

City of Providence
STATE OF RHODE ISLAND AND PROVIDENCE PLANTATIONS

RESOLUTION OF THE CITY COUNCIL

No. 461

EFFECTIVE October 10, 2014

RESOLVED, That the Members of the Providence City Council
hereby Authorize Approval of the following Contract Award by the Board of
Contract and Supply, in accordance with Section 21-26 of the Code of Ordinances.

Mass Insight-School Turnaround Group \$1,800,000.00
(School Department)

IN CITY COUNCIL

OCT 02 2014

READ AND PASSED


PRES.


CLERK
ACTING

Effective without the
Mayor's Signature


Lori L. Hagen
City Clerk

ACTING

MATTHEW M. CLARKIN, JR.
INTERNAL AUDITOR
25 DORRANCE STREET, ROOM #307
PROVIDENCE, RI 02903
Phone: (401) 421-7740 EXT. 577
Fax: (401) 351-1058
mclarkin@providenceri.com



City of Providence, Rhode Island
Office of the Internal Auditor

September 4, 2014

Ms. Lori Hagen
City Clerk's Office
City of Providence
25 Dorrance Street
Providence, RI 02903

Dear Lori:

In accordance with Section 21-26 of the City's Code of Ordinances, I am writing to request that the following requested contract awards be submitted to the City Council and the Education Subcommittee for approval.

- *School Department* – Approval of a contract for the period October 2014-September 2017 with **Mass Insight-School Turnaround Group** for consulting to identify, pilot, and scale best practices around instructional quality; staff development; family and community engagement; and performance management, both within OTI schools and of contracts with external lead partners in an amount not to exceed \$1,800,000.
- *School Department* – Approval of a contract for the 2014-2015 school year with **The Providence Plan/Youth Build Providence** to create a high school diploma program option for students who participate in the Youth Build Program in an amount not to exceed \$322,500.

Sincerely,

A handwritten signature in black ink, appearing to read "Matthew M. Clarkin, Jr.", is written over a horizontal line.

Matthew M. Clarkin, Jr.
Internal Auditor

Cc: Alan Sepe, Director of Operations
Francisco Ramirez, Director of Purchasing
Yvonne Graf, Chief of Staff – City Council
James Lombardi, City Treasurer
Judith Petrarca, Purchasing Administrator – School Department

ANGEL TAVERAS
Mayor

SUSAN F. LUSI, Ph.D.
Superintendent

Providence Schools

Providence Public School District
Purchasing Office
797 Westminster Street
Providence, RI 02903-4045
tel. 401.456.9264
fax 401.456.9292

August 27, 2014

The Honorable Angel Taveras, Chairman
Board of Contract & Supply
City Hall
Providence, RI 02903

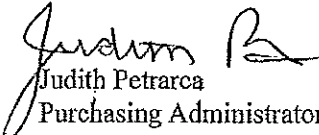
Dear Mayor Taveras:

The Providence School Department/Federal Programs/Title I School Improvement Grant Part A & Title I respectfully requests the Board of Contract and Supply to **approve entering into a contract with Mass Insight- School Turnaround Group in an amount not to exceed \$1,800,000.00.**

Mass Insight School Turnaround Group has been partnered with PPSD since 2011. The term of this contract will be October 2014-September 2017.. They will continue existing work by sustaining initiatives underway and introduce new supports to accelerate growth in the District. Recognizing that changing conditions may necessitate revisions to the scope of work detailed in this contract, the consultant will meet biannually with the Superintendent and her team to map out and revisit the scope of work. Areas of focus are: Innovative schools, Scalable Practices, Embedded Service Orientation and College Success Communities, Timeline. Impact of work, deliverables and staffing as are detailed in the enclosed contract.
(Please see enclosed contract for further details.)

Funding is available in account Title I School Improvement Grant Part A & Title I. *AC*

Respectfully submitted,


Judith Petrarca
Purchasing Administrator

MINORITY/WOMEN PARTICIPATION \$ 0 0 %

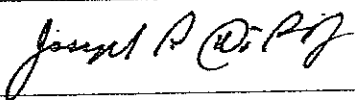
An Equal Opportunity Employer. The Providence School Department does not discriminate on the basis of race, age, sex, religion, sexual orientation, gender identity or expression, national origin, color, disability or veteran status. Vision: The Providence Public School District will be a national leader in educating urban youth. Mission: The Providence Public School District will prepare all students to succeed in the nation's college's and universities, and in their chosen professions.

Routing Information: Initial/date

Budget Office _____ Senior Staff _____
Purchasing Admin _____ Chief Financial Officer _____ Purchasing Admin _____

Contract/Agreement Transmittal Form

Please attach this form to your proposed contract/agreement/grant proposal when submitting it for approval.

Providence School Department:		Contracting Party:	
Contact Person:	Joseph DiPina, Jr.	Organization:	Mass Insight -- School Turnaround Group
Department/School:	Chief of Administration	Contact Person:	Justin Cohen, President STG
Phone #:	401-456-9211	Address:	18 Tremont Street Boston, MA 02108
		Phone #:	617 778-1500
Proposed School Board Agenda Submission Date: <u>August 25, 2014</u>			
Proposed Board of Contract & Supply Submission Date (contracts of \$5000 or more) <u>September 08, 2014</u>			
Have you provided a copy of the PSD Travel Expense Guidelines for Consultant Services with consultant so the consultant is aware of reimbursement limitations and requirements and the method for submitting appropriate receipts and forms?		Yes	<input type="checkbox"/> N/A <input checked="" type="checkbox"/>
1. Do you have existing funds and an existing budget code to pay this cost? <i>Contingent upon Federal Title I & School Improvement Grant funds</i>		Yes	<input checked="" type="checkbox"/> N/A <input type="checkbox"/>
2. Budget Codes: <u>21 01300-26102500 53301</u> /Source: \$192,500 from 2014-2015 Federal Title I, \$307,500 from 2014-2015 School Improvement Grant funds Part(A) Requisition #: _____			
3. Desired Start Date: _____			
Have you secured any necessary building service requirements (e.g. building open on non-work day or after hours, food service requirements, security, substitutes, etc.) with appropriate department?		Yes	<input type="checkbox"/> N/A <input checked="" type="checkbox"/>
REVIEWED AND APPROVED:			
Originator's Signature		Date	
		8-22-14	
Budget Office Signature		Date	
Authorized Signature (Senior Staff)		Date	

Providence Schools

OUR SCHOOLS. OUR FUTURE.

Consultant Service Contract

The Providence School District, hereinafter referred to as "District" or "PPSD," and independent contractor, **Mass Insight, School Turnaround Group**, hereinafter referred to as "Consultant" or "Mass Insight," enter into a multi-year contract on this the ____ day of **September, 2014** for the creation of a District - School Turnaround Group PLA Partnership.

I. Statement of Work

Mass Insight will sustain initiatives already underway and introduce new supports to accelerate growth in the District. Recognizing that changing conditions may necessitate revisions to this scope, Mass Insight will meet biannually with the Superintendent and her team to map out and revisit the scope of work for future work more concretely.

Area of Focus #1: Innovative Schools, Scalable Practices

Mass Insight will continue to provide thought leadership and capacity building to support the implementation of efforts by the Office of Transformation and Innovation ("OTI") to identify, pilot, and scale best practices around instructional quality; staff development; family and community engagement; and performance management, both within OTI schools and of contracts with external lead partners.

Scope of Work	Next Steps
1.1 OTI redesign support	1.a Support identification, implementation, and continuous improvement of autonomy model
1.2 Internal Lead Partner ("ILP") development support	1.b Continue to provide training and technical assistance to the ILP and other OTI schools, including School Improvement Planning and strategic budgeting support
1.3 School Performance Monitoring strategy development	1.c Support development efforts for ILP schools
1.4 Communications and community engagement strategy	1.d Support development and alignment of community partners for ILP schools
1.5 School leader and teacher training and development	1.e Support development and implementation of parent engagement strategy for ILP schools
1.6 School instructional climate monitoring and assessment	1.f Continue training ILP schools in NYCLA leadership training model
	1.g Secure and deliver high quality professional development for ILP school leaders and staff
	1.h Implement and provide ongoing support for a performance management strategy that includes data and qualitative evidence
	1.i Support codification of best practices from OTI to transfer to non-OTI schools.
	1.j Support implementation of Common Core-aligned standards to promote college and career readiness at ILP schools
	1.k Ongoing support for External Lead Partner performance monitoring
	1.l Provide advisory support and capacity for integration of Carnegie schools into Innovation Zone

Area of Focus #2: An Embedded Service Orientation

Mass Insight will work with the Superintendent's staff to transform the Central Office into a responsive support center for students and families, school staff, and Central Office employees themselves.

<i>Scope of Work</i>	<i>Next Steps</i>
2.1 RIDE monitoring support 2.2 Communications support 2.3 PPSD Board policy analysis 2.4 Performance Management support (PM strategy, scorecards, and school dashboards)	2.a Support Superintendent or her designee in creating support structures for obtaining public and private resources for ongoing PPSD transformation efforts. 2.b Continue embedding monitoring support and technical assistance in data-driven decision making in PPSD schools. 2.c Support further Central Office transformation efforts through technical assistance, training, and strategy development for Central Office performance evaluations and organizational design. 2.d Support PPSD in developing data systems and supports for all Central Office teams. 2.e Support PPSD cabinet through professional development and training, project management support, and retreat co-facilitation. 2.f Support the development of a concrete 'autonomy plan' through policy analysis, policy design, and implementation support for increased school-based management in PPSD

Area of Focus #3: College Success Communities

Mass Insight will work with PPSD to introduce, implement, and scale College Success Communities ("CSC") in Providence to support increased college and career readiness for all Providence students. Mass Insight will provide PPSD with resources and strategic support in service of academic, organizational, and community pillars of work.

<i>Scope of Work</i>	<i>Next Steps</i>
3.1 Identification and benchmarking of CSC schools 3.2 Staff support including the Management Institute for the Superintendent or her designee and a district CSC team and Common Core and AP Summer Institutes for teachers 3.3 Initial CSC rollout (1 HS) 3.4 CSC expansion 3.5 In-school support for classroom teachers and capacity building for PLCs, horizontal and vertical teaming and alignment, and data-driven instruction 3.6 Partnership development and alignment 3.7 College success research and tracking of District students	3.a Identify potential CSC schools and begin benchmarking 3.b Identify and cultivate potential CSC partners 3.c Support the development of public goals and provide research/reporting of CSC progress 3.d Provide training for District staff including the Management Institute and Summer Institutes for teachers 3.e Communications and publication support for communicating strategies and results

Timeline

The following timeline provides a rough timetable for each of the areas in the scope proposed above.

Area of Focus 1: OTI	Year 1	Year 2	Year 3
1.1 OTI redesign support	→	→	→
1.2 ILP development support	→	→	→
1.3 School Performance Monitoring strategy development	→	→	→
1.4 Communications and community engagement strategy	→	→	→
1.5 School leader and teacher training and development	→	→	→
1.6 School instructional climate monitoring and assessment	→	→	→

Area of Focus 2: Central Office support	Year 1	Year 2	Year 3
2.1 RIDE monitoring support	→	→	→
2.2 Communications support	→	→	→
2.3 PPSD Board policy analysis	→	→	→
2.4 Performance Management support (performance management strategy, scorecards, and school dashboards)	→	→	→

Area of Focus 3: College Success Communities	Year 1	Year 2	Year 3
3.1 Identification and benchmarking of CSC schools	→	→	→
3.2 Common Core and AP Summer Institutes for teachers	→	→	→
3.3 Staff support including the Management Institute for the Superintendent or her designee and a district CSC team	→	→	→
3.4 Initial CSC rollout (1 HS)	→	→	→
3.5 CSC expansion	→	→	→
3.6 In-school support for classroom teachers and capacity building for PLCs, horizontal and vertical teaming and alignment, and data-driven instruction	→	→	→
3.7 Partnership development and alignment	→	→	→
3.8 College success research and tracking of District students	→	→	→

Impact of Work

PPSD will be a noticeably improved organization three years out as a result of the collaboration between Mass Insight and PPSD. We envision a District where:

- Best practices are identified, codified, and scaled in systematized ways at both the school and organizational level.
- Increased school-level autonomy allows principals and teachers to best serve their students and families.

- The Central Office is a service-oriented support resource that is responsive to both internal and external stakeholders and fully supports schools' increased autonomy.
- Access to high-quality Common Core and AP coursework increases the number of students pursuing and succeeding in higher education.

In the Central Office, performance management will become a routine way to do business. Individuals at all levels, teams, and departments will set annual performance goals and identify clear metrics to track progress toward those goals. Improved inter-departmental communication will increase the alignment between these goals, ensuring that efforts are not needlessly duplicated and that goals are reached as quickly and efficiently as possible.

The OTI will increase the number of quality seats within its own schools, and serve as a guide for best practices to do so District-wide. The OTI will become a high-functioning laboratory for identifying, systematizing, sustaining, and scaling best practices for both instruction and school performance management.

Finally, the College Success initiative will help PPSD promote college readiness for all students. Teachers will receive targeted supports to help them increase academic rigor at all levels and widen the pool of students who choose to enroll in AP courses. In addition to an increase in AP enrollment, the District will also see a dramatic increase in the number of students earning qualifying scores on AP exams.

Anticipated Impacts by year (dates and outcomes subject to change at consent of contracting parties)	
Year 1	<ul style="list-style-type: none"> - Aligned Central Office performance management plans focused on annual performance goals - Successful quarterly and annual leadership retreats focused on meeting annual performance goals - Quarterly monitoring process that seamlessly integrates state requirements with District and school-level data practices - Autonomy plan for devolving resources and supports to schools - Vision of a central support office that supports the autonomy plan - Successfully supported design process for innovative new small high schools - Identification of best practices in Innovation Zone - Redesign of school improvement planning process to better align goals and resources - Identification of schools, students, and teachers to be served through Mass Insight's College Success/AP Access and Achievement program
Year 2	<ul style="list-style-type: none"> - Aligned employee, team, and department performance objectives and clear metrics - Successful launch of school autonomy plan - Establishment of systems and structures for refocused central support office - Successful launch of innovative new small high schools - Codification of best practices from Innovation Zone for scaling to Elementary and Secondary Zones - Implementation of new school improvement planning process and strategic resourcing - College Success pilot to serve at least 2 schools, 24 teachers and 120 students - Aligned partnerships and community engagement strategy for College Success schools

Year 3	<ul style="list-style-type: none"> - Ingrained performance management habits in the central support office - Central support office that provides differentiated resources to schools in support of increased autonomy - Scaling of best practices from ILP schools and OTI to Elementary and Secondary Zones - Expansion of College Success/AP Access and Achievement initiative to serve at least 4 schools, 50 teachers and 250 students - Develop and align strategic partnerships and community supports that advance the College Success initiative goals
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II. Consultant Project Requirements

A. *Initial Deliverables:*

While out-year deliverables are difficult to predict because work may evolve depending on circumstances and District need, expected deliverables from Year 1 include:

- Management scorecards for Central Office teams that include progress on key performance indicators.
- Quarterly monitoring toolkits for school- and District-level personnel.
- A school improvement planning toolkit that enables schools to best align goals and resources.
- Roadmaps for increasing school level autonomy and for transforming the Central Office into a school support center.
- A detailed plan for the initial rollout of the College Success initiative, including support for communications and partnership development.
- Identification of best practices from Internal Lead Partner schools and recommendations on scaling implementation to Elementary and Secondary Zone schools.

B. *Staffing:*

Mass Insight Education works with its District partners to create teams that work directly with the District over the course of a project. For Year 1 of this contract, the team will include an Engagement Director, two Program Managers, and a Project Coordinator with a commitment equal to 3.5 FTE positions on the ground in Providence. Future years of the contract may require different staffing configurations due to the changing nature of the work, but the team will always be appropriately staffed with a similar complement of Consultant team members whose particular skills are a match for current projects. Any increase or reduction in staffing from 3.5 FTE will be implemented only at the consent of the parties.

C. *The Consultant and District will be required to adhere to accountability requirements that include:*

1. The attached proposal identifies a number of deliverables that indicate the completion of each project and subproject. Consultant holds itself accountable for these deliverables; however, Consultant requires the following from the District in order to do so:
 - a. **Capacity and support:** To ensure that the work is completed in a timely and highly effective manner, the District must commit proper capacity to working with the Consultant on these activities.
 - b. **Favorable working conditions:** This work is complex, and dependent upon policies, politics, and environments that can be challenging. While Consultant prides itself on the ability to navigate difficult conditions, unexpectedly poor

conditions may cause unintended and understandable barriers to completing the deliverables exactly as described.

- c. **Flexibility:** Consultant and District may need to revisit and modify components of the work plan in order to pursue our intended outcomes.
 - d. **Communication:** Changes to the scope of work or deliverables will require mutual agreement. Consultant will make every effort to communicate early and often about the changing nature of the work and asks the District to do the same.
 - e. **Transparency and access:** The Consultant must have access to staff within PPSD and all necessary and relevant PPSD information.
 - f. **Periodic check-ins:** The PPSD and Consultant will have regular meetings to discuss the status of the contract and work plan. These periodic check-ins are essential in order to benchmark progress and troubleshoot any issues that may arise. The Mass Insight team and PPSD will have biweekly meetings via conference call; they will collaboratively determine the agenda for these meetings.
 - g. **Work space at PPSD:** In order to have a meaningful and lasting impact, it is imperative that the Mass Insight team has an embedded relationship the District. Consultant will regularly have staff on the ground in the District. The Mass Insight team members should have access to work space when in the District.
- D. Unless discontinued earlier by District, work will occur both in the District at the Central Office level and in the identified Partnership Zone and off-site at Consultant offices.
- o Phase I (October 2014-September 2015)
 - o Phase 2 (October 2015-September 2016)
 - o Phase 3 (October 2016-September 2017)

III. Agreement Amount

- A. District agrees to pay Consultant a fee not to exceed **\$1,800,000.00** as compensation for services rendered.
- This amount is inclusive of expenses for materials, supplies, transportation, lodging, and meals for all on-site and off-site planning and preparation. Consultant shall not be paid in advance.
 - Specifically, the investment for each phase is as follows:
 - o Phase I (October 2014-September 2015)--\$500,000
 - o Phase 2 (October 2015-September 2016)--\$600,000
 - o Phase 3 (October 2016-September 2017)--\$700,000
 - Contracts and costs associated with Phases II and III will be negotiated on an annual basis. The scope of work and cost projections which are attached and presented in this contract provide a structure for the ongoing collaboration.
- Fee Schedule: District will pay as invoiced by Consultant for services rendered.

IV. Term of Agreement

This agreement shall be in effect from **October 1, 2014 to September 30, 2017**, unless terminated by either party at any time, with or without cause. In the event of termination by District or Consultant prior to completion of the contract, compensation shall be prorated on the basis of hours actually worked, and Consultant shall only be entitled to receive just and equitable compensation for any satisfactory work completed and expenses incurred up to the date of termination.

Consultant may not assign this contract to a third party without the written consent of the District. Consultant must conduct a criminal background check, at the Consultant's expense, of all employees employed under this contract, except District employees.

Consultant is not an employee of District and is not entitled to fringe benefits, pension, workers' compensation, retirement, etc. District shall not deduct Federal income taxes, FICA (Social Security), or any other taxes required to be deducted by an employer, as this is the responsibility of the Consultant.

Consultant understands products produced as a result of this contract are the sole property of the District and may not be used by Consultant without the express written permission of the District.

Consultant agrees to hold District harmless from any and all damages incurred by District by reason of Consultant's negligence or breach of contract, including without limitation, damages of every kind and nature, out-of-pocket costs, and legal expenses.

This Agreement may be executed in two (2) or more counterparts, each of which shall be deemed an original but all of which together shall constitute one (1) and the same instrument.

IN WITNESS WHEREOF, Providence Public School Department and Consultant have executed this contract, effective the date first herein written.

Providence Public School Department

Superintendent: _____

or

Chief Financial Officer: _____

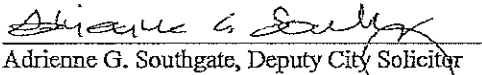
Date: _____

Consultant: _____

Date: _____

Social Security/Federal Tax ID Number: _____

Approved as to form and correctness:


Adrienne G. Southgate, Deputy City Solicitor

Signature of PSD Staff Contact

Person: _____

Phone Number: _____

Date of Board Approval: _____
(For contracts of \$5,000 or more)

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Providence Public School Department

Superintendent: _____

or

Chief Financial Officer: _____

Date: _____

Consultant: _____

Date: _____

Social Security/Federal Tax ID Number: _____

Approved as to form and correctness:

Adrienne G. Southgate
Adrienne G. Southgate, Deputy City Solicitor

Signature of PSD Staff Contact

Person: _____

Phone Number: _____

Date of Board Approval: _____
(For contracts of \$5,000 or more)