



# **REQUEST FOR PROPOSALS**

**FOR**

**STRATEGIC PLANNING**

**FOR**

**THE RICHMOND HEIGHTS LOCAL  
SCHOOL DISTRICT**



**July 2022**

Issued By: Richmond Heights Local Schools  
447 Richmond Road  
Richmond Heights, OH 44143

Telephone: 216-692-8485

District Website: [www.richmondheightsschools.org](http://www.richmondheightsschools.org)

Contact Person: Renée T. Willis, Ph.D., Superintendent

**DUE: Wednesday, August 17, 2022**

**5:00 p.m.**

to

Richmond Heights Board of Education  
447 Richmond Road  
Richmond Heights, OH 44143

or

[willis.renee@richmondheightsschools.org](mailto:willis.renee@richmondheightsschools.org)

# **RICHMOND HEIGHTS LOCAL SCHOOL DISTRICT**

## **Request for Proposal - Strategic Planning**

### **I. Purpose**

#### **“It’s a New Day for the Richmond Heights Way”**

Research on effective organizations reveals the importance of a clear and focused mission and vision. Building upon the prior strategic plan will allow the Richmond Heights Local School District to continue to build a consensus around what matters and to channel resources accordingly in order to ensure a maximum return on investments, thus resulting in increased academic achievement. Strategic planning is more than broad statements of direction. A disciplined strategic planning process provides clarity of purpose as well as a structure for accountability at all levels of the organization - from the board to front-line employees. To this end, the Richmond Heights Local School District seeks to have a comprehensive five year strategic plan grounded in and reflective of the following;

- Strategic Priority Goals
- Objectives
- Action Steps
- Key Performance Indicators
- Accountability Timelines

### **II. Introduction / Background**

The Richmond Heights Local School District (RHLSD) is an inner ring suburb of Cleveland, Ohio that has experienced rapid demographic shifts. The overall student population has held steady over the past five years with an enrollment of approximately 850 students. An initial decline was seen with the introduction of vouchers from approximately 1,000 students to its current enrollment. Our student body is over 90% African American with approximately 75% of the students receiving free or reduced lunch. Approximately 13% of the student body is identified as having a special educational need and 3% of the student population has limited English proficiency.

The RHLSD has made great strides with the implementation of the last strategic plan. The district has 8 full time administrators with other administrative services coming by way of purchased services from outside vendors or entities. The superintendent, Dr. Willis has been in position since August, 2014 and most her cabinet members have been with her for over 6 years. The teaching staff has approximately 55 full time teachers with a few contracted services to

deliver such instruction as Gifted, ESL and Speech. The support staff include approximately 14 instructional aides for special education; a nurse, 12 bus drivers and 3 school secretaries.

After coming out of Fiscal Watch and upgrading its Standard & Poor's Rating, the district was able to pass an unprecedented 12.08 mil levy in the fall of 2017. The levy provided the funding for the new 21st Century Community Learning Center that serves students in grades 7-12 and houses the Cuyahoga County Library - Richmond Heights Branch. The academic trajectory of RHLSD was on a steady incline until the pandemic hit in 2020. The district had reached a Graduation Grade of "B", up from a "D" with class of 2019. The school district has been a staunch advocate for public education, particularly for districts with similar demographics. Richmond Heights is currently a lead plaintiff in the lawsuit against the Ohio Department of Education and the State of Ohio regarding the unconstitutionality of the current voucher program.

Although the district is very stable, it recognizes how many dynamics are intertwined and potentially volatile, and that they must be provoked to exhibit a fierce sense of urgency if they are to regain the trajectory of success that they have recently experienced, as COVID-19 has caused them and many others to slide back a bit. As a small school district located within a small community they have proven that they are able to "pivot on a dime" through quick, strategic and deliberate action. With a comprehensive planning initiative, driven by a commitment to continuing to advance our 21st century system, they will be able to provide the families of Richmond Heights the **best** choice for educating their children. They have no other option but to reinvent their school system, as the pandemic has forced them to realize a "new normal".

### **III. Scope of Services**

The Richmond Heights Local School District seeks to contract with a Strategic Planning Consultant to create, facilitate and execute a strategic planning process for the School District. It is anticipated that contract work will span 6 months with a start date as early as September 1, 2022. Proposals are due by 5 p.m. on Wednesday, August 17, 2022.

The plan should have input from all of the district's stakeholders via focus groups, surveys and/or individual interviews, including but not limited to;

- Teachers and other certified staff
- Classified staff
- Administrators
- Board members
- Parents
- Students

- Community members
- Local government officials

The consultant shall demonstrate the ability and capacity to deliver the following services:  
Build a detailed, step-by-step strategic planning process framework that is right for our community that can be completed within 7 months, and includes the following elements:

- Active engagement of key stakeholders groups;
- Measurable key performance-based outcomes;
- No more than five high-leverage strategic goals;
- Spans a five-year planning horizon;
- Identification and development of quantitative data to ground the planning work and create a baseline for analysis, comparison and decision making;
- Best practices and trends within the educational industry, e.g., online learning, integration of technology, culturally relevant teaching, special education, etc.
- Facilitate conversation with stakeholders;
- Help communicate this work and the outcomes to all stakeholders and to the public at large;
- Keep the process on track, on time and on budget;
- Attend 3 board meetings and/or work sessions to provide an update, as well as provide the final strategic plan at the regular board meeting in March, 2023.
- Author the detailed report with the guidance and assistance of the committee and develop an outcomes-based dashboard to track progress against milestones over time;
- Create a professional and marketable plan that can be given to stakeholders

#### **IV. RFP Timeline**

- ❖ Tuesday, July 26, 2022: District Issues RFP
- ❖ Monday, August 8, 2022: Deadline for submission of questions regarding this RFP by 5:00 p.m.
- ❖ Wednesday, August 17, 2022: Proposal Submission Deadline by 5:00 p.m.
- ❖ August 18th - August 22nd: Interviews with selected proposers
- ❖ Monday, August 22, 2022: Recommendation to Board of Education
- ❖ September 1, 2022: Project begins pending board approval August 22nd

#### **V. Submittal Requirements**

Respondents to the RFP shall include the following minimum information in their proposal:

- A. Cover Letter
  - a. Include firm name, business address, telephone number, email address, and contact person.
  - b. Indicate why your firm should be selected for this project.
- B. Firm Profile
  - a. General qualifications: describe the general qualifications of the firm.
  - b. Special qualifications: describe any special or unique qualifications of the firm as they relate to strategic planning and/or brand redesign.
- C. Project Team
  - a. List the specific personnel proposed for the project team including relevant experience and qualifications/credentials of key personnel.
- D. Proposal Response
  - a. Describe **how** they will organize and perform the work described in the Scope of Services section. List the names of any firms they may subcontract with for this project and the specific services to be provided by the subcontracted firm(s).
  - b. Describe the understanding of the requested services and the planned approach to fulfill the goals of this project. Submittal should include a listing of contemplated tasks for each function.
  - c. Include a proposed time schedule (to the best extent possible) to complete the scope of work specified. A copy of the district calendar is attached, as the timeframe for this project spans the winter holiday season when schools are not in session but the central office remains open.
- E. Fee Proposal
  - a. Provide a fee proposal that includes all meetings needed to successfully complete this project and ALL related reimbursable costs, including all sub-contracted vendors.

## **VI. Proposal Evaluation / Selection Process**

Proposals will be reviewed using the following criteria / elements:

- i. Conciseness, responsiveness and completeness of the proposal to the information requested, objectives, and deliverables as outlined in the RFP
- ii. Prior experience, Qualifications, Reference, Past Performance
- iii. Experience with / expertise in strategic planning projects generally and education projects specifically
- iv. Fee Proposal / Cost (requested payment process should be included)

At the District's discretion, to further assist in evaluation, some, one, or all of the

responding firms and / or individuals may be requested to participate in an oral interview (in person or via zoom). The interview would be used as another opportunity to clarify any issues within a given response and explore the approaches that may be used to satisfy all requirements for the District.

Upon the completion of the selection process, the District shall notify the firms that a selection has been made and the successful firm will be notified to enter into an agreement. At the District's discretion, it may directly negotiate with the selected firm on final scope and fee arrangement.

The District may investigate the qualifications of any individual or firm under consideration, require confirmation of information furnished and require additional evidence of qualifications to perform the services described in the RFP. The District also reserves certain rights, including, but not limited to the following:

- a. Reject any or all of the proposals'
- b. Issue subsequent Requests for Proposals
- c. Cancel the entire Request for Proposals

The awarding of this contract may be based on the quality of services of the best qualified firm regardless of proposed fee amount. This RFP shall not, in any manner, be construed to be an obligation of the District to enter into a contract or result in any claim for reimbursement of cost for any efforts expended in responding to the RFP or in anticipation of any contract.

## **VII. Question / Response Deadlines**

Any questions concerning this RFP must be submitted in writing by email on or before Monday, August 8, 2022 5:00 p.m. to:

Dr. Renée T. Willis, Superintendent

Email: [willis.renee@richmondheightsschools.org](mailto:willis.renee@richmondheightsschools.org)

## **VIII. Submittal Requirements**

- A. All responses to this RFP shall be received no later than 5:00 p.m. Wednesday, August 17, 2022.
- B. Responses to the RFP can be delivered as a PDF via email to:

Dr. Renée T. Willis, Superintendent

Email: [willis.renee@richmondheightsschools.org](mailto:willis.renee@richmondheightsschools.org)

or hand delivered to

Dr. Willis  
Richmond Heights Board of Education  
447 Richmond Road  
Richmond Heights, OH 44143



***SPARTAN NATION.....SPARTAN PRIDE***

# RICHMOND HEIGHTS LOCAL SCHOOLS

## 2022/2023

Board Approved - 04/11/2022

10	Convocation Day-No Classes
11	Classroom Prep/Bldg Mtgs.
12/15	No Classes-Teacher PD
16	1st Student Day Gr KG-12
22	1st Day Pre-K
31	Curriculum Night
16	Teacher Days
12	Student Days - Aug
5	No School-Labor Day
22	Conferences
23	No Classes-Staff PD
21	Teacher Days
20	Student Days - Sept

August-22						
Su	M	Tu	W	Th	F	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

February-23						
Su	M	Tu	W	Th	F	Sa
		1	2	3	4	
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28				

16	ES/SS Conferences
17	No School- Teacher Comp. Day
20	No School-President's Day
18	Teacher Days
18	Student Days -Feb

September-22						
Su	M	Tu	W	Th	F	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

March-23						
Su	M	Tu	W	Th	F	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

10	End of 3rd Quarter
13	Student Waiver Day/Teachers Report
27-31	No School-Spring Break
18	Teacher Days
17	Student Days -Mar

14	No School-NEOE Day
21	End of 1st Quarter
24	No Classes-Teacher Work Day
21	Teacher Days
19	Student Days - Oct

October-22						
Su	M	Tu	W	Th	F	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

April-23						
Su	M	Tu	W	Th	F	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

7	No School-Good Friday
10	No School-Easter Monday
18	Teacher Days
18	Student Days -Apr

8	Election Day-Remote Learning
23	No School-Conf. Comp Day
24-25	No School-Thanksgiving
19	Teacher Days
19	Student Days -Nov

November-22						
Su	M	Tu	W	Th	F	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

May-23						
Su	M	Tu	W	Th	F	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

18	Last Day for PRESCHOOL
25	End of 4th Quarter
25	Last Student Day
26	Teacher Records Day
29	Memorial Day
20	Teacher Days
19	Student Days -May

16	End of 2nd Quarter
19	Teacher PD
20	Teacher Records Day
21-30	Winter Break
14	Teacher Days
12	Student Days -Dec

December-22						
Su	M	Tu	W	Th	F	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

June-23						
Su	M	Tu	W	Th	F	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

19	Juneteenth
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2	No School-New Year Holiday
3	No School-Prof. Devel.
4	Classes Resume
16	No School-MLK Day
20	Teacher Days
19	Student Days -Jan

January-23						
Su	M	Tu	W	Th	F	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

July-23						
Su	M	Tu	W	Th	F	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

**STUDENT HOURS:**  
 Elementary: 8:30am-3:00pm  
 Upper: 7:30am-2:30pm

**EARLY DISMISSAL ON WEDNESDAYS:**  
 Elementary: 2:00pm  
 Upper: 1:30pm

Total 2022-23	
185	Teacher Days
173	Student Days