.e. before January 2011 for the first wave of coaches).
- Discuss your coach performance appraisal system, including data sources, criteria for evaluation, weighting of criteria, and frequency of evaluation. Please explain the rewards and consequences that accompany performance appraisal, and how they are applied, including recognition of great coaches, and identification, and removal of unsatisfactory coaches.
- Provide sample biographies of development coaches in the appendix

4. Budget and budget narrative

In the appendix, provide a budget and budget narrative that describe the fiscal scope of your proposal, including, but not limited to:

- Cost of coaching services
- Administrative cost
- Coach training and recruitment cost
- Estimated coach expenses given deployment plan (e.g, in-state travel, out-of-state travel)

Please discuss how you calculated each figure included in your proposed budget.

IV. Professional Services RFP Administrative Information

A. RFP ISSUANCE

1. Obtaining Copies of the RFP

This RFP is available in electronic form through the DDOE website at <http://www.doe.k12.de.us/rfplisitng/> and the State of Delaware Procurement website at <http://bids.delaware.gov/> Paper copies of this RFP will not be available.

2. Public Notice

Public notice has been provided in accordance with 29 *Del. C.* § 6981.

3. Assistance to Vendors with a Disability

Vendors with a disability may receive accommodation regarding the means of communicating this RFP or participating in the procurement process. For more information, contact the Designated Contact no later than ten days prior to the deadline for receipt of proposals.

4. RFP Designated Contact

All requests, questions, or other communications about this RFP shall be made in writing to DDOE. Address all communications to the person listed below; communications made to other DDOE personnel or attempting to ask questions by phone or in person will not be allowed or recognized as valid and may disqualify the vendor. Vendors should rely only on written statements issued by the RFP designated contact.

Ron Gough
Public Information Officer
Delaware Department of Education
401 Federal Street, Suite #2
Dover, DE 19901-3639
Phone: 302-735-4035 x4006
Email: rgough@doe.k12.de.us

To ensure that written requests are received and answered in a timely manner, electronic mail (e-mail) correspondence is acceptable, but other forms of delivery, such as postal and courier services can also be used.

5. Consultants and Legal Counsel

DDOE may retain consultants or legal counsel to assist in the review and evaluation of this RFP and the vendors' responses. Bidders shall not contact consultant or legal counsel on any matter related to the RFP.

6. Contact with State Employees

Direct contact with State of Delaware employees other than DDOE Designated Contact regarding this RFP is expressly prohibited without prior consent. Vendors directly contacting DDOE employees risk elimination of their proposal from further consideration. Exceptions exist

only for organizations currently doing business in the State who require contact in the normal course of doing that business.

7. Organizations Ineligible to Bid

Any individual, business, organization, corporation, consortium, partnership, joint venture, or any other entity including subcontractors currently debarred or suspended is ineligible to bid. Any entity ineligible to conduct business in the State of Delaware for any reason is ineligible to respond to the RFP.

8. Exclusions

The Proposal Evaluation Team reserves the right to refuse to consider any proposal from a vendor who:

- a. Has been convicted for commission of a criminal offense as an incident to obtaining or attempting to obtain a public or private contract or subcontract, or in the performance of the contract or subcontract;
- b. Has been convicted under State or Federal statutes of embezzlement, theft, forgery, bribery, falsification or destruction of records, receiving stolen property, or other offense indicating a lack of business integrity or business honesty that currently and seriously affects responsibility as a State contractor;
- c. Has been convicted or has had a civil judgment entered for a violation under State or Federal antitrust statutes;
- d. Has violated contract provisions such as:
 - 1) Knowing failure without good cause to perform in accordance with the specifications or within the time limit provided in the contract; or
 - 2) Failure to perform or unsatisfactory performance in accordance with terms of one or more contracts;
- e. Has violated ethical standards set out in law or regulation; and
- f. Any other cause listed in regulations of the State of Delaware determined to be serious and compelling as to affect responsibility as a State contractor, including suspension or debarment by another governmental entity for a cause listed in the regulations.

B. RFP SUBMISSIONS

1. Acknowledgement of Understanding of Terms

By submitting a bid, each vendor shall be deemed to acknowledge that it has carefully read all sections of this RFP, including all forms, schedules and exhibits hereto, and has fully informed itself as to all existing conditions and limitations.

2. Proposals

To be considered, all proposals must be submitted in writing and respond to the items outlined in this RFP. DDOE reserves the right to reject any non-responsive or non-conforming proposals. Each proposal must be submitted with 4 paper copies and 2 electronic copies on CD.

Proposals submitted in response to this RFP should be prepared and submitted in accordance with the following guidelines.

- Program abstract and narrative limited to a total of 30 pages, not including the appendix;
- Typewritten;
- Line spacing of 1.5;
- Twelve-point font, using an easy-to-read font such as Arial, Times New Roman, etc.
- Charts and graphs may be single spaced and use no smaller than 10-point type;
- One-inch (1”) side, top, and bottom margins;
- Footer on each page with page number and the vendor name;
- Do not attach additional pages or information not requested in the application;
- Stapled (do not use binders or folders when submitting application).

All properly sealed and marked proposals are to be sent to DDOE and received no later than **3 PM EST on September 1, 2010**. The outside of the proposal package must be clearly labeled “RFP # DOE - 2011-003. Development Coaches.” The Proposals may be delivered by Express Delivery (e.g., FedEx, UPS, etc.), US Mail, or by hand to:

**Emily Falcon, Director
Financial Reform Resources
Delaware Department of Education
401 Federal Street, Suite #2
Dover, DE 19901-3639**

Any proposal submitted by US Mail shall be sent by either certified or registered mail. Proposals must be received at the above address no later than **3 PM EST on September 1, 2010**. Any proposal received after this date shall not be considered and shall be returned unopened. The proposing vendor bears the risk of delays in delivery. The contents of any proposal shall not be disclosed as to be made available to competing entities during the negotiation process.

Upon receipt of vendor proposals, each vendor shall be presumed to be thoroughly familiar with all specifications and requirements of this RFP. The failure or omission to examine any form, instrument or document shall in no way relieve vendors from any obligation in respect to this RFP.

3. Proposal Modifications

Any changes, amendments or modifications to a proposal must be made in writing, submitted in the same manner as the original response and conspicuously labeled as a change, amendment or modification to a previously submitted proposal. Changes, amendments or modifications to proposals shall not be accepted or considered after the hour and date specified as the deadline for submission of proposals.

4. Proposal Costs and Expenses

The DDOE will not pay any costs incurred by any Vendor associated with any aspect of responding to this solicitation, including proposal preparation, printing or delivery, attendance at vendor's conference, system demonstrations or negotiation process.

5. Proposal Expiration Date

Prices quoted in the proposal shall remain fixed and binding on the bidder at least through December 31, 2010. The DDOE reserves the right to ask for an extension of time if needed.

6. Late Proposals

Proposals received after the specified date and time will not be accepted or considered. To guard against premature opening, sealed proposals shall be submitted, plainly marked with the proposal title, vendor name, and time and date of the proposal opening. Evaluation of the proposals is expected to begin shortly after the proposal due date. To document compliance with the deadline, the proposal will be date and time stamped upon receipt.

7. Proposal Opening

DDOE will receive proposals until the date and time shown in this RFP. Proposals will be opened only in the presence of DDOE personnel. Any unopened proposals will be returned to Vendor.

There will be no public opening of proposals but a public log will be kept of the names of all vendor organizations that submitted proposals. The contents of any proposal shall not be disclosed to competing vendors prior to contract award.

8. Non-Conforming Proposals

Non-conforming proposals will not be considered. Non-conforming proposals are defined as those that do not meet the requirements of this RFP. The determination of whether an RFP requirement is substantive or a mere formality shall reside solely within DDOE.

9. Concise Proposals

DDOE discourages overly lengthy and costly proposals. It is the desire that proposals be prepared in a straightforward and concise manner. Unnecessarily elaborate brochures or other promotional materials beyond those sufficient to present a complete and effective proposal are not

desired. DDOE's interest is in the quality and responsiveness of the proposal.

10. Realistic Proposals

It is the expectation of DDOE that vendors can fully satisfy the obligations of the proposal in the manner and timeframe defined within the proposal. Proposals must be realistic and must represent the best estimate of time, materials and other costs including the impact of inflation and any economic or other factors that are reasonably predictable.

DDOE shall bear no responsibility or increase obligation for a vendor's failure to accurately estimate the costs or resources required to meet the obligations defined in the proposal.

11. Confidentiality of Documents

All documents submitted as part of the vendor's proposal will be deemed confidential during the evaluation process. Vendor proposals will not be available for review by anyone other than the DDOE/Proposal Evaluation Team or its designated agents. There shall be no disclosure of any vendor's information to a competing vendor prior to award of the contract.

DDOE is a public agency as defined by state law, and as such, it is subject to the Delaware Freedom of Information Act, 29 *Del. C.* Ch. 100. Under the law, all of DDOE's records are public records (unless otherwise declared by law to be confidential) and are subject to inspection and copying by any person. Vendor(s) are advised that once a proposal is received by DDOE and a decision on contract award is made, its contents will become public record and nothing contained in the proposal will be deemed to be confidential except proprietary information.

Vendor(s) shall not include any information in their proposal that is proprietary in nature or that they would not want to be released to the public. Proposals must contain sufficient information to be evaluated and a contract written without reference to any proprietary information. If a vendor feels that they cannot submit their proposal without including proprietary information, they must adhere to the following procedure or their proposal may be deemed unresponsive and will not be recommended for selection. Vendor(s) must submit such information in a separate, sealed envelope labeled "Proprietary Information" with the RFP number. The envelope must contain a letter from the Vendor's legal counsel describing the documents in the envelope, representing in good faith that the information in each document is not "public record" as defined by 29 *Del. C.* § 10002(d), and briefly stating the reasons that each document meets the said definitions.

Upon receipt of a proposal accompanied by such a separate, sealed envelope, DDOE will open the envelope to determine whether the procedure described above has been followed.

12. Multi-Vendor Solutions (Joint Ventures)

Multi-vendor solutions (joint ventures) will be allowed only if one of the venture partners is designated as the “**prime contractor**”. The “**prime contractor**” must be the joint venture’s contact point for DDOE and be responsible for the joint venture’s performance under the contract, including all project management, legal and financial responsibility for the implementation of all vendor’s systems. If a joint venture is proposed, a copy of the joint venture agreement clearly describing the responsibilities of the partners must be submitted with the proposal. Services specified in the proposal shall not be subcontracted without prior written approval by DDOE, and approval of a request to subcontract shall not in any way relieve Vendor of responsibility for the professional and technical accuracy and adequacy of the work. Further, vendor shall be and remain liable for all damages to DDOE caused by negligent performance or non-performance of work by its subcontractor or its sub-subcontractor.

Multi-vendor proposals must be a consolidated response with all cost included in the cost summary. Where necessary, RFP response pages are to be duplicated for each vendor.

a. Primary Vendor

DDOE expects to negotiate and contract with only one “prime vendor”. DDOE will not accept any proposals that reflect an equal teaming arrangement or from vendors who are co-bidding on this RFP. The prime vendor will be responsible for the management of all subcontractors.

Any contract that may result from this RFP shall specify that the prime vendor is solely responsible for fulfillment of any contract with DDOE as a result of this procurement. DDOE will make contract payments only to the awarded vendor. Payments to any-subcontractors are the sole responsibility of the prime vendor (awarded vendor).

Nothing in this section shall prohibit DDOE from the full exercise of its options under Section IV.B.16 regarding multiple source contracting.

b. Sub-Contracting

The vendor selected shall be solely responsible for contractual performance and management of all subcontract relationships. This contract allows subcontracting assignments; however, vendors assume all responsibility for work quality, delivery, installation, maintenance, and any supporting services required by a subcontractor.

Use of subcontractors must be clearly explained in the proposal, and major subcontractors must be identified by name. **The prime vendor shall be wholly responsible for the entire contract performance whether or not subcontractors are used.** Any sub-contractors must be approved by DDOE.

c. Multiple Proposals

A primary vendor may not participate in more than one proposal in any form. Sub-contracting vendors may participate in multiple joint venture proposals.

13. Sub-Contracting

The vendor selected shall be solely responsible for contractual performance and management of all subcontract relationships. This contract allows subcontracting assignments; however, vendors assume all responsibility for work quality, delivery, installation, maintenance, and any supporting services required by a subcontractor.

Use of subcontractors must be clearly explained in the proposal, and subcontractors must be identified by name. Any sub-contractors must be approved by DDOE.

14. Discrepancies and Omissions

Vendor is fully responsible for the completeness and accuracy of their proposal, and for examining this RFP and all addenda. Failure to do so will be at the sole risk of vendor. Should vendor find discrepancies, omissions, unclear or ambiguous intent or meaning, or should any questions arise concerning this RFP, vendor shall notify DDOE’s Designated Contact, in writing, of such findings at least ten (10) days before the proposal opening. This will allow issuance of any necessary addenda. It will also help prevent the opening of a defective proposal and exposure of vendor’s proposal upon which award could not be made. All unresolved issues should be addressed in the proposal.

Protests based on any omission or error, or on the content of the solicitation, will be disallowed if these faults have not been brought to the attention of the Designated Contact, in writing, no later than ten (10) calendar days prior to the time set for opening of the proposals.

a. RFP Question and Answer Process

DDOE will allow written requests for clarification of the RFP. All questions will be consolidated into a single set of responses and posted on DDOE’s website at <http://www.doe.k12.de.us/rfplisting/> by 12:00 PM each Friday. Vendors’ names will be removed from questions in the responses released. Questions should be submitted in the following format. Deviations from this format will not be accepted.

- Section number
- Paragraph number
- Page number
- Text of passage being questioned
- Question

Questions not submitted electronically shall be accompanied by a CD and questions shall be formatted in Microsoft Word.

15. DDOE's Right to Reject Proposals

DDOE reserves the right to accept or reject any or all proposals or any part of any proposal, to waive defects, technicalities or any specifications (whether they be in DDOE's specifications or vendor's response), to sit and act as sole judge of the merit and qualifications of each product offered, or to solicit new proposals on the same project or on a modified project which may include portions of the originally proposed project as DDOE may deem necessary in the best interest of the State of Delaware.

16. DDOE's Right to Cancel Solicitation

DDOE reserves the right to cancel this solicitation at any time during the procurement process, for any reason or for no reason. DDOE makes no commitments expressed or implied, that this process will result in a business transaction with any vendor.

This RFP does not constitute an offer by DDOE. Vendor's participation in this process may result in DDOE selecting your organization to engage in further discussions and negotiations toward execution of a contract. The commencement of such negotiations does not, however, signify a commitment by DDOE to execute a contract nor to continue negotiations. DDOE may terminate negotiations at any time and for any reason, or for no reason.

17. DDOE's Right to Award Multiple Source Contracting

Pursuant to 29 *Del. C.* § 6986, DDOE may award a contract for a particular professional service to two or more vendors if the agency head makes a determination that such an award is in the best interest of DDOE.

18. Notification of Withdrawal of Proposal

Vendor may modify or withdraw its proposal by written request, provided that both proposal and request is received by DDOE prior to the proposal due date. Proposals may be re-submitted in accordance with the proposal due date in order to be considered further.

Proposals become the property of DDOE at the proposal submission deadline. All proposals received are considered firm offers at that time.

19. Revisions to the RFP

If it becomes necessary to revise any part of the RFP, an addendum will be posted on DDOE's website at <http://www.doe.k12.de.us/rfp/Listing/>. DDOE is not bound by any statement related to this RFP made by any State of Delaware employee, contractor or its agents.

20. Exceptions to the RFP

Any exceptions to the RFP, or DDOE's terms and conditions, must be highlighted and included in writing in the proposal. Acceptance of exceptions is within the sole discretion of the evaluation committee.

21. Award of Contract

The final award of a contract is subject to approval by DDOE. DDOE has the sole right to select the successful vendor(s) for award, to reject any proposal as unsatisfactory or non-responsive, to award a contract to other than the lowest priced proposal, to award multiple contracts, or not to award a contract, as a result of this RFP.

Notice in writing to a vendor of the acceptance of its proposal by DDOE and the subsequent full execution of a written contract will constitute a contract, and no vendor will acquire any legal or equitable rights or privileges until the occurrence of both such events.

a. RFP Award Notifications

After reviews of the evaluation committee report and its recommendation, and once the contract terms and conditions have been finalized, DDOE will award the contract.

The contract shall be awarded to the vendor whose proposal is most advantageous, taking into consideration the evaluation factors set forth in the RFP.

It should be explicitly noted that DDOE is not obligated to award the contract to the vendor who submits the lowest bid of the vendor who receives the highest total point score, rather the contract will be awarded to the vendor whose proposal is the most advantageous to DDOE. The award is subject to the appropriate State of Delaware approvals.

After a final selection is made, the winning vendor will be invited to negotiate a contract with DDOE; remaining vendors will be notified in writing of their selection status.

C. RFP EVALUATION PROCESS

An evaluation team composed of representatives of DDOE will evaluate proposals on a variety of quantitative criteria. Neither the lowest price nor highest scoring proposal will necessarily be selected.

DDOE reserves full discretion to determine the competence and responsibility, professionally and/or financially, of vendors. Vendors are to provide in a timely manner any and all information that DDOE may deem necessary to make a decision.

1. Proposal Evaluation Team

The Proposal Evaluation Team shall be comprised of representatives of DDOE. The Team shall determine which vendors meet the minimum requirements pursuant to selection criteria of the RFP and procedures established in 29 *Del. C.* §§ 6981 and 6982. The Team may negotiate with one or more vendors during the same period and may, at its discretion, terminate negotiations with any or all vendors. The Team shall make a recommendation regarding the award to the Delaware Secretary of

Education, who shall have final authority, subject to the provisions of this RFP and 29 *Del. C.* § 6982, to award a contract to the successful vendor in the best interests of the State of Delaware.

2. Proposal Selection Criteria

The Proposal Evaluation Team shall assign up to the maximum number of points for each evaluation item to each of the proposing vendor’s proposals. All assignments of points shall be at the sole discretion of the Proposal Evaluation Team. The proposals all contain the essential information on which the award decision shall be made. The information required to be submitted in response to this RFP has been determined by DDOE to be essential for use by the Team in the bid evaluation and award process.

Therefore, all instructions contained in this RFP shall be met in order to qualify as a responsive and responsible contractor and participate in the Proposal Evaluation Team’s consideration for award. Proposals which do not meet or comply with the instructions of this RFP may be considered non-conforming and deemed non-responsive and subject to disqualification at the sole discretion of the Team.

The Team reserves the right to:

- Select for contract or for negotiations a proposal other than that with lowest costs.
- Reject any and all proposals or portions of proposals received in response to this RFP or to make no award or issue a new RFP.
- Waive or modify any information, irregularity, or inconsistency in proposals received.
- Request modification to proposals from any or all vendors during the contract review and negotiation.
- Negotiate any aspect of the proposal with any vendor and negotiate with more than one vendor at the same time.
- Select more than one vendor pursuant to 29 *Del. C.* §6986.

Criteria Weight

Proposals will be evaluated using the following criteria and scoring process:

Criteria	Weight
1. Understanding of need/ Proposal to deliver services requested/ Quality of program plan and alignment	25
2. Evidence of effectiveness	30
3. Evidence of capacity	10
4. Evidence of organizational expertise	10
5. Evidence of coach expertise	15
6. Budget narrative and cost-effectiveness	10
Total	100%

3. Proposal Clarification

The Evaluation Team may contact any vendor in order to clarify uncertainties or eliminate confusion concerning the contents of a proposal. Proposals may not be modified as a result of any such clarification request.

4. References

The Evaluation Team may contact any customer of the vendor, whether or not included in the vendor's reference list, and use such information in the evaluation process. Additionally, DDOE may choose to visit existing installations of comparable systems, which may or may not include vendor personnel. If the vendor is involved in such site visits, DDOE will pay travel costs only for DDOE personnel for these visits.

5. Oral Presentations

Selected vendors may be invited to make oral presentations to the Evaluation Team. The vendor representative(s) attending the oral presentation shall be technically qualified to respond to questions related to the proposed system and its components.

All of the vendor's costs associated with participation in oral discussions and system demonstrations conducted for DDOE are the vendor's responsibility.

D. Contract Terms and Conditions

1. General Information

- a. This contract may be awarded to, or split among, multiple vendors. The selected vendor or vendors will enter into a one-year initial contract for development coaching from January-December 2011. The first review of development coaches will take place in the fall of 2011, and only those development coaches who are assessed to have been effective will be given renewed contracts for the second year of development coaching. All LEAs will be required to host state development coaches for two years, from January 2011 through January 2013. After the two years, participating LEAs may choose to use some of their Race to the Top allocation to continue funding development coaches.
- b. The selected vendor will be required to enter into a written agreement with DDOE. DDOE reserves the right to incorporate standard State contractual provisions into any contract negotiated as a result of a proposal submitted in response to this RFP. Any proposed modifications to the terms and conditions of the standard contract are subject to review and approval by DDOE. Vendors will be required to sign the contract for all services, and may be required to sign additional agreements.
- c. The selected vendor or vendors will be expected to enter negotiations with DDOE, which will result in a formal contract

between parties. Procurement will be in accordance with subsequent contracted agreement. This RFP and the selected vendor's response to this RFP will be incorporated as part of any formal contract.

- d. DDOE's standard contract will most likely be supplemented with the vendor's software license, support/maintenance, source code escrow agreements, and any other applicable agreements. The terms and conditions of these agreements will be negotiated with the finalist during actual contract negotiations.
- e. The successful vendor shall promptly execute a contract incorporating the terms of this RFP. No vendor is to begin any service prior to receipt a State of Delaware purchase order signed by two authorized representatives of the agency requesting service, properly processed through the State of Delaware Accounting Office and the Department of Finance. The purchase order shall serve as the authorization to proceed in accordance with the bid specifications and the special instructions, once it is received by the successful vendor.
- f. If the vendor to whom the award is made fails to enter into the agreement as herein provided, the award will be annulled, and an award may be made to another vendor. Such vendor shall fulfill every stipulation embraced herein as if they were the party to whom the first award was made.

2. Collusion or Fraud

Any evidence of agreement or collusion among vendor(s) and prospective vendor(s) acting to illegally restrain freedom from competition by agreement to offer a fixed price, or otherwise, will render the offers of such vendor(s) void.

By responding, the vendor shall be deemed to have represented and warranted that its proposal is not made in connection with any competing vendor submitting a separate response to this RFP, and is in all respects fair and without collusion or fraud; that the vendor did not participate in the RFP development process and had no knowledge of the specific contents of the RFP prior to its issuance; and that no employee or official of the State of Delaware participated directly or indirectly in the vendor's proposal preparation.

Advance knowledge of information which gives any particular vendor advantages over any other interested vendor(s), in advance of the opening of proposals, whether in response to advertising or an employee or representative thereof, will potentially void that particular proposal.

3. Lobbying and Gratuities

Lobbying or providing gratuities shall be strictly prohibited. Vendors found to be lobbying, providing gratuities to, or in any way attempting to

influence a State of Delaware employee or agent of the State of Delaware concerning this RFP or the award of a contract resulting from this RFP shall have their proposal immediately rejected and shall be barred from further participation in this RFP.

The selected vendor will warrant that no person or selling agency has been employed or retained to solicit or secure a contract resulting from this RFP upon agreement or understanding for a commission, or a percentage, brokerage or contingent fee. For breach or violation of this warranty, DDOE shall have the right to annul any contract resulting from this RFP without liability or at its discretion deduct from the contract price or otherwise recover the full amount of such commission, percentage, brokerage or contingent fee.

All contact with State of Delaware employees, contractors or agents of the State of Delaware concerning this RFP shall be conducted in strict accordance with the manner, forum and conditions set forth in this RFP.

4. Solicitation of State Employees

Until contract award, vendors shall not, directly or indirectly, solicit any employee of the State of Delaware to leave the State of Delaware's employ in order to accept employment with the vendor, its affiliates, actual or prospective contractors, or any person acting in concert with vendor, without prior written approval of the State of Delaware's contracting officer. Solicitation of State of Delaware employees by a vendor may result in rejection of the vendor's proposal.

This paragraph does not prevent the employment by a vendor of a State of Delaware employee who has initiated contact with the vendor. However, State of Delaware employees may be legally prohibited from accepting employment with the contractor or subcontractor under certain circumstances. Vendors may not knowingly employ a person who cannot legally accept employment under state or federal law. If a vendor discovers that they have done so, they must terminate that employment immediately.

5. General Contract Terms

a. Independent contractors

The parties to the contract shall be independent contractors to one another, and nothing herein shall be deemed to cause this agreement to create an agency, partnership, joint venture or employment relationship between parties. Each party shall be responsible for compliance with all applicable workers compensation, unemployment, disability insurance, social security withholding and all other similar matters. Neither party shall be liable for any debts, accounts, obligations or other liability whatsoever of the other party, or any other obligation of the other party to pay on the behalf of its employees or to withhold from any compensation paid to such employees any social benefits, workers compensation insurance premiums or any income or other similar taxes.

It may be at DDOE's discretion as to the location of work for the contractual support personnel during the project period. DDOE shall provide working space and sufficient supplies and material to augment the Contractor's services.

b. Non-Appropriation

In the event the General Assembly fails to appropriate the specific funds necessary to enter into or continue the contractual agreement, in whole or part, the agreement shall be terminated as to any obligation of the State requiring the expenditure of money for which no specific appropriation is available at the end of the last fiscal year for which no appropriation is available or upon the exhaustion of funds.

c. Licenses and Permits

In performance of the contract, the vendor will be required to comply with all applicable federal, state and local laws, ordinances, codes, and regulations. The cost of permits and other relevant costs required in the performance of the contract shall be borne by the successful vendor. The vendor shall be properly licensed and authorized to transact business in the State of Delaware as provided in 30 *Del. C.* § 2301.

Prior to receiving an award, the successful vendor shall either furnish DDOE with proof of State of Delaware Business Licensure or initiate the process of application where required. An application may be requested in writing to: Division of Revenue, Carvel State Building, P.O. Box 8750, 820 N. French Street, Wilmington, DE 19899 or by telephone to one of the following numbers: (302) 577-8200—Public Service, (302) 577-8205—Licensing Department.

Information regarding the award of the contract will be given to the Division of Revenue. Failure to comply with the State of Delaware licensing requirements may subject vendor to applicable fines and/or interest penalties.

d. Notice

Any notice to DDOE required under the contract shall be sent by registered mail to:

**Ron Gough
Public Information Officer
Delaware Department of Education
401 Federal Street, Suite #2
Dover, DE 19901-3639**

e. Indemnification

1) General Indemnification.

By submitting a proposal, the proposing vendor agrees that in the event it is awarded a contract, it will indemnify and otherwise hold

harmless the State of Delaware, DDOE, its agents and employees from any and all liability, suits, actions, or claims, together with all costs, expenses for attorney's fees, arising out of the vendor's its agents and employees' performance work or services in connection with the contract, regardless of whether such suits, actions, claims or liabilities are based upon acts or failures to act attributable, in whole or part, to the State, its employees or agents.

2) Proprietary Rights Indemnification

Vendor shall warrant that all elements of its solution, including all equipment, software, documentation, services and deliverables, do not and will not infringe upon or violate any patent, copyright, trade secret or other proprietary rights of any third party. In the event of any claim, suit or action by any third party against the State of Delaware or DDOE, the State of Delaware or DDOE shall promptly notify the vendor in writing and vendor shall defend such claim, suit or action at vendor's expense, and vendor shall indemnify the State of Delaware or DDOE against any loss, cost, damage, expense or liability arising out of such claim, suit or action (including, without limitation, litigation costs, lost employee time, and counsel fees) whether or not such claim, suit or action is successful.

If any equipment, software, services (including methods) products or other intellectual property used or furnished by the vendor (collectively "Products") is or in vendor's reasonable judgment is likely to be, held to constitute an infringing product, vendor shall at its expense and option either:

- (a) Procure the right for DDOE to continue using the Product(s);
- (b) Replace the product with a non-infringing equivalent that satisfies all the requirements of the contract; or
- (c) Modify the Product(s) to make it or them non-infringing, provided that the modification does not materially alter the functionality or efficacy of the product or cause the Product(s) or any part of the work to fail to conform to the requirements of the Contract, or only alters the Product(s) to a degree that DDOE agrees to and accepts in writing.

f. Insurance

- 1) Vendor recognizes that it is operating as an independent contractor and that it is liable for any and all losses, penalties, damages, expenses, attorney's fees, judgments, and/or settlements incurred by reason of injury to or death of any and all persons, or injury to any and all property, of any nature, arising out of the vendor's negligent performance under this contract, and particularly without limiting the foregoing, caused by, resulting from, or arising out of any act of omission on the

part of the vendor in their negligent performance under this contract.

- 2) The vendor shall maintain such insurance as will protect against claims under Worker’s Compensation Act and from any other claims for damages for personal injury, including death, which may arise from operations under this contract. The vendor is an independent contractor and is not an employee of the State of Delaware.
- 3) During the term of this contract, the vendor shall, at its own expense, carry insurance minimum limits as follows:

a.	Comprehensive General Liability	\$1,000,000
b.	Professional Liability/Misc. Error & Omissions/Product Liability	\$1,000,000/\$3,000,000

If the contractual service requires the transportation of departmental clients or staff, the vendor shall, in addition to the above coverages, secure at its own expense the following coverage:

a.	Automotive Liability (Bodily Injury)	\$100,000/\$300,000
b.	Automotive Property Damage (to others)	\$ 25,000

- 4) The vendor shall provide a certificate of insurance as proof that the vendor has the required insurance.

g. Performance Requirements

The selected Vendor will warrant that its possesses, or has arranged through subcontractors, all capital and other equipment, labor, materials, and licenses necessary to carry out and complete the work hereunder in compliance with any and all Federal and State laws, and County and local ordinances, regulations and codes.

h. Warranty

The Vendor will provide a warranty that the deliverables provided pursuant to the contract will function as designed for a period of no less than one (1) year from the date of system acceptance. The warranty shall require the Vendor correct, at its own expense, the setup, configuration, customizations or modifications so that it functions according to the State’s requirements.

i. Costs and Payment Schedules

All contract costs must be as detailed specifically in the Vendor's cost proposal. No charges other than as specified in the proposal shall be allowed without written consent of DDOE. The proposal costs shall include full compensation for all taxes that the selected vendor is required to pay.

DDOE will require a payment schedule based on defined and measurable milestones. Payments for services will not be made in advance of work performed. DDOE may require holdback of contract monies until acceptable performance is demonstrated (as much as 25%).

j. Penalties

DDOE may include in the final contract penalty provisions for non-performance, such as liquidated damages.

k. Termination for Cause

If for any reasons, or through any cause, the Vendor fails to fulfil in timely and proper manner his obligations under the contract, or if the Vendor violates any of the covenants, agreements or stipulations of the contract, DDOE shall thereupon have the right to terminate the contract by giving written notice to the Vendor of such termination and specifying the effective date thereof, at least twenty (20) days before the effective date of such termination. In that event, all finished or unfinished documents, data, studies, surveys, drawings, maps, models, photographs and reports or other material prepared by the Vendor under the contract shall, at the option of DDOE, become its property, and the Vendor shall be entitled to receive just and equitable compensation for any satisfactory work completed on such documents and other materials which is useable to DDOE.

l. Termination for Convenience

DDOE may terminate the contract at any time by giving written notice of such termination and specifying the effective date thereof, at least twenty (20) days before the effective date of such termination. In that event, all finished or unfinished documents, data, studies, surveys, drawings, maps, models, photographs and reports or other material prepared by the Vendor under the contract shall, at the option of DDOE, become its property, and the Vendor shall be entitled to compensation for any satisfactory work completed on such documents and other materials which is useable to DDOE. If the contract is terminated by DDOE as so provided, the Vendor will be paid an amount which bears the same ratio to the total compensation as the services actually performed bear to the total services of the Vendor as covered by the contract, less payments of compensation previously made. Provided however, that if less than 60 percent of the services covered by the contract have been performed upon the effective date of termination, the Vendor shall be reimbursed (in addition to the above payment) for that portion of actual out of pocket expenses (not

otherwise reimbursed under the contract) incurred by the Vendor during the contract period which are directly attributable to the uncompleted portion of the services covered by the contract.

m. Non-discrimination

In performing the services subject to this RFP the vendor will agree that it will not discriminate against any employee or applicant for employment because of race, creed, color, sex or national origin. The successful vendor shall comply with all federal and state laws, regulations and policies pertaining to the prevention of discriminatory employment practice. Failure to perform under this provision constitutes a material breach of contract.

n. Covenant against Contingent Fees

The successful vendor will warrant that no person or selling agency has been employed or retained to solicit or secure this contract upon an agreement of understanding for a commission or percentage, brokerage or contingent fee excepting bona-fide employees, bona-fide established commercial or selling agencies maintained by the Vendor for the purpose of securing business. For breach or violation of this warranty DDOE shall have the right to annul the contract without liability or at its discretion to deduct from the contract price or otherwise recover the full amount of such commission, percentage, brokerage or contingent fee.

o. Vendor Activity

No activity is to be executed in an off shore facility, either by a subcontracted firm or a foreign office or division of the vendor. The vendor must attest to the fact that no activity will take place outside of the United States in its transmittal letter. Failure to adhere to this requirement is cause for elimination from future consideration.

p. Work Product

All materials and products developed under the executed contract by the vendor are the sole and exclusive property of the State. The vendor will seek written permission to use any product created under the contract.

q. Contract Documents

The RFP, the purchase order, the executed contract and any supplemental documents between DDOE and the successful vendor shall constitute the contract between DDOE and the vendor. In the event there is any discrepancy between any of these contract documents, the following order of documents governs so that the former prevails over the latter: contract, State of Delaware's RFP, Vendor's response to the RFP and purchase order. No other documents shall be considered. These documents will constitute the entire agreement between DDOE and the vendor.

r. Applicable Law

The laws of the State of Delaware shall apply, except where Federal Law has precedence. The successful vendor consents to jurisdiction and venue in the State of Delaware.

In submitting a proposal, Vendors certify that they comply with all federal, state and local laws applicable to its activities and obligations including:

- 1) the laws of the State of Delaware;
- 2) the applicable portion of the Federal Civil Rights Act of 1964;
- 3) the Equal Employment Opportunity Act and the regulations issued there under by the federal government;
- 4) a condition that the proposal submitted was independently arrived at, without collusion, under penalty of perjury; and
- 5) that programs, services, and activities provided to the general public under resulting contract conform with the Americans with Disabilities Act of 1990, and the regulations issued there under by the federal government.

If any vendor fails to comply with (1) through (5) of this paragraph, DDOE reserves the right to disregard the proposal, terminate the contract, or consider the vendor in default.

The selected vendor shall keep itself fully informed of and shall observe and comply with all applicable existing Federal and State laws, and County and local ordinances, regulations and codes, and those laws, ordinances, regulations, and codes adopted during its performance of the work.

s. Scope of Agreement

If the scope of any provision of the contract is determined to be too broad in any respect whatsoever to permit enforcement to its full extent, then such provision shall be enforced to the maximum extent permitted by law, and the parties hereto consent and agree that such scope may be judicially modified accordingly and that the whole of such provisions of the contract shall not thereby fail, but the scope of such provisions shall be curtailed only to the extent necessary to conform to the law.

t. Other General Conditions

- 1) **Current Version** – “Packaged” application and system software shall be the most current version generally available as of the date of the physical installation of the software.
- 2) **Current Manufacture** – Equipment specified and/or furnished under this specification shall be standard products of manufacturers regularly engaged in the production of such

equipment and shall be the manufacturer's latest design. All material and equipment offered shall be new and unused.

- 3) **Volumes and Quantities** – Activity volume estimates and other quantities have been reviewed for accuracy; however, they may be subject to change prior or subsequent to award of the contract.
- 4) **Prior Use** – DDOE reserves the right to use equipment and material furnished under this proposal prior to final acceptance. Such use shall not constitute acceptance of the work or any part thereof by DDOE.
- 5) **Status Reporting** – The selected vendor will be required to lead and/or participate in status meetings and submit status reports covering such items as progress of work being performed, milestones attained, resources expended, problems encountered and corrective action taken, until final system acceptance.

Each vendor receiving a grant must report annually to the DDOE and to the U.S. Secretary of Education regarding progress in meeting the objectives and annual targets described in the partnership's accountability plan. Communication with the DDOE in the form of expenditure reporting by the IHE and evaluation narrative regarding progress on proposal objectives is due midyear.

Purchase orders will be executed for non-state of Delaware agencies immediately upon awarding of the grant. A copy of the purchase order and the Notification of the Grant Award Notice (NOTOG) will be mailed to the grant recipient. Payments will be issued on a monthly basis following the submission of an itemized invoice to the office of the grant manager. Payments will continue on a monthly basis after receipt of a midpoint expenditure report and a midpoint progress report as prescribed by the DDOE program manager. All payment amounts and scheduling are based on the discretion of the DDOE program manager based upon information contained in the midpoint expenditure and progress reports. The final invoice must be dated and received before the end date of the grant period in order to receive payment. At the end of the grant period as noted on the NOTOG, a final expenditure report will be required. Failure to comply will jeopardize any and all future funding opportunities from DDOE.

- 6) **Replacement** – DDOE retains the option to demand immediate replacement at any time of any and all development coaches that do not meet DDOE standards for conduct.

- 7) **Federal Conditions** - future funding is subject to:
 - a) federal appropriations
 - b) compliance with program requirements
 - c) demonstration of effectiveness, and
 - d) timely reporting of findings and budgets by vendors.

- 8) **Regulations** – All equipment, software and services must meet all applicable local, State and Federal regulations in effect on the date of the contract.

- 9) **Changes** – No alterations in any terms, conditions, delivery, price, quality, or specifications of items ordered will be effective without the written consent of DDOE.

- 10) **Additional Terms and Conditions** – DDOE reserves the right to add terms and conditions during the contract negotiations.

E. RFP MISCELLANEOUS INFORMATION

1. No Press Releases or Public Disclosure

Vendors may not release any information about this RFP. DDOE reserves the right to pre-approve any news or advertising releases concerning this RFP, the resulting contract, the work performed, or any reference to DDOE with regard to any project or contract performance. Any such news or advertising releases pertaining to this RFP or resulting contract shall require the prior express written permission of DDOE.

2. RFP Reference Library

DDOE has made every attempt to provide the necessary information within this RFP. DDOE will make the reference library available only to the winning bidder.

3. Definitions of Requirements

To prevent any confusion about identifying requirements in this RFP, the following definition is offered: The words *shall*, *will* and/or *must* are used to designate a mandatory requirement. Vendors must respond to all mandatory requirements presented in the RFP. Failure to respond to a mandatory requirement may cause the disqualification of the vendor's proposal.

4. Production Environment Requirements

DDOE requires that all hardware, system software products, and application software products included in proposals be currently in use in a production environment by a least three other customers, have been in use for at least six months, and have been generally available from the manufacturers for a period of six months. Unreleased or beta test hardware, system software, or application software will not be acceptable.

Appendix A: Components of DPAS II for Teachers³

Component	Criteria	Examples of potential evidence	Sample activities to generate potential evidence
1. Planning and Preparation⁴	<ul style="list-style-type: none"> Selecting Instructional Goals Designing Coherent Instruction Demonstrating Knowledge of Content and Pedagogy Demonstrating Knowledge of Students 	<ul style="list-style-type: none"> Detailed lesson and unit plans Goals for the unit Interest surveys for students Explanations of resources to be used for the unit or lesson Descriptions of activities to be used and how they align to instruction Formative and summative assessments to be used 	<p><i>Observation and Formative Feedback (Components 1-3)</i></p> <ul style="list-style-type: none"> Complete Pre-Observation Form Participate in Pre-Observation Conference to discuss documents, including a detailed lesson plan, offer additional information or artifacts, and respond to Assessor’s questions After observation, reflect on events during observation period Participate in Post-Observation Conference to discuss observation, respond to Assessor’s questions, and offer additional information or artifacts
2. Classroom Environment⁵	<ul style="list-style-type: none"> Managing Classroom Procedures Managing Student Behavior Creating an Environment to Support Learning Organizing Physical Space 	<ul style="list-style-type: none"> Copies of documents used to establish management procedures Diagrams and photographs of the classroom(s) Rules directed at keeping students safe during instruction Documents indicating the rules and consequences for behavior Documents sent home to parents about rules or procedures Seating charts 	<ul style="list-style-type: none"> Review written Formative Feedback Form, sign as indicated, and return to Assessor Note: Unannounced observation process does not include Pre-Observation Form or Conference.
3. Instruction⁶	<ul style="list-style-type: none"> Engaging Students in Learning 	<ul style="list-style-type: none"> Examples of materials used during instruction Examples of student work 	

³ Comprehensive information about DPAS II for teachers, administrators, and specialists, and sample copies of all forms referenced here are available on the DPAS II website: <http://www.doe.k12.de.us/csa/dpasii/default.shtml>

⁴ “Vision and Goals” in administrator performance appraisals. For the full description, see http://www.doe.k12.de.us/csa/dpasii/admin/DPASII_AdministratorGuidecomplete.pdf

⁵ “Culture of Learning” in administrator performance appraisals, “Professional Practice and Delivery of Service in specialist performance appraisals. For the full description, see <http://www.doe.k12.de.us/csa/dpasii/specialist/Spec%20%20DPAS%20II%20Guide-RLG.pdf>

⁶ “Management” in administrator performance appraisals; “Professional Consultation and Collaboration” in specialist performance appraisals

	<ul style="list-style-type: none"> • Demonstrating Flexibility • Communicating Clearly and Accurately • Using Questions and Discussion Techniques 	<ul style="list-style-type: none"> • Examples of written feedback provided to students during instruction • Examples of homework assignments • Video and audio of student performances 	
4. Professional Responsibilities	<ul style="list-style-type: none"> • Communicating with Family • Developing a Student Record System • Developing Professionally • Reflecting on Professional Practice 	<ul style="list-style-type: none"> • Logs of communication with families • Documents sent home to families • Interactive websites that provide information about events in the classroom or homework • Documents that demonstrate that parents are encouraged to actively assist in their child's education • Professional Responsibilities Form 	<ul style="list-style-type: none"> • Complete Professional Responsibilities Form; submit completed form to Assessor by Jan. 31 • Submit additional information about professional growth and activities initiated later in the appraisal cycle • Participate in Summative Evaluation Conference to discuss documents, offer additional information or artifacts, and respond to Assessor's questions
5. Student Improvement	<ul style="list-style-type: none"> • Showing Student Improvement • Aligning Assessments to Teacher Data-Driven Goals • Measuring Student Improvement • Reflecting on Student Improvement 	<ul style="list-style-type: none"> • Results of classroom assessments administered throughout the year • Results of district-wide, school-wide assessments or other assessments • Results of curricula-based assessments 	<p>Goal-Setting:</p> <ul style="list-style-type: none"> • Participate in school-wide review and discussion of school success plan and goals • Discuss how to use school goals as basis for team and personal goal(s) for student growth • Identify personal goal(s) for student improvement; review with Assessor • Complete section of Teacher Goal-Setting Form and submit to Assessor • Participate in Summative Evaluation Conference to discuss progress toward goal(s)

Appendix B: DPAS II for Teachers--Activities⁷

Forms:

- *Goal Form:* Teachers detail their areas of focus for the coming year, measurable indicators of progress, and a summary and analysis of student achievement at the end of the year
- *Pre-Observation Form:* Teachers frame how the lesson that will be observed fits into their overall curriculum and classroom approach
- *Formative Feedback Form:* Assessors describe teacher performance on components 1, 2 and 3, recommending an improvement plan if necessary
- *Professional Responsibilities Form:* Teachers describe their efforts toward fulfilling the requirements of component 4
- *Summative Evaluation Form:* Assessors rate teachers on each of the five components, recommending improvement plans for any unsatisfactory components
- *Improvement Plan Form:* Teachers and Assessors together lay out a blueprint for improving upon deficient areas as identified in the summative evaluation form

Conferences:

- *Goal-Setting Conference:* Teachers meet with their Assessor briefly to discuss the teacher's student improvement goal(s)
- *Pre-Observation Conference:* Teachers provide their Assessors with information about the upcoming observation and criteria of the components that may not be directly observable. Information from self-assessment and the formal process of sharing the evidence collected helps teachers clarify strengths and identify areas for growth
- *Post-Observation Conference:* Assessors and teachers discuss the observation and the teacher's performance relative to Components 1, 2 and 3. The Formative Feedback Form serves as a written record of this conference
- *Summative Evaluation Conference:* Assessors share overall impressions of a teacher's practice, as well as a summary of the teacher's performance as it relates to the five components. This conference is an opportunity for a rich conversation between the Assessor and the teacher, where clarification and additional information may be provided, and where, together, the Assessor and the teacher may discuss future professional development goals that support continuous professional growth
- *Improvement Plan Conference:* Teachers and Assessors work together to develop an action plan for improvement using the Improvement Plan Form

Observations:

- *Observation #1*
- *Observation #2* (in some cases)
- *Unannounced Observations* (optional)

⁷ Comprehensive information about DPAS II for teachers, administrators, and specialists is available on the DPAS II website: <http://www.doe.k12.de.us/csa/dpasii/default.shtml>



Appendix C: Development Coaches Proposal Cover Page

Vendor: _____

Project Manager

Name: _____
Title: _____
Address: _____
Telephone: _____ Fax: _____
E-Mail: _____

Total cost of proposed services: \$ _____

Certification by Authorized Institutional Official:

The vendor certifies that to the best of his/her knowledge the information in this proposal is correct, that the filing of this application is duly authorized by the governing body of the organization or institution, and that the vendor will comply with the attached statement of assurances.

Typed or Printed Name of Authorized Official

Title

Signature of Authorized Official

Date



Appendix D: Case Reference for Development Coaching Services

Please submit this form for each of the three case references. Responses for each case may be up to two pages long.

Vendor: _____

Case Reference Organization Name: _____

Case Reference Contact:

Name: _____

Title: _____

Address: _____

Telephone: _____ Fax: _____

E-Mail: _____

Brief Description of Engagement and Results (with similarities and differences from Delaware requirements highlighted):