

# Request for Qualifications No. 2025-26

## Continuous Improvement Partners

**STATE OF WASHINGTON**  
**OFFICE OF SUPERINTENDENT OF PUBLIC INSTRUCTION**  
**OLYMPIA, WASHINGTON**

**PROJECT TITLE:** Continuous Improvement Partners for the OSPI Support Team. Staffed with educational specialists with expertise in facilitating the development and implementation of continuous school improvement systems.

**PRE-BID CONFERENCE:** 1:00 pm, Pacific Time (PT) on March 27, 2025

**PROPOSALS ENCOURAGED BY:** 3:00 p.m., Pacific Time (PT) on April 7, 2025

*Proposals received by this date will be considered in an initial round of evaluation for a contract start date of August 1, 2025. All proposals received after this date will be evaluated ad-hoc and therefore may take longer.*

**LAST DATE TO SUBMIT PROPOSALS:** 3:00 p.m., Pacific Time (PT) on September 30, 2025

**ESTIMATED CONTRACT PERIOD:** August 1, 2025, through July 31, 2026. Amendments extending the period of performance, if any, shall be at the sole discretion of OSPI.

**CONSULTANT ELIGIBILITY:** This solicitation is open to those Consultants who satisfy the minimum qualifications stated herein and that are available for work in Washington State.

**SUBMIT PROPOSAL TO:** [contracts@k12.wa.us](mailto:contracts@k12.wa.us)

All communications concerning this RFQ must be directed only to the RFQ Coordinator via email to [contracts@k12.wa.us](mailto:contracts@k12.wa.us). Any other communication will be considered unofficial and non-binding on OSPI. Consultants are to rely on written statements issued by the RFQ Coordinator. Communication directed to parties other than the RFQ Coordinator may result in disqualification of the Consultant.

This RFQ is available at the [Office of Superintendent of Public Instruction \(OSPI\) website](#) and at the Department of Enterprise Services, [Washington Electronic Business Solution \(WEBS\) Procurement website](#). All RFQ amendments and/or Consultant questions and OSPI answers will be posted to these sites. All interested Consultants must be registered with WEBS under the following commodity codes in order to receive automatic notifications: **924-05:** Advisory Services, Educational; **924-18:** Educational Services, Alternative; **924-19:** Educational Research Services; **924-71:** School Operation and Management Services; **924-74:** Special Education.



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## Section A. INTRODUCTION

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*OSPI, and its contractors and subcontractors, must not discriminate in any programs or services based on sex, race, creed, religion, color, national origin, age, marital status, honorably discharged veteran or military status, sexual orientation, gender expression, gender identity, disability, or the use of a trained dog guide or service animal by a person with a disability, and must comply with state and federal nondiscrimination laws, including Section 504 of the Rehabilitation Act of 1973, Title IX of the Education Amendments of 1972, the Americans with Disabilities Act, and Title VI of the Civil Rights Act of 1964. Questions and complaints of alleged discrimination should be directed to the Equity and Civil Rights Director at 360-725-6162/TTY: 360-664-3631; or P.O. Box 47200, Olympia, WA 98504-7200; or [equity@k12.wa.us](mailto:equity@k12.wa.us).*

This section describes the purpose of the RFQ and provides information about this procurement, including the potential scope of the opportunity and requirements.

### A.1. DEFINITIONS

Definitions for the purposes of this RFQ include:

**Agency or OSPI** – The Washington State Office of Superintendent of Public Instruction; the entity issuing this RFQ.

**Alternative Schools** – Alternative Schools include Washington State School for the Blind, Washington School for the Deaf, Alternative Schools, Reengagement Schools, Alternative Learning Experience (ALE), and Institutional Education Schools. Alternative Schools are schools and programs that are designed to serve students whose educational, behavioral, and/or medical needs cannot be adequately addressed in a traditional school setting. ALE is public education where some or all the instruction is delivered outside of a regular classroom schedule. Institutional Education is the provision of K-12 basic education services to incarcerated and previously incarcerated youth. Reengagement Schools provide education and services to older youth, ages 16-21, who have dropped out of school or not expected to graduate from high school by the age of 21.

**Amendment** – A unilateral change to the Solicitation that is issued by OSPI at its sole discretion and posted on WEBS and OSPI's website.

**Apparent Successful Bidder (ASB)** – A Bidder submitting a response to this Solicitation that is evaluated and is identified and announced by OSPI as providing the best value to the Agency. Upon execution of a Contract, the ASB is referred to as the successful Bidder or the Contractor.

**Bid** – An offer, proposal, or quote for goods or services submitted in response to this RFQ.

**Bidder** – Individual organization, public or private agency submitting a proposal to attain a contract with OSPI. For purposes of this Solicitation, the terms Bidder, Consultant, and Vendor are interchangeable.

**Competitive Solicitation** – A documented formal process providing an equal and open opportunity to Bidders or Consultants culminating in a selection based on predetermined criteria.

**Complaint** – A process that may be followed by a Consultant prior to the deadline for bid submission to alert OSPI of certain types of asserted deficiencies in the Solicitation.

**Consultant** – Individual organization, public or private agency submitting a proposal to attain a contract with OSPI. For purposes of this Solicitation, the terms Bidder, Consultant, and Vendor are interchangeable.

**Continuous Improvement Partner** – Continuous Improvement Partners (CIPs or Partners) are contractors who align with and extend OSSI's strategy to create the conditions for continuous school improvement systems in districts and schools identified for support. Partners provide direct services to assigned districts with schools in collaboration with OSSI and educational service districts, by creating, implementing, and sustaining networks and partnerships that leverage expertise and resources to increase equitable supports within continuous school improvement systems.

**Coordinated Support Team** – (CST) A team composed of Continuous Improvement Partners, partners from the educational service district, and partners from OSPI that jointly support a district and its schools for continuous school improvement.

**Contractor** – Individual or company whose proposal has been accepted by OSPI and is awarded a fully executed, written contract.

**Data Inquiry** – A process that engages continuous learning and understanding through a repetition cycle of questioning, measuring, analyzing, and evaluating data to support continuous improvement. Examples of frameworks that support a data inquiry process include but are not limited to cycles of inquiry models such as Plan-Do-Study-Act, Data-Driven Dialogue, and Improvement Science.

**Debriefing** – A short meeting an unsuccessful Bidder may request with the Coordinator following the announcement of the Apparent Successful Bidder for the purpose of receiving information regarding the review and evaluation of that Bidder's Response.

**Educational Equity** – Each child receives what they need to develop to their full social, emotional, and academic potential. [OSPI Equity Statement](#)

**Educational Service District (ESD)** – A regional agency that provides cooperative and informational services to local school districts, assists OSPI and State Board of Education (SBE) in the performance of their respective statutory or constitutional duties, and provides services to school districts to assure equal educational opportunities.

**English Language Arts (ELA)** – The study and improvement that aims at developing the individual’s comprehension and capacity for use of written and oral language.

**English Learners (EL)** – See Multilingual Learners (ML)

**Elementary and Secondary Education Act of 1965 (ESEA)** – An act emphasizes equal access to education and establishes high standards and accountability. The law authorizes federally funded education programs that are administered by the states. In 2002, Congress amended ESEA and reauthorized it as the No Child Left Behind Act of 2001 (NCLB).

**Equity** – The act of developing, strengthening, and supporting procedural and outcome fairness in systems, procedures, and resource distribution mechanisms to create equitable (not equal) opportunity for all people. Equity is distinct from equality which refers to everyone having the same treatment without accounting for differing needs or circumstances. Equity has a focus on eliminating barriers that have prevented the full participation of historically and currently oppressed groups. [Washington State Glossary for Inclusive & Equitable Workplaces | Office of Financial Management](#)

**Every Student Succeeds Act (ESSA)** – The reauthorization of the Elementary and Secondary Education Act of 1965 (ESEA) and replacement of the No Child Left Behind Act of 2001 (NCLB). ESSA emphasizes high standards for graduation, maintaining accountability to lowest-performing schools, empowering state and local decision-makers, preserving annual assessments, and providing high-quality preschool.

**Evidence-Based Interventions** - The definition of “evidence-based” in ESEA section 8101(21) includes levels of evidence from which interventions may be selected:

- **Strong evidence** from at least one well-designed and well-implemented *experimental study*;
- **Moderate evidence** from at least one well-designed and well-implemented *quasi-experimental study*;
- **Promising evidence** from at least one well-designed and well-implemented *correlational study* with statistical controls for selection bias

**Fiscal Year** – In Washington State, a 12-month period extending from July 1 of one calendar year to June 30 of the next calendar year.

**Identified Schools** – Schools identified as eligible for School Improvement Supports in Tier 1, Tier 2, Tier 3, Tier 3 Plus, and Required Action Districts (RAD).

**Multilingual Learners (ML)** – Students who speak a language other than English and are developing English proficiency. This term is often used in place of “English Learner” to emphasize the multilingual skills students already have rather than a perceived deficit.

**Multi-Tiered System of Supports (MTSS)** –Multi-Tiered System of Supports (MTSS) is a framework for enhancing the adoption and implementation of a continuum of evidence-based practices to achieve important outcomes for all students. Components include: 1) team-driven shared leadership; 2) data-based decision making; 3) family, student, and community engagement; 4) continuum of supports; and 5) evidence-based practices. Implementation of the MTSS framework in continuous improvement includes: developing a culture for learning through high expectations and corresponding beliefs, supports in meeting those expectations, and relational trust through growth in a safe environment; engaging staff through the collaborative inquiry process and action research that supports improved student and adult learning; using data that informs decisions to meet the behavioral/social emotional, attendance and achievement needs of students; aligning systems and resources to meet the social emotional/behavioral, attendance, and achievement needs of students; and, implementing an action planning process that aligns to systemic goals to foster a culture for learning.

**Office of Superintendent of Public Instruction (OSPI)** – The primary agency charged with overseeing K-12 public education in Washington State.

**Office of System and School Improvement (OSSI)**– The division within OSPI issuing this RFQ. Office of System and School Improvement supports the development and implementation of continuous school improvement systems at state, regional and local levels, specifically for districts with schools identified for improvement under Washington state’s federally approved ESSA plan and through the required action district program defined under state statute (28A.657 RCW).

**Proposal** – A formal offer submitted in response to this RFQ.

**Proprietary Information** – Information such as patents, technological information or other related information that the Bidder or Consultant does not want released or shared with the public.

**Protest** – A process that may be followed by a Bidder after the announcement of the Apparent Successful Bidder to alert OSPI to certain types of alleged errors in the evaluation of the Solicitation.

**Request for Qualifications (RFQ)** – Formal procurement document in which services needed are identified, and Consultants are invited to provide their qualifications to provide the services.

**Required Action District (RAD)** – Required action district program administration is a statutory obligation of OSPI and the State Board of Education (28A.657 RCW). The intent of the policy is to identify “persistently lowest achieving schools” and create a “partnership between the state and local district to target funds and assistance to turn around the identified school(s).” The process for identifying required action districts (responsibility of OSPI) and designating required action districts (a responsibility of the State Board of Education) is described in rule (180-017 WAC and 392-503 WAC). Required action districts are designated for a three-year core cycle during which time they develop and implement required action plans to improve student outcomes at the identified school(s).

**RCW** – The Revised Code of Washington.

**Responsible Bidder** – An individual, organization, public or private agency, or other entity that has demonstrated the capability to meet all the requirements of the Solicitation and meets the elements of responsibility. (See RCW 39.26.160 (2))

**Responsive Bidder** – An individual, organization, public or private agency, or other entity who has submitted a Bid that fully conforms in all material respects to the Solicitation and all its requirements, in both form and substance.

**RFQ Coordinator** – An individual or designee who is employed by OSPI and who is responsible for conducting this Solicitation.

**Solicitation** – A formal process providing an equal and open opportunity for Bidders culminating in a selection based upon predetermined criteria.

**State Board of Education (SBE)** – The agency that provides advocacy and strategic oversight of public education and promotes achievement of the Basic Education Act goals of [RCW 28A.150.210](#).

**Subcontractor** – An individual or other entity contracted by a Consultant to perform part of the services or to provide goods under the Contract resulting from this Solicitation. Subcontractors, if allowed, are subject to the advance approval of OSPI.

**Vendor** – Individual organization, public or private agency submitting a proposal to attain a contract with OSPI. For purposes of this Solicitation, the terms Bidder, Consultant, and Vendor are interchangeable.

**Washington School Improvement Framework (WSIF)** – The WSIF is the framework for school accountability in Washington state. Each school is measured on the WSIF across up to nine measures. Scores are disaggregated across student groups (race/ethnicity as well as special populations such as English learners or eligibility for free/reduced price lunch). Measures include proficiency and growth on English Language Arts and Math, graduation rate,



English Learner progress, regular attendance, 9th graders on track, and dual credit/advanced course taking. The overall student score for each school as well as scores by individual student groups drive identification for supports.

**Washington State K-12 Learning Standards** – As required by state law, OSPI develops the state's learning standards ([RCW 28A.655.070](#)) and oversees the assessment of the learning standards for state and federal accountability purposes. The learning standards also incorporate the Common Core State Standards for English Language Arts and Mathematics.

**WEBS** – Washington's Electronic Business Solution, the Consultant notification system found at [Washington Electronic Business Solution \(WEBS\) Procurement website](#) and maintained by the Washington State Department of Enterprise Services. Consultants are encouraged to register with WEBS to receive automatic notifications about this and other procurements.

## **A.2. PURPOSE OF REQUEST FOR QUALIFICATIONS**

The purpose of this Competitive Solicitation is to receive competitive bids to evaluate and, as appropriate, award a Contract for the Office of Superintendent of Public Instruction (OSPI) to procure goods and/or services as set forth herein. Pursuant to Washington's Procurement Code for Goods and Services, RCW chap. 39.26, state agency purchases of goods and services must be based on a competitive solicitation.

Therefore, OSPI is initiating this Request for Qualifications (RFQ) to solicit proposals from Consultants who are highly qualified educational specialists with expertise in continuous school improvement systems to act as Continuous Improvement Partners (Partners). Continuous school improvement systems are characterized by a focus on: strong leadership, data inquiry, core instructional practices, implementing multi-tiered systems of support and elevating anti-racist practice and identifying, providing, and growing equitable systems of supports within learning communities. Partners will offer support and services to identified district and school staff on behalf of students under the specification and direction of the Office System and School Improvement (OSSI). Partners will be deployed to work with OSSI, assigned educational service districts and assigned school districts with schools identified for improvement in order to facilitate the development and implementation of continuous school improvement systems to eliminate equity gaps and improve student outcomes in schools identified for improvement.

## **A.3. BACKGROUND**

Led by Superintendent Chris Reykdal, OSPI is the primary agency charged with overseeing public K-12 education in Washington state. Working with the state's two hundred ninety-five (295) public school districts, eight (8) state-tribal education compact schools, and public charter schools, OSPI allocates funding and provides tools, resources, and technical assistance so every student in Washington is provided a high-quality public education.

The Office of System and School Improvement (OSSI) supports the development and implementation of continuous school improvement systems at state, regional and local levels, specifically for districts with schools identified for improvement under Washington state’s federally approved Every Student Succeeds Act (ESSA) plan and through the required action district program defined under state statute (28A.657 RCW).

**Schools Identified for Improvement:**

OSSI works to create the conditions in which schools identified for improvement can develop and implement high-quality school improvement plans that will eliminate equity gaps and improve overall student outcomes as measured through the Washington School Improvement Framework (WSIF). Districts and identified schools use continuous school improvement systems to accomplish this. These systems are characterized by a focus on: strong leadership, data inquiry, core instructional practices, implementing multi-tiered systems of support, anti-racist practice and identifying, providing, and growing equitable systems of supports within learning communities.

*Identification for Support*—Washington uses two threshold scores to identify tiered supports status for schools as described in ESSA:

- a. The first applies to all schools with a WSIF Composite School Score, and it is equal to the lowest performing five percent of schools based on the All Students student group. This is called the All Schools Threshold.
- b. The second applies to Title I schools with a WSIF Composite School Score, and it is equal to the lowest performing five percent of Title I schools based on the All Students student group. This is called the Title I Threshold.

Table 1 shows how both thresholds are used to identify schools. **Note:** Identification in a WSIF cycle has a compounding effect on identification in the subsequent cycle.

**Table 1. Paths to Identification**

<b>Status</b>	<b>Possible Path to Identification</b>
Tier 3 Plus	Schools identified as Tier 3 for two or more consecutive WSIF identification cycles.
Tier 3: Comprehensive	Schools with the “All Students” student group below the Title I Threshold (5% of Title I schools with the fewest WSIF Combined Score points) or below the All Schools Threshold (5% of all schools with the fewest WSIF Combined Score points).
Tier 3: Graduation	Schools where the WSIF 4-year cohort graduation rate was below 66.7%.
Tier 3: Compounded	Title I schools identified as Tier 1 or Tier 2 schools for two or more consecutive WSIF cycles, and Tier 3 schools identified for two or more consecutive cycles who are not Title I and/or whose All Students student group scored above the Title I Threshold and below the All Students Threshold.

<b>Status</b>	<b>Possible Path to Identification</b>
Tier 2: Targeted 3+	Schools with three or more student groups with a WSIF Combined Score below the Title I Threshold or the All Schools Threshold.
Tier 2: Targeted EL	Schools where the percentage of multilingual students attaining the ELP benchmark is in the lowest 5% of all schools with an ELP rate.
Tier 1: Targeted 1–2	Schools with one or two student groups with a WSIF Combined Score below the Title I Threshold or the All Schools Threshold.
Foundational	Schools that are not identified for support in Tier 3 Plus, Tier 3, Tier 2, or Tier 1.

Schools identified as eligible for Tier 1, Tier 2, Tier 3, or Tier 3 Plus supports may access OSSI supports sometimes including: grant funding, direct CIP supports, professional development opportunities, toolkits, and other resources provided through various OSPI divisions and partners.

Schools not identified for Tier 1, Tier 2, Tier 3, or Tier 3 Plus supports may access foundational supports provided through professional learning, toolkits, and other resources provided through various OSPI divisions and partners.

**Regional School Improvement Networks:**

In addition to resourcing identified schools, OSSI has built a regional infrastructure for continuous school improvement activities through Washington’s nine educational service districts (ESDs). The purpose of this regional infrastructure is to provide schools identified for supports with highly coordinated regional networks to support the development and implementation of continuous school improvement systems. ESDs assign a school improvement lead which coordinates efforts and provides data and auxiliary supports to schools and districts for the development and implementation of school improvement plans.

**A.4. OBJECTIVE AND SCOPE OF WORK**

**A.4.i. Objective:**

Continuous Improvement Partners (Partners) are contractors who align with and extend OSSI’s strategy to create, implement and sustain networks and partnerships that leverage resources to create a coordinated improvement systems in districts with schools identified for improvement supports and build capacity for engagement in cycles of data inquiry that inform and guide ongoing continuous improvement within Washington state’s public K-12 education system. Partners provide direct services to districts with schools identified for support, in collaboration with OSSI, other divisions within OSPI, and educational service districts, to

increase equitable supports and reduce opportunity gaps within continuous school improvement systems.

#### **A.4.i. Scope of Work:**

Partners apply expertise in K-12 public education, data inquiry and analysis, executive coaching, and systems-level change management, as they engage in the following activities:

- Partner with and provide technical assistance to assigned school districts serving a significant number of schools identified for support under the Washington School Improvement Framework (WSIF).
  - Conduct an annual review and provide feedback on the development and implementation of the LEA Consolidated Accountability Plan (L-CAP), and
  - Support the successful implementation of school improvement activities through alignment of the L-CAP and school improvement plans to reduce equity gaps and improve student academic and social emotional outcomes.
- Facilitate the development and implementation of continuous school improvement systems at the district and building levels which includes each of the essential elements of improvement identified by OSSI:
  - Identification, provision, and growth of equitable supports within learning communities
  - Elevation of anti-racist practices
  - Development of strong leadership at all levels
  - Use of data inquiry / improvement science principles
  - Focus on improving core instructional practices
  - Implementation of multi-tiered systems of support
- Support continuous improvement by partnering with districts and schools identified for WSIF supports in Tier 3 and Tier 3 Plus to successfully develop, implement, evaluate, and revise high quality, actionable school improvement plans that elevate anti-racist practices in service to all students and particularly those student groups within their districts and schools furthest from educational justice. School improvement plans meeting these criteria and federal requirements are characterized by:
  - Development in partnership with Stakeholders and informed by all indicators in the state's accountability system, including student performance against long term goals.
  - Prioritized needs identified through a data inquiry process and the school's comprehensive needs assessment.
  - Identification of resource inequities to be addressed in the plan.
  - Development of specific, measurable, and attainable high-leverage goals that address specific gaps in achievement for student groups within the school building
  - Implementation of evidence-based interventions. [Evidence Based Interventions](#)

- Distributed and articulated roles and responsibilities for elements of the school improvement plan for regular progress monitoring and intentional cycles of inquiry.
- Ongoing data-informed adjustments to the plan.
- Planning for scale, spread, and sustainability of effective practices, behaviors, and systems.
- Approval by the school, LEA, and local school board. [WAC 180-16-220](#)
- Provide official review and feedback of School Improvement Plans at a minimum of three times a year – beginning, middle and end of year - to district personnel responsible for school improvement oversight and leadership teams for those buildings identified for Tier 3 and Tier 3 Plus supports as required in Washington state’s Every Student Succeeds Act plan.
- Develop capacity for district and school leaders to identify and grow conditions that support the implementation of continuous improvement systems in schools and districts.
- Collaborate and partner with improvement leads at ESDs and other Partners assigned to districts in the same region to build and sustain regional continual school improvement systems.
- Partner with OSSI staff as requested to provide content or strategy supports aligned with specific OSSI programming related to improving student outcomes as measured on the WSIF.
- Apply expert knowledge, skills and abilities relative to the implementation of continuous improvement systems: Continuous Improvement Frameworks; Data Inquiry; Multi-Tiered System of Supports; Executive Coaching; Adult Learning; Student/Family Engagement.
- Participate in assigned professional learning events, as requested by OSSI.
- Participate in regular OSSI-specified meetings, in collaboration with other partners, ESD leads, OSSI staff, and/or personnel from identified schools or districts.
- Participate in programmatic evaluation efforts led by OSSI staff as requested.
- Provide required documentation accurately summarizing the content and context of meetings with district and school leaders.
- Submit a performance summary for evaluation and additional performance information upon request by OSSI leadership.

**OSPI is seeking multiple Partners and anticipates awarding approximately twenty-two (22) contracts as a result of this procurement.**

#### **A.4.ii. Accessibility & Branding Requirements:**

All documents, videos, audio records, presentations, or other deliverables required under the resulting Contract shall be produced in format, compliant with the Americans With Disabilities Act and follow the [Web Content Accessibility Guidelines \(WCAG\) 2.0](#), OSPI’s formatting standard specified in Exhibit F – OSPI Americans with Disabilities Act Compliance: Graphics and Colors,

[OSPI's Brand Use Policy](#), [OSPI's Style Guide](#), and [OSPI's Videography Style Guide](#), which are hereby incorporated by this reference. For narrative or documentary style videos required under the Contract, the final product and all raw footage shall be mailed to the OSPI Communication and Digital Media office on a hard drive furnished by the contractor. In the event that the deliverables are not compliant, OSPI may require Contractor to promptly make modifications that will make the deliverables compliant. Additionally, OSPI shall have the right to modify or copy the deliverables in order to make them accessible and/or compliant.

## **A.5. BIDDER QUALIFICATIONS**

This RFQ is open to individuals and organizations. Organizations wishing to apply must ensure the project team structure is clearly outlined with an organizational chart indicating lines of authority for all staff, personnel, and subcontractors, involved in performance of this potential contract (section C (2)(A)), and provide documentation and assurance that each person proposing to work in the capacity of a continuous improvement partner meets the minimum qualifications listed below.

### **Minimum Qualifications:**

- Licensed to do business in the State of Washington. If not licensed, provide a written intent to become licensed in Washington within thirty (30) calendar days of being selected as the Apparent Successful Bidder.
- Master's and/or doctorate degree in education or a related field.
- Proof of past or present K-12 teaching and/or administrative certification. A copy of past or present K-12 teaching and/or administrative certification is required.
- Ability to travel to and within the region of assignment, and to attend all required activities both virtually and in-person.
- At least five (5) years of experience working in an educational leadership role at the state, educational service district, district, or school level (including leadership coaching or development), the majority of which has occurred in the past seven years.
- Proficiency using Microsoft Office Suite, especially Microsoft Word, Excel and PowerPoint
- Proficiency using and facilitating virtual meeting programs, such as Zoom.

Consultants, including all staff, personnel, and/or subcontractors proposing to work as a continuous improvement partner, who do not meet these minimum qualifications will be rejected as non-responsive and will not receive further consideration. Any proposal that is rejected as non-responsive will not be evaluated or scored.

## **Desirable Qualifications:**

Highly qualified applicants will meet and demonstrate the following:

- Multi-year experience leading and/or coaching district and school leadership in systemic improvement processes (i.e., improvement and/or implementation science), specifically focused on initiatives involving anti-racism, closing equity gaps, and/or improving student outcomes in both social-emotional and academic contexts.
- Competence in interpreting and using student, school, district and state-level data to inform decisions and continuous school improvement efforts through data inquiry.
- Experience implementing research-informed multi-tiered systems of support to address student academic and non-academic needs at building and district levels.
- Demonstrated knowledge of K-12 learning standards, and formative, interim, and summative assessment delivery to measure student's proficiency and growth to inform instructional practice and tiered supports.
- Demonstrated knowledge of school district structures, including but not limited to operations, teaching and learning, budgeting, collective bargaining agreements, and school improvement.
- Multi-year experience providing engaging and effective professional learning opportunities to large and small groups of educators, both in person and through virtual platforms (e.g. Zoom, Canvas, WebEx, etc.)
- Multi-year experience in the following areas:
  - building inclusive education systems to close equity gaps for student groups identified in the WSIF;
  - data use, visualization and modeling to inform equitable supports within continuous school improvement systems and school improvement plans;
  - executive-level coaching; and
  - alternative or reengagement programs.

## **A.6. PERIOD OF PERFORMANCE**

The period of performance of any contract resulting from this RFQ is tentatively scheduled to begin on or about August 1, 2025, and end on or about July 31, 2026. Amendments extending the period of performance, if any, shall be at the sole discretion of OSPI.

As such, OSPI reserves the right to amend to extend the contract for three (3) additional contract years through 2026-27, 2027-28 and 2028-29. Decision to amend shall be based on sustained satisfactory performance as decided by the Contract Manager, successful completion of project objectives, and availability of funding. If OSPI provides a renewal notice to the Contractor, the Contractor shall be obligated to enter into a contract with the same fiscal obligations as the previous Contract year, provided that OSPI and Contractor shall negotiate any revision of additional services or goals beyond those encompassed in the previous Contract.

Additional services that are appropriate to the scope of this RFQ, as determined by OSPI, may be added to the resulting contract by a written amendment mutually agreed to and executed by both parties.

## **A.7. FUNDING**

The successful Contractors resulting from this RFQ will be compensated eighty-five dollars (\$85) per hour for this work.

In addition to compensation for services, Contractors shall also be reimbursed for mileage, meals, lodging, and other travel-related expenses incurred within Washington State in accordance with [Washington State travel regulations](#) established by the Office of Financial Management while conducting business under this contract and as directed by OSSI. Out-of-state consultants awarded a contract will be responsible for the cost of travel to Washington to fulfill the duties of their contract.

Total compensation will vary depending on the number of days Partners provide services to districts. Contracts will be offered with a suggested minimum one hundred eighty (180) and maximum of two hundred twenty (220) days of service delivery for the 2025-26 contract period.

Any contract awarded as a result of this procurement is contingent upon the availability of funding.

One hundred percent (100%) of the funds for the payment of this Contract are provided by state dollars.

## **A.8. AMERICANS WITH DISABILITIES ACT**

OSPI complies with the Americans with Disabilities Act (ADA). Consultants may contact the RFQ Coordinator to receive this RFQ in an alternative format.



## Section B. GENERAL INFORMATION FOR BIDDERS

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This section describes the procurement timeline and includes useful information for Bidders such as procurement procedure and state requirements.

### B.1. RFQ COORDINATOR

The RFQ Coordinator is the sole point of contact in OSPI for this procurement. All communication between the Consultant and OSPI upon receipt of this RFQ shall be with the RFQ Coordinator, as follows:

Contact Information	
<b>Name:</b>	Kyla Moore
<b>Address:</b>	600 Washington Street South PO Box 47200 Olympia, WA 98504-7200
<b>Email Address:</b>	<a href="mailto:contracts@k12.wa.us">contracts@k12.wa.us</a>

### B.2. QUESTIONS & ANSWERS

Any questions or communications concerning this RFQ must be directed only to the RFQ Coordinator noted in Section B.1. Questions and/or inquiries must be sent via email and should include the RFQ number. Consultants are to rely on written statements issued by the RFQ Coordinator. Communication directed to parties other than the RFQ Coordinator will be considered unofficial and non-binding on OSPI, and may result in disqualification of the Consultant. Answers or other applicable addenda will be posted to OSPI and WEBS in accordance with the schedule in Section B.3.

Bidders are encouraged to make any inquiry regarding the Competitive Solicitation as early in the process as possible to allow OSPI to consider and, if warranted, respond to the inquiry. If a Bidder does not notify the Procurement Coordinator of an issue, exception, addition, or omission, such matter may be considered to be waived by the bidder for protest purposes.

### B.3. ESTIMATED SCHEDULE OF PROCUREMENT ACTIVITIES

Action	Date
OSPI issues RFQ	March 13, 2025
Question and Answer period <i>Q&amp;A will be updated as needed throughout the RFQ posting period.</i>	March 13, 2025, until RFQ is filled or closes September 30, 2025
<b>OSPI hosts Pre-bid Conference Webinar</b>	<b>1:00 – 2:00 p.m. PT, March 27, 2025</b>
OSPI posts Question and Answer Addendum or Amendment resulting from Pre-Bid Conference (if necessary)	March 27, 2025
Last date for questions regarding RFQ	September 15, 2025*
Complaints due	April 4, 2025
OSPI posts final Question and Answer Addendum or Amendment (if necessary)	September 17, 2025*
<b>Proposals due</b> to be considered for initial round of evaluation and contract start date of August 1, 2025	<b>3:00 p.m. PT, April 7, 2025</b>
OSPI conducts evaluation of initial round of written proposals	As received through April 18, 2025 <i>(or as proposals are received after initial screening)</i>
OSPI conducts oral interviews with initial round finalists	As received, through May 8, 2025 <i>(or as proposals pass written evaluation cut scores)</i>
OSPI announces “Apparent Successful Bidders” and sends notification to unsuccessful Bidder(s)	May 15, 2025 <i>(or as proposals are received and evaluated after initial screening)</i>
OSPI conducts debriefing conferences (if requested)	As requested, per debriefing instructions
Contract negotiation begins	May 15, 2025 <i>(or as proposals are awarded after initial screening)</i>
Anticipated contract start date	August 1, 2025
<b>Final due date for proposals</b>	<b>3:00 p.m. PT, September 30, 2025*</b>

OSPI reserves the right to revise the above schedule.

\*Dates subject to change at whatever point all positions are filled

## **B.4. PRE-BID CONFERENCE**

***A pre-bid conference is scheduled to be held on March 27, 2025, at 1:00 p.m. PT.*** The pre-bid conference will be held virtually on Zoom: <https://us02web.zoom.us/j/89292025608>

All prospective Consultants should attend; however, attendance is not mandatory. Written questions may be submitted in advance to the RFQ Coordinator. OSPI shall be bound only to written answers to questions. Any oral responses given at the pre-bid conference shall be considered unofficial until OSPI releases a written copy of the questions and answers from the pre-bid conference. A copy of the questions and answers in the form of an Addendum will be published on the [OSPI website](#) and released on WEBS under the commodity code(s) listed on the cover page of this RFP within five (5) business days of the pre-bid conference.

Assistance for disabled, blind, or hearing-impaired persons who wish to attend the pre-bid conference is available with prior arrangement by contacting the Procurement Coordinator.

OSPI has the right to cancel or stop the pre-bid conference if no interested bidders join within thirty (30) minutes of the start.

## **B.5. COMPLAINT PROCEDURE**

The complaint process is available to Consultants interested in this RFQ. The complaint process allows Consultants to focus on the Solicitation requirements and evaluation process and raise issues with these processes early enough in the process to allow OSPI to correct a problem before proposals are submitted and time expended on evaluations.

A Consultant may submit a complaint based on any of the following:

- The Solicitation unnecessarily restricts competition;
- The Solicitation evaluation or scoring process is unfair or flawed; or
- The Solicitation requirements are inadequate or insufficient to prepare a proposal.

Consultants may submit complaints up to five (5) business days prior to the proposal due date noted in the Estimated Schedule of Procurement Activities. However, Consultants are encouraged to submit complaints as soon as possible so OSPI can rectify the issue(s) early in the process. Complaints must be submitted to the RFQ Coordinator. In order to be considered a valid complaint, the complaint must meet the following requirements:

- Must be in writing.
- Should clearly articulate the basis for the complaint.
- Should include a proposed remedy.

Complaints not received by the deadline noted in the Estimated Schedule of Procurement Activities will not be reviewed by OSPI. Failure by the Bidder to raise a complaint at this stage may waive its right for later consideration.

The OSPI Contracts Administrator or an employee delegated by the Contracts Administrator will review valid complaints and respond to the submitter in writing. OSPI will consider all complaints but is not required to adopt a complaint, in part or in full. OSPI's response to the complaint is final and not subject to administrative appeal. The response, and any changes to the RFQ, will be posted as an amendment to WEBS prior to the proposal due date. Any complaint addressed during the complaint process cannot be raised during the protest process.

## **B.6. PROPRIETARY INFORMATION/PUBLIC DISCLOSURE**

Your entire response to this RFQ is a public record and will be disclosed consistent with the Public Records Act, Chapter 42.56 RCW. Bid submissions and evaluations are temporarily exempt from public disclosure until announcement of the ASB(s).

### **B.8.i. CONFIDENTIAL DOCUMENTS**

For the purposes of this RFQ, do not include confidential or proprietary information unless specifically requested by OSPI.

If OSPI requests confidential or proprietary information, you must clearly print the word "Confidential" on the lower right-hand corner of each page containing the confidential or proprietary information.

### **B.8.ii. PUBLIC RECORDS REQUESTS**

If a public records request seeks your proposal and the proposal contains pages clearly marked "Confidential", OSPI will take the following steps:

- i. We will notify you. We will identify the requestor and the date that OSPI will disclose the requested records.
- ii. We will give you an opportunity to seek a court order to stop OSPI from disclosing the records.
- iii. We will not evaluate or defend your claim of confidentiality. We will not withhold or redact your documents without a court order.

If you have any questions, refer to the [OSPI Public Records Office](#).

## **B.7. ADDENDUMS AND AMENDMENTS TO THE RFQ**

In the event it becomes necessary to revise any part of this RFQ, an addendum or an amendment will be published on the [OSPI website](#). For this purpose, the published Consultant questions and Agency answers, and any other pertinent information, shall be considered an addendum to the RFQ. Additionally, all addenda referred to above will be released on WEBS under the commodity code(s) listed on the cover page of this RFQ. Only consultants who have properly registered in WEBS will receive automatic notification of amendments or other correspondence

pertaining to this RFQ. For those not registered in [WEBS](#), it will be the responsibility of interested Consultants to check the website periodically for addenda and amendments to the RFQ.

## **B.8. SMALL BUSINESS, MINORITY & WOMEN'S BUSINESS ENTERPRISES (MWBE), AND VETERAN-OWNED BUSINESS PARTICIPATION**

In accordance with the legislative findings and policies set forth in chapter [39.19 RCW](#), the State of Washington encourages participation in all of its contracts by firms certified by the Office of Minority and Women's Business Enterprises (OMWBE). Participation may be either on a direct basis in response to this RFQ or on a subcontractor basis. For more information on certification, contact the [Washington Office of Minority and Women's Business Enterprises](#). However, no preference points will be included in the evaluation of proposals, no minimum level of MWBE participation shall be required as a condition for receiving an award, and proposals will not be rejected or considered non-responsive on that basis.

43.60A.200 encourages the participation of Veteran and Service Member Owned Businesses certified by the Washington State Department of Veterans Affairs RCW [43.60A.195](#). For more information on certification, contact [Washington State Department of Veteran Affairs](#).

Additionally, per Department of Enterprise policy, agencies are encouraged to buy from in-state small business, including microbusinesses and minibusinesses.

Vendors who meet criteria set forth in chapter [39.19 RCW](#), should indicate status on the *Contract Intake Form*.

## **B.9. ETHICS, POLICIES, & LAW**

This RFQ, the evaluation of proposals, and any resulting contract shall be made in conformance with applicable Washington State laws and Policies.

Specific restrictions apply to contracting with current or former state employees pursuant to RCW 42.52. Bidders should familiarize themselves with the requirements prior to submitting a proposal. Bidders shall indicate on their *Contract Intake Form* any current or former state employees who are employed by, or subcontracted with, Bidder.

## **B.10. ACCEPTANCE PERIOD**

Proposals must provide ninety (90) business days for acceptance by OSPI from the due date for receipt of proposals. OSPI may accept such bid, with or without further negotiation, at any time within such period.

## **B.11. RESPONSIVENESS**

All proposals will be reviewed by the RFQ Coordinator to determine compliance with administrative and minimum requirements and instructions specified in this RFQ, i.e., does the bid include each of the required bid submittals, are the submittals complete, signed, and legible. OSPI may reject a Proposal as nonresponsive at any time for any of the following reasons:

- Incomplete Response
- Submission of a Response that proposes services that deviate from the scope and technical requirements set forth in this document and Exhibit B, Sample Contract, except as permitted in an amendment to this Solicitation
- Failure to meet the minimum Bidder qualifications for each person proposing to do the work of a Continuous Improvement Partner or to comply with any requirement set forth in this RFQ, including Attachments
- Failure to follow directions for submission outlined in Section C : Proposal Content
- Submission of incorrect, misleading or false information
- History of prior unsatisfactory contractual performance

Bidders whose proposals are found to be non-responsive shall be disqualified from further evaluation and shall be notified in writing.

The RFQ Coordinator or evaluator(s) may contact any Bidder for clarification of the proposal. A bidder's failure to provide requested information to OSPI within ten (10) business days may result in disqualification. If a proposal is deemed non-responsive, it shall be removed from further consideration.

OSPI reserves the right to reject any or all bids, or portions thereof, and/or accept any portion of a bid unless the bidder stipulates all or nothing in their bid. If a proposal meets all administrative and Bidder qualification requirements and submittal instructions, OSPI shall continue with the written evaluation and, if applicable, the oral evaluation.

OSPI reserves the right at its sole discretion to waive informalities. An informality is an immaterial variation from the exact requirements of the RFQ, having no effect or merely a minor or negligible effect on quality, quantity, or delivery of the goods or the quality, capability, or performance of the services being procured, and the correction or waiver of which would not affect the relative standing of, or be otherwise prejudicial, to bidders.

## **B.12. MOST FAVORABLE TERMS**

OSPI reserves the right to make an award without further discussion of the proposal submitted. Therefore, the proposal should be submitted initially on the most favorable terms which the Bidder can propose. There will be no best and final offer procedure. OSPI does reserve the right to contact a Bidder for clarification of its proposal.

The Bidder should be prepared to accept this RFQ for incorporation into a contract resulting from this RFQ. Contract negotiations may incorporate some or all of the Bidder's proposal. The hourly compensation for the work detailed in this RFQ is not subject to negotiation. It is understood that the proposal will become a part of the official procurement file on this matter without obligation to OSPI.

### **B.13. CONTRACT AND GENERAL TERMS & CONDITIONS**

The Apparent Successful Bidder will be expected to enter into a contract which is substantially the same as the sample contract and its General Terms and Conditions. In no event is a Bidder to submit its own standard contract terms and conditions in response to this RFQ. The Bidder may submit exceptions as allowed in the Certifications and Assurances section. OSPI will review requested exceptions and accept or reject the same at its sole discretion.

Should contract negotiations fail to be completed within two (2) weeks after initiation, the Agency may immediately cease contract negotiations, declare the Bidder with the second highest score as the new Apparent Successful Bidder, and enter into contract negotiations with that Vendor. This process will continue until the Contracts are signed or no qualified Bidders remain.

### **B.14. COSTS TO PROPOSE**

OSPI will not be liable for any costs incurred by the Consultant in preparation of a proposal submitted in response to this RFQ, in conduct of a presentation, or any other activities related to responding to this RFQ.

### **B.15. NO OBLIGATION TO CONTRACT**

This RFQ does not obligate the State of Washington or OSPI to contract for services specified herein. OSPI also reserves the right to cancel or to reissue the RFQ in whole or in part, prior to execution of a contract without penalty.

### **B.16. REJECTION OF PROPOSALS**

OSPI reserves the right at its sole discretion to reject any and all proposals received without penalty and not to issue a contract as a result of this RFQ.

## **B.17. COMMITMENT OF FUNDS**

Only an authorized representative of OSPI may legally commit OSPI to the expenditures of funds for a contract resulting from this RFQ. No cost chargeable to the proposed contract may be incurred before receipt of a fully executed contract.

## **B.18. STATEWIDE VENDOR PAYMENT REGISTRATION**

Consultants awarded contracts as a result of this RFQ will be required to register as a Statewide Vendor (SWV). The SWV file is a central vendor file maintained by the Office of Financial Management for use by Washington State agencies in processing vendor payments. This allows vendors to receive payments from all participating state agencies by direct deposit, the State's preferred method of payment. All OSPI Contractors are required to register as a Statewide Vendor; however, participation in direct deposit is optional. For online registration, visit the [Office of Financial Management website](#).

## **B.19. WASHINGTON STATE BUSINESS REGISTRATION**

Consultants awarded contracts as a result of this RFP will be required to register with the Washington Secretary of State and/or Washington State Department of Revenue if registration requirements set forth by the [Department of Revenue](#) apply.

## **B.20. INSURANCE COVERAGE**

The Apparent Successful Bidder must comply with the insurance requirements identified in the General Terms and Conditions.

The Contractor shall, at its own expense, obtain and keep in force insurance coverage which shall be maintained in full force and effect during the term of the Contract. The Contractor shall furnish evidence in the form of a Certificate of Insurance that insurance shall be provided, and a copy shall be forwarded to OSPI within fifteen (15) days of the contract effective date.



## Section C. PROPOSAL CONTENTS

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This section identifies how to prepare and submit a bid/proposal for this Competitive Solicitation. In addition, bidders will need to review and follow the Competitive Solicitation requirements including those set forth in the exhibits, which identifies the information that bidders must provide to the Procurement Coordinator to constitute a responsive bid. By responding to this Competitive Solicitation and submitting a bid, bidders acknowledge having read and understood the entire Competitive Solicitation and accept all information contained within this Competitive Solicitation.

### C.1. SUBMISSION OF PROPOSALS

Consultants shall submit proposals as an attachment to an email to the RFQ Coordinator noted in Section B.1. **Proposals must arrive by 3:00 p.m. PT on April 7, 2025**, to be included in the initial round of evaluations for a contract with a start date of August 1, 2025. Proposals received after this initial due date will be evaluated ad-hoc as necessary, which may take longer than planned, so an August start date cannot be guaranteed. The RFQ number must be noted in the email subject line. Attachments to the email shall be Microsoft Word format or in Portable Document Format (PDF), or a zipped file. The maximum file size that can be received via email at OSPI is 35MB. Bidders should also be aware of their own service provider's limits which may be more restrictive. Proposals that exceed such limits may be submitted via OneDrive. OSPI does not assume responsibility for any problems with the electronic delivery of materials, unless it is determined that OSPI's email system or server was at fault.

Proposals must respond to the procurement requirements. Do not respond by referring to material presented elsewhere. The proposal must be complete and must stand on its own merits.

Failure to respond to any portion of the procurement document may result in rejection of the proposal as non-responsive. All proposals and any accompanying documentation become the property of OSPI and will not be returned.

Proposals not received by the final deadline of September 30, 2025, will not be reviewed. Late proposals will not be accepted and will be automatically disqualified from further consideration. OSPI reserved the right to close the RFQ when all available positions have been filled.

### C.2. PROPOSAL OVERVIEW

Proposals must be formatted to print on eight and one-half by eleven (8 ½ x 11) inch paper size with individual sections clearly identified. The Letter of Submittal, excluding the signed *Certifications and Assurances* and *Contractor Intake Form*, shall be a maximum of one (1) page. The five (5) major sections of the proposal are to be submitted in the order noted below:

1. Letter of Submittal
2. Certifications and Assurances Exhibit
3. Qualification Affirmations Exhibit
4. Contractor Intake Form Exhibit
5. Proof of K-12 Teaching or Administrative Certification(s)
6. Management Proposal
7. Resume/CV

**Proposals must provide information in the same order as presented in this document with the same headings.** This will not only be helpful to the evaluators of the proposal but should assist the Consultant in preparing a thorough response.

Items in this section marked "mandatory" must be included as part of the proposal for the proposal to be considered responsive; however, these items are not scored. Items marked "scored" are those that are awarded points as part of the evaluation conducted by the evaluation team. **Proposals will be scored on following all directions for submittal described in Section C. Proposal Contents of this RFQ.**

### **C.3. LETTER OF SUBMITTAL (MANDATORY)**

The Letter of Submittal and applicable certifications must be signed and dated by a person authorized to legally bind the Consultant to a contractual relationship, (e.g., the President or Executive Director if a corporation, the managing partner if a partnership, or the proprietor if a sole proprietorship).

The Letter of Submittal must be no more than one page and must provide an introduction to the applicant's qualifications and competitiveness based on minimum and desirable qualifications.

### **C.4. MANAGEMENT PROPOSAL**

#### **C.4.i. Project Management (PARTIALLY SCORED)**

**Project Team Structure/Internal Controls (REQUIRED BUT NOT SCORED)** – Provide a description of the proposed project team structure and internal controls to be used during the course of the contract, including any subcontractors. Provide an organizational chart of your firm indicating lines of authority for personnel involved in performance of this potential contract and relationships of this staff to other programs or functions of the firm. This chart must also show lines of authority to the next senior level of management. Identify who within the firm will have prime responsibility and final authority for the work.

**Staff/Subcontractor Qualifications/Experience (SCORED)** – Identify staff, including potential subcontractors, who will be assigned to the potential contract. Provide résumés and copies of certifications for **each** named staff/subcontractor, which include relevant information and required experience as outlined in the minimum and desirable qualifications on the individual’s particular skills related to this procurement. The Consultant must commit that staff identified in its proposal will actually perform the assigned work and meet all the minimum qualifications. In the event more than one person is identified to conduct the work of a Continuous Improvement Partner, the least qualified resume will be used to score this section. Any staff substitution must have the prior approval of OSPI.

If the Contractor will use a subcontractor to complete any or all of the work, the contract will be subject to compliance tracking using the State’s business diversity management system, [Access Equity](#) (B2Gnow). Confidential information (Tax ID, etc.) will not be published. Contractors that have previously registered with B2Gnow for any public entity, must verify the system has updated information. User guides and documentation related to Contractor and Subcontractor access to and use of Access Equity are provided by the Office of Minority and Women’s Business Enterprises in the [Access Equity Help Center](#).

Each month during the contract, the Contractor is required to report payments to all Subcontractors through the Access Equity system. This monthly reporting information includes total payment in dollars made to the Subcontractor, payment dates, and any additional information required to verify payment to Subcontractors. The Contractor shall enter this payment information into the Access Equity system, and require the Subcontractors verify the information in the system. Online training is available through the Access Equity/B2Gnow system. This requirement applies to both Contractors and Subcontractors, proposed during the procurement process and/or after a contract has been awarded and/or executed. Any subcontractor substitution must have the prior approval of OSPI.

**Response to Directions for Submittal (SCORED)** – Proposals will be scored on response to following all directions provided for submittal, including order of documents, staying within page and word counts, etc., and providing direct responses to prompts described in Section C. Proposal Contents.

#### **C.4.ii. Experience of the Consultant (SCORED)**

**Relevant Experience** – Please respond directly and specifically to the questions in this section. Responses that include marketing copy in lieu of a direct response may render the proposal as non-responsive.

1. In four (4) sentences or less, define conditions needed for equitable and successful systems-level improvement at the school and/or district level. Then, describe your

experience successfully leading, facilitating or coaching systems-level change based on data that resulted in improved outcomes. Describe the subject and need for change and detail the improvement process, including selection of the target/goal(s), the type(s) of data collected, measures used, and methods of data inquiry, analysis and evaluation. Briefly identify others who participated in this change effort, their contribution(s), the specific outcome(s) achieved, and those who benefitted most from the improvement. In addition, identify the systemic impact including any opportunities for, or evidence of, sustained or replicated efforts of this success across the system.

**Limit response to five hundred (500) words.**

2. Describe your experience analyzing data and coaching others on data-based decision making. What data inquiry methods or protocols do you use? Specifically, how do you support data-based decision-making to a) ensure improved student outcomes, and b) ensure educational equity and antiracism? How do you address bias and limitations in data interpretation? How do you coach or guide others to enhance their capacity for data inquiry, literacy, and analysis?

**Limit response to two hundred fifty (250) words.**

3. In two (2) sentences or less, describe the difference between leading others and building their capacity to lead. Next, specifically describe how you build capacity in a leader you are supporting or coaching. What skills are necessary? How do you approach and establish coaching relationships? What kind of feedback do you provide and how do you determine your feedback loop? How do you approach difficult and courageous conversations, including those on controversial topics? How do you support the development of others' confidence and skills communicating and leading teams in the implementation of improvement processes that support anti-bias, antiracism and equitable policies or practices?

**Limit response to two hundred fifty (250) words.**

**Related Contracts – (REQUIRED BUT NOT SCORED)**

Include a list of contracts the Consultant has had during the last five (5) years that relate to the Consultant's ability to perform the services needed under this RFQ. List contract reference numbers, contract period of performance, contact persons, telephone numbers, and fax numbers/e-mail addresses. For those who have not had contracts in the last five years, please indicate that here.

**C.4.iii. References (SCORED)**

List names, addresses, telephone numbers, and email addresses of three (3) business references for whom work has been accomplished and briefly describe the type of service provided for them. By submitting a proposal in response to this RFQ, the Consultant and team members grant permission to OSPI to contact these references and others who, from OSPI's perspective, may have pertinent information. OSPI may or may not, at OSPI's discretion, contact these references or others. OSPI reserves the right to use references to confirm satisfactory customer service, performance, satisfaction with service/product, knowledge of products/service/industry and timeliness. Any negative or unsatisfactory reference can be reason for rejecting a bidder as non-responsible. Do not include current OSPI staff as references.

Please be aware that reference checks will take place near the end of the school year and into the summer months, and references may become hard to contact as a result. To avoid a lengthy evaluation process, please make sure you are submitting contact information where references can be reached whether in or out of school. The Consultant may be asked to provide alternate contact information and/or new references if the review team is unable to reach any references in a timely manner.

**C.4.iv. Past Performance**

Provide information regarding past performance by indicating if the Consultant has received notification of contract breach in the past five (5) years. This does not lead to automatic disqualification. However, OSPI reserves the right to disqualify Consultant proposals based on the Consultant's historical performance, as outlined above in Section B. General Information for Consultants, 11. Responsiveness.

## **Section D. EVALUATION AND AWARD**

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### **D.1. EVALUATION PROCEDURE**

Responsive proposals will be evaluated strictly in accordance with the requirements stated in this RFQ and any addenda issued. The evaluation of proposals shall be accomplished by an evaluation team, to be designated by OSPI, which will determine the ranking of the proposals.

In addition to presiding over the evaluation team, the RFQ Coordinator may review the submittals, provide input, assemble evaluation aids, or perform other functions helpful to the team. Evaluators may engage in a free flow of discussion among themselves and the RFP Coordinator prior to, during, and after the evaluation.

For responsive bids, OSPI will determine whether the bidder is a “responsible bidder.” Accordingly, OSPI may make reasonable inquiry to determine bidder responsibility on a pass/fail basis. In determining bidder responsibility, OSPI may consider the following statutory elements:

- Bidder’s ability, capacity, and skill to perform the contract or provide the service required;
- Bidder’s character, integrity, reputation, judgment, experience, and efficiency;
- Bidder’s ability to perform the contract within the time specified;
- Bidder’s performance quality pertaining to previous contracts or services;
- Bidder’s compliance with laws relating to the contract or services;
- Whether, within the three-year period immediately preceding the date of the Competitive Solicitation, bidder has been determined by a final and binding citation and notice of assessment issued by the Washington State Department of Labor and Industries or through a civil judgment entered by a court of limited or general jurisdiction to have willfully violated, as defined in RCW 49.48.082, any provision of chapter 49.46, 49.48, or 49.52 RCW; and
- Such other information as may be secured having a bearing on the decision to award the Contract.

In accordance with RCW 39.26.160(2)(a)-(g), OSPI may request financial statements, credit ratings, references, record of past performance, clarification of bidder’s bid, on-site inspection of bidder’s or subcontractor’s facilities, or other information as necessary to determine bidder’s capacity to perform and the enforceability of bidder’s contractual commitments. Failure to respond to these requests may result in a bid being rejected as non-responsive.

The evaluation process is outlined below:

#### **1. PHASE I – Written Evaluation**

- a. RFQ Coordinator will review proposals using a Checklist for Responsiveness to verify whether they adhere to the minimum qualifications of the RFQ.
- b. Responsive proposals will be forwarded to the evaluation team.
- c. Evaluation team will conduct written evaluations of responsive proposals.

**2. PHASE II – Oral Interview and Performance Task(s)**

- a. Consultants whose written evaluation meets the pre-established cut score will be contacted for an oral interview.
- b. After the oral interview, candidates will be asked to respond to one or two scenario(s), given some time to prepare, and then asked to model, describe, role play, or otherwise respond.

**3. PHASE III – Reference Checks**

- a. References will be contacted for Consultants who have completed the oral interview and performance tasks, and met the pre-established final cut score.
- b. Pending meeting of Phase II total cut score and the outcome of reference checks, Consultant will be notified.

**D.2. EVALUATION WEIGHTING AND SCORING**

The following points will be assigned to the proposals for evaluation purposes:

Category	Maximum Points Possible
<b>Responsive to Minimum Qualifications</b>	<b>Pass/Fail</b>
<b>Phase I – Written Evaluation</b>	
Response to Directions for Submittal	5 points possible
Staff Qualifications/Experience	5 points possible
Experience of the Consultant	15 points possible
<b>Phase I Maximum Points Possible</b>	<b>25 points</b>
<b>Phase I Cut Score</b>	<b>19 points</b>
<b>Phase II – Oral Interview &amp; Performance Task</b>	
Question and Answer Session (45 min)	40 points possible
Performance Task(s) (45 min)	20 points possible
<b>Phase II Maximum Points Possible</b>	<b>60 points</b>
<b>Phase II Cut Score</b>	<b>45 points</b>
<b>Phase III – References</b>	
References	15 points possible
<b>Phase III Maximum Points Possible</b>	<b>15 points</b>
<b>TOTAL POINTS POSSIBLE FOR PROPOSAL</b>	<b>100 points</b>

Category	Maximum Points Possible
<b>Scoring Preferences</b>	
<b>Indication that Bidder is a veteran</b>	<b>5 points</b>
<b>Indication that Bidder is a Washington small business</b>	<b>5 points</b>
<b>GRAND TOTAL POINTS POSSIBLE</b>	<b>110 points</b>

### **D.3. SCORING PREFERENCES**

Qualifying bidders who make it through all three phrases of the evaluation process will be awarded preference points as follows. Available positions will be filled in order of highest total point value.

#### **D.3.i. Preference Related to Certified Veteran-Owned Businesses**

In furtherance of Washington’s business inclusion goals, OSPI will evaluate bids for best value and will provide a bid preference to any bidder who certifies that Bidder qualifies as a Washington Department of Veterans’ Affairs Certified Veteran-Owned Business under [RCW 43.60A.190](#).

Bidders may contact the [Washington State Department of Veterans’ Affairs](#) (WDVA) for information regarding Certified Veteran-Owned businesses or to become a Certified Veteran-Owned Business. The WDVA can be reached by telephone, (360) 725-2169, or through their website at [WDVA](#). If you qualify as a Washington Small Business, identify yourself as such in WEBS and on the Contract Intake Form attached to your proposal.

#### **D.3.ii. Preference Related to Washington Small Businesses**

In furtherance of Washington’s business inclusion goals OSPI will evaluate bids for best value and will provide a bid preference to any bidder who certifies that Bidder qualifies as a “Washington Small Business” as set forth in [RCW 39.26.010](#) and below. If you qualify as a Washington Small Business, identify yourself as such in WEBS and on the Contract Intake Form attached to your proposal. Contact WEBS Customer Service at 360-902-7400 for assistance.

- Bidder’s principal office/place of business must be located in and identified as being in the State of Washington. A principal office or principal place of business is a firm’s headquarters where business decisions are made and the location for the firm’s books and records as well as the firm’s senior management personnel.



- Bidder must be owned and operated independently from all other businesses and qualify as one of the following:
  - Small Business – i.e.,
    - Bidder has fifty (50) or fewer employees; or
    - Bidder has an annual gross revenue of less than \$7,000,000 as reported on Bidder’s federal income tax return or its return filed with the Washington State Department of Revenue over the previous three (3) consecutive years.
  - Minibusiness – i.e., Bidder has an annual gross revenue of less than \$3,000,000, but \$1,000,000 or more, as reported on Bidder’s federal income tax return or its return filed with the Washington State Department of Revenue.
  - Microbusiness – i.e., Bidder has an annual gross revenue of less than \$1,000,000 as reported on Bidder’s federal income tax return or its return filed with the Washington State Department of Revenue.

#### **D.4. REFERENCE CHECKS**

References may be contacted for the top-scoring Bidder(s) only and will then be scored and added to the total score.

By submitting a proposal in response to this RFQ, the Consultant and team members grant permission to OSPI to contact these references and others who, from OSPI’s perspective, may have pertinent information. OSPI may or may not, at OSPI’s discretion, contact these references or others. OSPI reserves the right to use references to confirm satisfactory customer service, performance, satisfaction with service/product, knowledge of products/service/industry and timeliness. Any negative or unsatisfactory reference can be reason for rejecting a bidder as non-responsible.

#### **D.5. ORAL INTERVIEW & PERFORMANCE TASK**

Consultants who meet the Phase I cut score will be contacted for an Oral Interview. OSPI will contact Consultants to schedule a date, time, and location. Commitments made by the Consultant during the interview, if any, will be considered binding. Oral Interviews will last approximately forty-five (45) minutes and will consist of a Question and Answer session.

In addition to the Oral Interview, Consultants will be asked to complete a Performance Task. Consultants will be given at least forty (40) minutes to prepare and present a response to a scenario(s) provided. Scores from the Performance Task(s) will be based on the quality of the consultant’s analysis, presentation and explanation, not the quality of any material produced to supplement their response.

For consultants who make it to this phase of the evaluation process, scores from Phase I, Phase II, and Phase III combined together will determine the Apparent Successful Bidder(s).

#### **D.6. SELECTION OF APPARENT SUCCESSFUL BIDDER**

OSPI reserves the right to award the contract to the Bidder whose proposal is deemed to be in the best interest of and most advantageous to OSPI and the state of Washington. The selected bidder will be declared the Apparent Successful Bidder (ASB).

The date of announcement of the ASB will be the date the announcement is emailed. The State will enter into contract negotiations with the ASB. Should contract negotiations fail to be completed within two (2) weeks after initiation, the State may immediately cease contract negotiations, declare the Bidder with the second highest score as the new ASB, and enter into contract negotiations with that Bidder. This process will continue until the Contracts are signed or no qualified Bidders remain. Alternatively, OSPI reserves the right to cancel this solicitation and not award a contract to any Bidder.

Upon OSPI's announcement of ASB, all bid submissions and all bid evaluations are subject to public disclosure pursuant to Washington's Public Records Act.

It is possible that after evaluation of proposals, there may not be enough assignments for all Apparent Successful Bidders. Consultants who are identified an Apparent Successful Bidder, but are not provided an assignment, will remain in a pool of responsive vendors for possible future assignment.

Following announcement of ASB, the agency will publicly post awarded bid(s) and bid award documents to its [website](#) and/or WEBS.

#### **D.7. NOTIFICATION TO BIDDERS**

Proposals that have not been selected for further negotiation or award will be notified via email by the RFQ Coordinator.

#### **D.8. DEBRIEFING OF UNSUCCESSFUL BIDDERS**

At the Bidder's request, an individual debriefing conference will be scheduled with an unsuccessful Bidder. A Debrief Conference is an opportunity for a bidder and OSPI to meet and discuss the bidder's bid (and, as further explained below, is a necessary prerequisite to filing a protest). Following the bid evaluation, OSPI will issue an ASB announcement. The request for a debriefing conference must be received by the RFQ Coordinator within three (3) business days following announcement of the ASB. The debriefing must be held within three (3) business days of the request, unless otherwise agreed upon by OSPI and Bidder.

Discussion will be limited to a critique of the requesting Bidder's proposal. Comparisons between proposals or evaluations of the other proposals will not be allowed. Debrief conferences may be conducted either in person at OSPI's office in Olympia, Washington, or virtually (e.g., by telephone or web-based virtual meeting such as Zoom, Skype, MS Teams), as determined by OSPI, and may be limited by OSPI to a specified period of time.

Since debriefing conferences pertain to the formal evaluation process, Bidders who were disqualified as non-responsive and therefore did not go through the formal evaluation process, are not entitled to a debriefing conference.

Please note, because the debrief process must occur before making an award, OSPI likely will schedule the Debrief Conference shortly after the announcement of the ASB and the Bidder's request for a Debrief Conference. OSPI will not allow the debrief process to delay the award. Accordingly, bidders should plan for contingencies and alternate representatives. Bidders who are unwilling or unable to attend the Debrief Conference will lose the opportunity to protest.

#### **D.9. PROTEST PROCEDURE**

This protest procedure is available to Bidders who submitted a response to this RFQ document and who have participated in a Debriefing Conference. Upon completion of the debriefing conference, the Consultant is allowed five (5) business days to file a protest of the procurement with the RFQ Coordinator. Protests shall be submitted to the RFQ Coordinator via email.

Consultants protesting this procurement shall follow the procedures described below. Protests that do not follow these procedures shall not be considered. This protest procedure constitutes the sole administrative remedy available to Bidders under this procurement.

The protest must state:

1. The RFQ number.
2. The grounds for the protest including specific facts and complete statements of the action(s) being protested. The protesting party may submit with the protest any documents or information deemed relevant.
3. A description of the relief or corrective action being requested should also be included.

Only protests stipulating an issue of fact concerning the following subjects shall be considered:

- A matter of bias, discrimination or conflict of interest on the part of the evaluator/evaluation team;
- Errors in computing the score; and/or
- Non-compliance with procedures described in the procurement document or OSPI policy.

Protests not based on procedural matters will not be considered. Protests will be rejected as without merit if they address issues such as: 1) an evaluator's professional judgment on the quality of a proposal, 2) OSPI's assessment of its own and/or other agencies needs or requirements, or 3) a complaint raised during the Complaint Procedure.

Upon receipt of a protest, a protest review will be held by OSPI.

1. The agency will assign a Protest Officer who had no involvement in the evaluation and award process to investigate and respond to the protest.
2. The Protest Officer will consider the available facts and issue a written response to the Bidder within ten (10) business days after receipt of the protest, unless additional time is needed. OSPI will notify the protesting bidder in writing if additional time is needed.
3. A copy of the protest and the agency's written decision will be provided to the Superintendent of Public Instruction and the Director of DES.

In the event a protest may affect the interest of another Bidder that submitted a proposal, such Bidder will be given an opportunity to submit its views and any relevant information on the protest to the Protest Officer.

The final determination of the protest shall either:

- Find the protest lacking in merit and uphold OSPI's action; or
- Find only technical or harmless errors in OSPI's procurement process and determine OSPI to be in substantial compliance and reject the protest; or
- Find merit in the protest and provide OSPI options which may include:
  - Correct the errors and re-evaluate all proposals, and/or
  - Reissue the RFQ document and begin a new process, or
  - Make other findings and determine other courses of action as appropriate.

If OSPI determines that the protest is without merit, OSPI will enter into a contract with the Apparent Successful Bidder, assuming the parties reach agreement on the contract's terms. If the protest is determined to have merit, one of the alternatives noted in the preceding paragraph will be taken. All decisions made by OSPI relating to the protest shall be final.

#### **D.10. ADDITIONAL AWARDS**

OSPI reserves the right, during the resulting Contract term, to make additional Contract awards to responsive, responsible bidders who provided a bid but who were not awarded a Contract under this RFQ. Such awards would be on the same or substantially similar terms and conditions and would be designed to address an awarded Contractor vacancy (e.g., an awarded contractor is terminated or goes out of business) or be in the best interest of the State of Washington.

## **Section E. RFQ EXHIBITS**

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- Exhibit A** Certifications and Assurances
- Exhibit B** Qualification Affirmations
- Exhibit C** Sample Contract
- Exhibit D** General Terms and Conditions
- Exhibit E** Contractor Intake Form
- Exhibit F** OSPI Americans with Disabilities Act Compliance: Graphics and Colors
- Exhibit G** Proposal Checklist

# EXHIBIT A

## CERTIFICATIONS AND ASSURANCES

Available as a fillable form on [OSPI's procurement website](#).

*Bidder must sign and include the full text of this Exhibit A with their proposal.*

Bidder makes the following certifications and assurances as a required element of the proposal to which it is attached, understanding that the truthfulness of the facts affirmed here and the continuing compliance with these requirements are conditions precedent to the award or continuation of the related contract(s):

1. Bidder declares that all answers and statements made in the proposal are true and correct.
2. The prices and/or cost data have been determined independently, without consultation, communication, or agreement with others for the purpose of restricting competition. However, Bidder may freely join with other persons or organizations for the purpose of presenting a single proposal.
3. The attached proposal is a firm offer for a period of ninety (90) business days following receipt, and it may be accepted by OSPI without further negotiation (except where obviously required by lack of certainty in key terms) at any time within the ninety (90) business-day period.
4. In preparing this proposal, Bidder has not been assisted by any current or former employee of the state of Washington whose duties relate (or did relate) to this proposal or prospective contract, and who was assisting in other than his or her official, public capacity. (Any exceptions to these assurances are described in full detail on a separate page and attached to this document.)
5. Bidder understands that OSPI will not reimburse Bidder for any costs incurred in the preparation of this proposal. All proposals become the property of OSPI, and Bidder claims no proprietary right to the ideas, writings, items, or samples, unless so stated in this proposal.
6. Unless otherwise required by law, the prices and/or cost data which have been submitted have not been knowingly disclosed by the Bidder and will not knowingly be disclosed by Bidder prior to opening, directly or indirectly, to any other Bidder or to any competitor.
7. Bidder agrees that submission of the attached proposal constitutes acceptance of the solicitation contents and the attached sample contract and general terms and conditions. If there are any exceptions to these terms, Bidder has described those exceptions in detail on the Contract Issues Exhibit.

8. No attempt has been made or will be made by the Bidder to induce any other person or firm to submit or not to submit a proposal for the purpose of restricting competition.
9. Bidder grants OSPI the right to contact references and others, who may have pertinent information regarding the Bidder's prior experience and ability to perform the services contemplated in this procurement.
10. Bidder acknowledges that if awarded a contract with OSPI, Bidder is required to comply with all applicable state and federal civil rights and other laws. Failure to comply may result in Contract termination. Bidder agrees to submit additional information about its nondiscrimination policies, at any time, if requested by OSPI.
11. Bidder certifies that Bidder has not, within the three-year period immediately preceding the date of release of this competitive solicitation, been determined by a final and binding citation and notice of assessment issued by the Department of Labor and Industries or through a civil judgment to have willfully violated state minimum wage laws (RCW 49.38.082; Chapters 49.46 RCW, 49.48 RCW, or 49.52 RCW).
12. Bidder has not been debarred or otherwise restricted from participating in any public contracts.
13. Bidder certifies that Bidder has not willfully violated Washington State's wage payment laws within the last three years.
14. Bidder acknowledges its obligation to notify OSPI of any changes in the certifications and assurances above.

***I certify under penalty of perjury of the laws of the State of Washington that the foregoing is true and correct.***

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Signature of Bidder	Date	Place Signed (City, State)
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Print Name	Title	Organization Name
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# EXHIBIT B

## QUALIFICATION AFFIRMATIONS

Available as a fillable form on [OSPI's procurement website](#).

CONSULTANT INFORMATION	
Bidder:	

MINIMUM QUALIFICATIONS
<p><i>Please check all boxes that apply.</i></p> <p><input type="checkbox"/> Licensed to do business in the State of Washington. If not licensed, provide a written intent to become licensed in Washington within thirty (30) calendar days of being selected as the Apparently Successful Contractor.</p> <p><input type="checkbox"/> Master's and/or doctorate degree in education or a related field.</p> <p><input type="checkbox"/> Proof of past or present K-12 teaching and/or administrative certification. A copy of past or present K-12 teaching and/or administrative certification is required.</p> <p><input type="checkbox"/> Ability to travel to and within the region of assignment, and to attend all required activities both virtually and in-person.</p> <p><input type="checkbox"/> At least five (5) years of experience working in an educational leadership role at the state, educational service district, district, or school level (including leadership coaching or development), the majority of which has occurred in the past seven years.</p> <p><input type="checkbox"/> Proficiency using Microsoft Office Suite, especially Microsoft Word, Excel and PowerPoint</p> <p><input type="checkbox"/> Proficiency using and facilitating virtual meeting programs, such as Zoom.</p> <p><b>Consultants, including all staff, personnel and/or subcontractors who would be assigned to this contract, who do not meet the minimum qualifications noted above will be rejected as non-responsive and will not receive further consideration. Any proposal that is rejected as non-responsive will not be evaluated or scored.</b></p>

ADDITIONAL DESIRED QUALIFICATIONS
<p><i>Please check all boxes that apply.</i></p> <p><input type="checkbox"/> Multi-year experience leading and/or coaching district and school leadership in systemic improvement processes (i.e., improvement and/or implementation science), specifically focused on initiatives involving anti-racism, closing equity gaps, and/or improving student outcomes in both social-emotional and academic contexts.</p>





**EXHIBIT C**  
**SAMPLE CONTRACT**

**(ALL LANGUAGE, DELIVERABLES AND DATES ARE SUBJECT TO CHANGE)**

Contract No. \_\_\_\_\_

between

**SUPERINTENDENT OF PUBLIC INSTRUCTION,  
STATE OF WASHINGTON**

(hereinafter referred to as Superintendent)  
Old Capitol Building, P.O. Box 47200  
Olympia, WA 98504-7200

and

**>CONTRACTOR<**

(hereinafter referred to as Contractor)

**>ADDRESS<**

>Federal Identification #<

>Unified Business Identifier #<

In consideration of the promises and conditions contained herein, Superintendent and Contractor do mutually agree as follows:

**I. DUTIES OF THE CONTRACTOR**

I.A. **General Objective.** The general objective of this contract is as follows:

Contractor shall serve as a Continuous Improvement Partner to align with and extend OSSI's strategy in facilitating the development and implementation of continuous school improvement systems to eliminate equity gaps and improve student outcomes in districts and schools identified for improvement.

I.B. **Scope of Work.** In order to accomplish the general objective of this Contract, Contractor shall perform the following specific duties, and those outlined in OSPI's Request for Qualifications No. 2025-26 and Contractor's Proposal, to the satisfaction of the OSPI Contract Manager:

Contractor shall provide a minimum of one hundred eighty (180) days/one thousand four hundred forty-four hours (1,440) up to two hundred twenty (220) days/one thousand, seven hundred sixty (1,760) hours in the following activities:

- Partnering with and providing technical assistance to assigned school districts serving a significant number of schools identified for support under the Washington School Improvement Framework (WSIF).
  - Conducting an annual review and providing feedback on the development and implementation of the LEA Consolidated Accountability Plan (L-CAP), and
  - Supporting successful implementation of school improvement activities through alignment of the L-CAP and school improvement plans to reduce equity gaps and improve student academic and social emotional outcomes.
- Facilitating the implementation of continuous school improvement systems at the building and district level which includes, but is not limited to, each of the essential elements of improvement identified by the Office of System and School Improvement (OSSI), as follows:
  - Elevation of anti-racist practices.
  - Identification, provision, and growth of equitable supports within learning communities.
  - Development of strong leadership at all levels.
  - Use of data inquiry.
  - Focus on improving core instructional practices.
  - Implementation of multi-tiered system of supports.
- Supporting continuous improvement by partnering with districts and schools identified for WSIF supports in Tier 3 and Tier 3 Plus to successfully develop, implement, evaluate, and revise high quality, actionable school improvement plans that elevate anti-racist practices in service to all students and particularly those student groups within their districts and schools furthest from educational justice. School improvement plans meeting these criteria and federal requirements are characterized by:
  - Development in partnership with Stakeholders and informed by all indicators in the state's accountability system, including student performance against long term goals.
  - Prioritized needs identified through a data inquiry process and the school's comprehensive needs assessment.
  - Identification of resource inequities to be addressed in the plan.
  - Development of specific, measurable, and attainable high-leverage goals that address specific gaps in achievement for student groups within the school building
  - Implementation of evidence-based, best practices. Link to our EBP doc and use legal term
  - Distributed and articulated roles and responsibilities for elements of the school improvement plan for regular progress monitoring and intentional

- cycles of inquiry.
  - Ongoing data-informed adjustments to the plan.
  - Planning for scale, spread, and sustainability of effective practices, behaviors, and systems.
  - Approval by the school, LEA, and local school board. [WAC 180-16-220](#)
- Providing official review and feedback of School Improvement Plans at a minimum of three times a year – beginning, middle and end of year - to district personnel responsible for school improvement oversight and leadership teams for those buildings identified for Tier 3 and Tier 3 Plus supports as required in Washington state’s Every Student Succeeds Act plan.
- Developing capacity for district and school leaders to identify and grow conditions that support the implementation of continuous improvement systems in schools and districts.
- Facilitating effective and equitable interactions to allow for collaborative problem solving, which includes collaboration with improvement leads and personnel at Educational Service Districts (ESDs) and other Partners assigned to districts in the same region in order to build and sustain regional continual school improvement systems.
- Partnering with Office of Superintendent of Public Instruction (OSPI) staff as requested to provide content or strategy supports aligned with specific OSPI programming related to improving student outcomes as measured on the Washington School Improvement Framework (WSIF).
- Applying expert knowledge, skills and abilities relative to the implementation of continuous improvement systems: Continuous Improvement Frameworks; Data Inquiry; Multi-Tiered System of Supports; Executive Coaching; Adult Learning; Student/Family Engagement.
- Actively participating in:
  - Assigned professional learning events, as requested by OSPI.
  - Regular OSPI-specified meetings, in collaboration with other Partners, ESD leads, OSPI staff, and/or personnel from identified schools or districts.
  - Programmatic evaluation efforts led by OSPI staff as requested.

Note: Active participation is characterized by sustained attention and written, verbal or visual interaction at point(s) during a meeting when participation is invited or required. Expectations are that cameras are to be kept on for the duration of virtual meetings to enhance engagement.

- Providing required documentation accurately summarizing the content and context of meetings with district and school leaders via Alchemer in CIP Communication Logs (C-Logs) no less than 30 days following the event or as requested by OSPI.
- Disclosing to the contract manager any other contractual agreements or works for hire that could interfere in the contractor’s ability to perform the duties described, fulfill contract deliverables, or potentially interfere in performance of this contract, particularly, but not limited to, additional or auxiliary work for districts or schools identified for supports under WSIF, or agencies serving WSIF identified schools in order to prevent conflicts of interest, confusion for clients, and eliminate the risk of duplicative billing.
- Immediately disclosing to the contact manager any situation or condition impacting the contractor’s ability to perform the work and/or complete the deliverables of the contract.
- Submitting a performance summary for evaluation and additional performance information upon request by OSPI leadership.
- Adhering to district or agency professional codes of conduct and/or community agreements during all interactions, in person or virtual.

I.C. **Deliverables.** The Contractor shall produce the following written reports or other written documents (deliverables) by the dates indicated below:

<b>SCHEDULE OF DELIVERABLES</b>	
Deliverable	Due Date
Contractor Monthly Invoice	15 <sup>th</sup> of each month
Contractor Communication Log (“C-Log”)	Submitted within no more than 30 days following the event and as requested
Artifact(s) produced for Professional Development	As requested
Attend OSPI/OSSI Continuous Improvement Partner Onboarding	August 2025
Attend and participate in Monthly CIP Community of Practice (CoP) meetings	October 2025 November 2025 January 2026 February-2026 March 2026 April 2026 May 2026
Attend and participate in Monthly OSPI/OSSI All-Calls	September 2025

<b>SCHEDULE OF DELIVERABLES</b>	
<b>Deliverable</b>	<b>Due Date</b>
<i>(dates will be determined by OSPI)</i>	October 2025 November 2025 December 2025 January 2026 February 2026 March 2026 April 2026 May 2026 June 2026
Attend Regional Improvement Network meetings/trainings* <i>(dates and locations will be determined by ESD)</i>	September 2025 October 2025 November 2025 January 2026 February 2026 March 2026 April 2026 May 2026 June 2026
Attend Data Inquiry Space for Equity meetings/trainings* <i>(dates and locations will be determined by OSPI)</i>	September 2025 December 2025 February 2026 May 2026
Attend and participate in Statewide Professional Learning Convenings* <i>(dates and locations will be determined by OSPI)</i>	September 2025 June 2026
Attend OSSI- /Continuous Improvement-sponsored professional development sessions* <i>(dates and locations will be determined by OSPI)</i>	Quarterly or as required
Complete SIP and L-CAP feedback for assigned districts and Tier 3 and Tier 3 Plus schools by due dates affirmed by OSSI	SIP feedback a minimum of three (3) times annually – fall, winter and summer; Annual L-CAP feedback
Attend at least one (1) Fall Outreach* <i>(dates and locations will be determined by ESD)</i>	Fall 2025
Attend at least one (1) Spring Outreach* <i>(dates and locations will be determined by ESD)</i>	March 2026

\*All dates are subject to change. Should dates be changed, OSPI will communicate new dates to the Contractor via email or administrative amendment.

I.D. **ADA & Brand Compliance.** All documents, videos, audio records, presentations, or other deliverables required under this Contract shall be produced in format, compliant with the Americans With Disabilities Act and follow the [Web Content Accessibility Guidelines \(WCAG\) 2.0](#), OSPI's formatting standard specified in Attachment D – OSPI Americans with Disabilities Act Compliance: Graphics and Colors, [OSPI's Brand Use Policy](#), [OSPI's Style Guide](#), and [OSPI's Videography Style Guide](#), which are hereby incorporated by this reference. For narrative or documentary style videos required under this Contract, the final product and all raw footage shall be mailed to the OSPI Communication and Digital Media office on a hard drive furnished by the contractor. In the event that the deliverables are not compliant, OSPI may require Contractor to promptly make modifications that will make the deliverables compliant. Additionally, OSPI shall have the right to modify or copy the deliverables in order to make them accessible and/or compliant.

I.E. **Subcontracting.** This Contract is subject to compliance tracking using the State's business diversity management system, [Access Equity](#) (B2Gnow). The Contractor and all Subcontractors shall report and confirm receipt of payments made to the Contractor and each Subcontractor through the Access Equity system, per Subcontractor Payment Reporting requirements within Attachment A – General Terms and Conditions.

- Within fifteen (15) days of contract commencement, the Contractor shall register and enter all required subcontractor information into the Access Equity system.
- Within twenty (20) days of contract commencement, the Contractor shall complete the required user training.
- Within thirty (30) days of payment from OSPI to the Contractor, the Contractor shall report the amount and date of all payments (i) received from the Superintendent, and (ii) paid to Subcontractors.

As such, OSPI hereby acknowledges Contractor will utilize the following subcontractors. Any additional subcontractors/substitutions of subcontractors shall be submitted to the OSPI Contract Manager in writing before performing any duties related to this Contract.

- >**SUBCONTRACTOR PLACEHOLDER**<
- >**SUBCONTRACTOR PLACEHOLDER**<

## II. PERIOD OF PERFORMANCE

No costs shall be incurred under this Contract until fully executed and subsequent to the termination date.

The schedule of performance of Contractor's duties is as follows:

**AUGUST 1, 2025**, or date of execution, whichever is later, through **JULY 31, 2026**.

Superintendent has the right to renew this Contract in whole or in part for the school years School years 2026-27, 2027-28, and 2028-29 by giving notice to the Contractor. If Superintendent provides such notice to the Contractor, the Contractor shall be obligated to enter into a contract with the same fiscal obligations as the previous Contract year, provided that Superintendent and Contractor shall negotiate any revision of additional services or goals beyond those encompassed in the previous Contract.

### III. INVOICING & PAYMENT

III.A.1. **Compensation Amount.** In consideration of Contractor's satisfactory performance of the duties set forth herein, Superintendent shall compensate Contractor at a rate not to exceed an hourly rate of eighty-five dollars (\$85). Payment for satisfactory performance shall not exceed this amount unless the parties mutually agree to a higher amount prior to the commencement of any work, which will cause the maximum payment to be increased.

III.A.2. **Travel Expense Reimbursement.** Contractor shall be entitled to reimbursement for expenses incurred, as follows:

- Travel and per diem expenses for [#] person(s) in the amounts and for the purposes otherwise established for state employees at the time of incurrence by the rules and regulatory policies of the Office of Financial Management (OFM) not to exceed \$\$\$\$. Contractor's "official duty station" (i.e., the origin of reimbursable travel and/or per diem) shall be [official duty station].

III.A.3. **Expense Reimbursement.** Contractor shall be entitled to reimbursement for expenses incurred, as follows:

- Expenses incurred for the following specified purposes not to exceed a total of \$\$\$\$. Contractor must submit receipts or other documentation.
- All necessary expenses not specifically listed shall be approved in advance in writing by the OSPI Contract Manager.

**Maximum consideration for this entire contract shall not exceed \$\$\$.**

III.A.4. **Funding Source.** One hundred percent (100%) of the funds for the payment of this Contract are provided by state dollars.

III.B.1. **Billing Procedure.** Payment shall be made to the Contractor as follows:

Monthly, based on invoices submitted by the Contractor for actual costs incurred to date based on receipts or other documentation.



III.B.2. **Invoice Requirements.** The invoices shall document to the OSPI Contract Manager's satisfaction a description of the work performed and payment requested. Within approximately thirty (30) calendar days of the OSPI Contract Manager receiving and approving the invoice, payment will be mailed or electronically transferred to the Contractor by Agency Financial Services, OSPI.

The invoices must be emailed to the OSPI Contract Manager and shall include:

- OSPI Contract number
- Contractor name, address, telephone number, and email address for billing issues if someone other than the Contractor's Contract Manager
- Contractor's Federal Tax Identification Number
- Contractor's Statewide Vendor Number
- Description of Services and Deliverables provided
- Date(s) of Service, if applicable
- Invoice amount for each Service or Deliverable, including applicable taxes

Contractor's invoices for payment shall reflect accurate Contract prices. Invoices will not be processed for payment until receipt of a complete invoice as specified herein. OSPI shall have no obligation to pay Contractor for any services that do not comply with this Contract.

III.B.3. **Errors & Corrections.** If errors are found in the submitted invoice or supporting documents, the OSPI Contract Manager will notify the Contractor. In order to receive payment, it shall be the responsibility of the Contractor to make corrections in a timely manner, resubmit the invoice and/or supporting documentation as requested, and notify the OSPI Contract Manager. Failure to complete C-Log documentation within 30 days of the event may result in delayed invoice payment.

III.B.4. **Final Payment.** Final payment shall be made after acceptance by the OSPI Contract Manager if received within sixty (60) days after the Contract expiration date and following the return of all OSPI property, including contractor ID badges, unless negotiated with the OSPI Contract Manager and the Fiscal Budget Analyst. There will be no obligation to pay any claims that are submitted sixty-one (61) or more calendar days after the expiration date ("Belated Claims"). Belated Claims will be paid at OSPI's sole discretion, and any such potential payment is contingent upon the availability of funds.

**IV. CONTRACT MANAGEMENT**

The following shall be the contact person for all communications and billings regarding the performance of this contract. Any changes to this information shall be communicated to the other party in writing as soon as reasonably possible.

<b>Contractor</b>	<b>Superintendent</b>
[Contract Manager's Name]	[Contract Manager's Name]
[Contract Manager's Title]	[Contract Manager's Title]
[Contract Manager's Address]	Old Capitol Building, P.O. Box 47200 Olympia, WA 98504-7200
Phone: ( ) -	Phone: ( ) -
Email: [Contract Manager's Email Address]	Email: [Contract Manager's Email Address]

**V. INCORPORATION OF ATTACHMENTS AND ORDER OF PRECEDENCE**

Each of the attachments listed below is by this reference hereby incorporated into this contract. In the event of an inconsistency in this contract, the inconsistency shall be resolved by giving precedence in the following order:

- Applicable Federal and state of Washington statutes and regulations
- Special Terms and Conditions as contained in this basic contract instrument
- Attachment A – Contract for Services, General Terms and Conditions
- Attachment B – Request for Qualifications with any formal RFQ amendments that change scope of work, etc.
- Attachment C – Contractor’s Proposal
- Attachment D – OSPI Americans with Disabilities Act Compliance: Graphics and Colors
- Any other provision, term or material incorporated herein by reference or otherwise incorporated.

**VI. APPROVAL**

This contract shall be subject to the written approval of the Superintendent's authorized representative and shall not be binding until so approved. The contract may be altered, amended, or waived only by a written amendment executed by both parties.

We the undersigned agree to the terms of the foregoing contract.

CONTRACTOR

Superintendent of Public Instruction  
State of Washington

\_\_\_\_\_  
Signature

\_\_\_\_\_  
OSPI Contracts Administrator

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

Who certifies that he/she is the Contractor identified herein OR a person duly qualified and authorized to bind the Contractor so identified to the foregoing Agreement.

Approved as to FORM ONLY  
by the Assistant Attorney General

**SAMPLE**  
**DO NOT Sign**

## EXHIBIT D

### GENERAL TERMS AND CONDITIONS

**Definitions.** As used throughout this Contract and General Terms and Conditions, the following terms shall have the meaning set forth below:

**"Contract"** or **"Agreement"** means the entire written agreement between OSPI and the Contractor, including any attachments, exhibits, documents, or materials incorporated by reference. Contract and Agreement may be used interchangeably.

**"Contractor"** shall mean that firm, provider, organization, individual, or other entity performing service(s) under this Contract, and shall include all employees of the Contractor.

**"Services"** means all work performed or provided by Contractor pursuant to this Contract.

**"Statement of Work"** or **"SOW"** or **"Scope of Work"** means a detailed description of the work activities the Contractor is required to perform under the terms and conditions of this Contract, including the deliverables and timeline.

**"Subcontractor"** shall mean one not in the employment of the Contractor, who is performing all or part of those services under this Contract under a separate contract with the Contractor. The terms " Subcontractor" and " Subcontractors" means Subcontractor(s) in any tier.

**"Superintendent"** shall mean the Office of Superintendent of Public Instruction (OSPI) of the State of Washington, any division, section, office, unit or other entity of the Superintendent, or any of the officers or other officials lawfully representing the Superintendent. Superintendent and OSPI may be used interchangeably.

- 1. Access to Data.** In compliance with Chapter 39.26 RCW, the Contractor shall provide access to data generated under this Contract to the Superintendent, the Joint Legislative Audit and Review Committee, and the State Auditor at no additional cost. This includes access to all information that supports the findings, conclusions, and recommendations of the Contractor's reports, including computer models and methodology for those models.
- 2. Alterations and Amendments.** This Contract may be amended only by mutual agreement of the parties. Such amendments shall not be binding unless they are in writing and signed by personnel authorized to bind each of the parties.
- 3. Americans with Disabilities Act (ADA) of 1990, Public Law 101-336, also referred to as the "ADA" 28 CFR Part 35.** The Contractor must comply with the ADA, which provides comprehensive civil rights protection to individuals with disabilities in the areas of

employment, public accommodations, state and local government services, and telecommunications.

4. **Assignment.** Neither this Contract, nor any claim arising under this Contract, shall be transferred or assigned by the Contractor without prior written consent of the Superintendent.
5. **Assurances.** The Superintendent and the Contractor agree that all activity pursuant to this Contract will be in accordance with all applicable current federal, state and local laws, rules and regulations.
6. **Attorney's Fees.** In the event of litigation or other action brought to enforce contract terms, each party agrees to bear its own attorney's fees and costs.
7. **Audit Requirements.** If the Contractor is a Subrecipient of federal awards as defined by the Office of Management and Budget (OMB) CFR, Part 200, Subpart F, and expends seven hundred and fifty thousand dollars (\$750,000) or more in federal awards (does not apply to contracts for goods and services) from all federal sources in any fiscal year beginning on or after December 26, 2014, the Contractor shall procure at their expense a single or program-specific audit for that year. The Contractor shall incorporate OMB CFR, Part 200, Subpart F audit requirements into all contracts between the Contractor and its Subcontractors who are Subrecipients of federal awards. The Contractor shall comply with any future amendments to OMB and any successor or replacement Circular or regulation.
8. **Budget Revisions.** Any monetary amount budgeted by the terms of this Contract for various activities and line-item objects of expenditure may be revised without prior written approval of Superintendent, so long as the revision is no more than ten percent (10%) of the original line item amount and the increase in an amount is offset by a decrease in one or more other amounts equal to or greater than the increase. All other budget revisions exceeding ten percent (10%) shall only be made with the prior written approval of the Superintendent.
9. **Certification Regarding Debarment, Suspension, and Ineligibility.** The Contractor certifies that neither it nor its principals are debarred, suspended, proposed for debarment, or voluntarily excluded from participation in transactions by any federal department or agency. The Contractor further certifies that they will ensure that potential subcontractors or any of their principals are not debarred, suspended, proposed for debarment, or voluntarily excluded from participation in covered transactions by any federal department or agency. "Covered transactions" include procurement contracts for goods that are expected to equal or exceed twenty-five thousand dollars (\$25,000). Contractor may do so by obtaining a certification statement from the potential subcontractor or subrecipient or by checking online at the System for Award Management (SAM), Excluded Parties List. The Contractor shall immediately notify the Superintendent if, during the term of this contract,

Contractor becomes debarred. The Superintendent may immediately terminate this Contract by providing Contractor written notice if Contractor becomes debarred during the term of this Contract.

The Contractor also certifies that neither it nor its principals are debarred, suspended, or proposed for debarment from participation in transactions by any state department or agency. The Contractor further certifies that they will ensure that potential subcontractors or any of their principals are not debarred, suspended, or proposed for debarment from participation in covered transactions by any state department or agency.

**10. Certification Regarding Lobbying.** The Contractor certifies that Federal-appropriated funds will not be used to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress or an employee of a member of Congress in obtaining any Federal contract, grant or any other award covered by 31 USC 1352. Contractor must also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Contractor shall require its subcontractors to certify compliance with this provision.

**11. Certification Regarding Wage Violations.** The Contractor certifies that within three (3) years prior to the date of execution of this Contract, Contractor has not been determined by a final and binding citation and notice of assessment issued by the Washington Department of Labor and Industries or through a civil judgment entered by a court of limited or general jurisdiction to have willfully violated, as defined in RCW 49.48.082, any provision of RCW chapters 49.46, 49.48, or 49.52.

The Contractor further certifies that it will remain in compliance with these requirements during the term of this Contract. Contractor will immediately notify the Superintendent of any finding of a willful violation entered by the Washington Department of Labor and Industries or through a civil judgment entered by a court of limited or general jurisdiction entered during the term of this Contract.

**12. Change in Status.** In the event of substantive change in the legal status, organizational structure, or fiscal reporting responsibility of the Contractor, Contractor agrees to notify the Superintendent of the change. Contractor shall provide notice as soon as practicable, but no later than thirty (30) days after such a change takes effect.

**13. Confidentiality.** The Contractor acknowledges that all of the data, material and information which originates from this Contract, and any student assessment data, material and information which will come into its possession in connection with performance under this Contract, consists of confidential data owned by the Superintendent or confidential personally identifiable data subject to the federal Family Educational Rights and Privacy Act (FERPA) (20 U.S.C. § 1232g; 34 CFR Part 99) or other privacy laws, and that the data must be

secured and protected from unauthorized disclosure by the Contractor. The Contractor is wholly responsible for compliance with FERPA requirements.

The Contractor, therefore, agrees to hold all such material and information in strictest confidence, not to make use thereof other than for the performance of this Contract, to release it only to authorized employees and agents requiring such information and not release or disclose it to any other party. The Contractor agrees to release such information or material only to employees and agents who have signed a written agreement expressly prohibiting disclosure or usages not specifically authorized by this Contract.

**14. Copyright Provisions.** Unless otherwise provided, all Materials produced under this Contract shall be considered "works for hire" as defined by the U.S. Copyright Act and copyright shall be owned by the Superintendent. The Superintendent shall be considered the author of such Materials. If Materials are not considered "works for hire", Contractor hereby irrevocably assigns all right, title, and interest in Materials, including all intellectual property rights, to the Superintendent effective from the moment of creation of such Materials.

Materials means all items in any format and includes, but is not limited to, data, reports, documents, pamphlets, advertisements, books, magazines, surveys, studies, computer programs, films, tapes, and/or sound reproductions. Copyright ownership includes the right to patent, register and the ability to transfer these rights.

Contractor understands that, except where otherwise agreed to in writing or approved by the Superintendent or designee, all original works of authorship produced under this Contract shall carry a [Creative Commons Attribution License](#), version 4.0 or later.

All Materials the Contractor has adapted from others' existing openly licensed resources must be licensed with the least restrictive open license possible that is not in conflict with existing licenses.

For Materials that are delivered under the Contract, but that incorporate pre-existing materials not produced under the Contract, Contractor will license the materials to allow others to translate, reproduce, distribute, prepare derivative works, publicly perform, and publicly display. If the Contractor would like to limit these pre-existing portions of the work to [non-commercial use](#), the [Creative Commons Attribution-NonCommercial](#) (preferred) or [Creative Commons Attribution-NonCommercial-ShareAlike](#) licenses, version 4.0 or later, are acceptable for these specific sections.

The Contractor warrants and represents that Contractor has all rights and permissions, including intellectual property rights, moral rights and rights of publicity, necessary to apply such a license.

The Contractor shall exert all reasonable effort to advise the Superintendent, at the time of delivery of data furnished under this Contract, of all known or potential invasions of privacy contained therein and of any portion of such document which was not produced in the performance of this Contract. The Superintendent shall receive prompt written notice of each notice or claim of infringement received by the Contractor with respect to any data delivered under this Contract. The Superintendent shall have the right to modify or remove any restrictive markings placed upon the data by the Contractor.

**15. Covenant Against Contingent Fees.** The Contractor warrants that no person or selling agent has been employed or retained to solicit or secure this Contract upon an agreement or understanding for a commission, percentage, brokerage or contingent fee, excepting bona fide employees or bona fide established agent maintained by the Contractor for the purpose of securing business. The Superintendent shall have the right, in the event of breach of this clause by the Contractor, to annul this Contract without liability or, in its discretion, to deduct from the contract price or consideration or recover by other means the full amount of such commission, percentage, brokerage or contingent fees.

**16. Disputes.** In the event that a dispute arises under this Contract, it shall be determined by a Dispute Board in the following manner: (1) The Superintendent shall appoint a member to the Dispute Board; (2) the Contractor shall appoint a member to the Dispute Board; (3) the Superintendent and the Contractor shall jointly appoint a member to the Dispute Board; (4) the Dispute Board shall evaluate the dispute and make a determination of the dispute; and, the determination of the Dispute Board shall be final and binding on the parties hereto.

As alternatives to the above Dispute Board process: (1) if the dispute is between two or more state agencies, any one of the agencies may request intervention by the Governor, as provided by 43.17.330 RCW, in which event the Governor's process shall control; and, (2) if the dispute is between a non-state agency and another state agency or non-state agency party to this Contract, all the disputing parties may mutually agree to mediation prior to submitting the dispute to a Dispute Board in the event the dispute is not resolved pursuant to mediation within an agreed-upon time period.

**17. Duplicate Payment.** The Superintendent shall not pay the Contractor, if the Contractor has charged or will charge the state of Washington or any other party under any other contract or agreement, for the same services or expenses.

**18. Electronic signature.** Any signature page delivered via fax machine or electronic image scan, receipt acknowledged in each case, shall be binding to the same extent as an original, wet ink signature page. Any Party who delivers such a signature page agrees to later deliver an original counterpart to any Party which requests it.



**19. Entire Agreement.** This Contract contains all the terms and conditions agreed upon by the parties. No other understandings, oral or otherwise, regarding the subject matter of this Contract shall be deemed to exist or to bind any of the parties hereto.

**20. Ethical Conduct.** Neither the Contractor nor any employee or agent of the Contractor shall participate in the performance of any duty or service in whole or part under this Contract in violation of, or in a manner that violates any provision of the Ethics in Public Service law at Chapter 42.52 RCW, RCW 42.17A.550, RCW 42.17A.555, and 41.06.250 prohibiting the use of public resources for political purposes.

Contractor represents and warrants that it complies fully with all applicable procurement ethics restrictions including, but not limited to, restrictions against Contractor providing gifts or anything of economic value, directly or indirectly, to the Superintendent's employees.

**21. Governing Law and Venue.** This Contract shall be construed and interpreted in accordance with the laws of the State of Washington and the venue of any action brought hereunder shall be in Superior Court for Thurston County.

**22. Indemnification.** To the fullest extent permitted by law, Contractor shall indemnify, defend and hold harmless the Superintendent and all officials, agents, and employees of the Superintendent, from and against all claims for injuries or death arising out of or resulting from the performance of this Contract. "Claim" as used in this Contract, means any financial loss, claim, suit, action, damage, or expense, including but not limited to attorney's fees, attributable for bodily injury, sickness, disease, or death, or injury to or destruction of tangible property including loss of use resulting therefrom. Additionally, "claims" shall include but not be limited to, assertions that the use or transfer of any software, book, document, report, film, tape or sound reproduction or material of any kind, delivered hereunder, constitutes an infringement of any copyright, patent, trademark, trade name, or otherwise results in an unfair trade practice or in unlawful restraint of competition. Contractor's obligation to indemnify, defend and hold harmless includes any claim by Contractor's agents, employees, representatives, or any subcontractor or its employees.

Contractor expressly agrees to indemnify, defend, and hold harmless the Superintendent for any and all claims, costs, charges, penalties, demands, losses, liabilities, damages, judgments, or fines out of or incident to Contractor's or subcontractor's performance or failure to perform the Contract. Contractor's obligation to indemnify, defend, or hold harmless the Superintendent shall not be eliminated or reduced by any actual or alleged concurrent negligence by Superintendent or its agents, employees, or officials.

Contractor waives its immunity under Title 51 RCW to the extent it is required to indemnify, defend and hold harmless Superintendent and its agents, employees, or officials.

**23. Independent Capacity of the Contractor.** The parties intend that an independent Contractor relationship will be created by this Contract. The Contractor and his/her employees or agents performing under this Contract are not employees or agents of the Superintendent. The Contractor will not hold himself/herself out as nor claim to be an officer or employee of the Superintendent or of the state of Washington by reason hereof, nor will the Contractor make any claim or right, privilege, or benefit which would accrue to such employee under law. Conduct and control of the work will be solely with the Contractor.

**24. Insurance.**

a. **Worker's Compensation Coverage.** The Contractor shall at all times comply with all applicable worker's compensation, occupational disease, and occupational health and safety laws, statutes, and regulations to the fullest extent applicable. This requirement includes the purchase of industrial insurance coverage for the Contractor's employees, as may now hereafter be required of an "employer" as defined in Title 51 RCW. Such worker's compensation and occupational disease requirements shall include coverage for all employees of the Contractor, and for all employees of any subcontract retained by the Contractor, suffering bodily injury (including death) by accident or disease, which arises out of or in connection with the performance of this Contract. Satisfaction of these requirements shall include, but shall not be limited to:

- 1) Full participation in any required governmental occupational injury and/or disease insurance program, to the extent participation in such a program is mandatory in any jurisdiction;
- 2) Purchase worker's compensation and occupational disease insurance benefits to employees in full compliance with all applicable laws, statutes, and regulations, but only to the extent such coverage is not provided under mandatory governmental program in "a" above, and/or;
- 3) Maintenance of a legally permitted and governmentally approved program of self-insurance for worker's compensation and occupational disease.

Except to the extent prohibited by law, the program of the Contractor's compliance with worker's compensation and occupational disease laws, statutes, and regulations in 1), 2), and 3) above shall provide for a full waiver of rights of subrogation against the Superintendent, its directors, officers, and employees.

If the Contractor, or any subcontractor retained by the Contractor, fails to effect and maintain a program of compliance with applicable worker's compensation and occupational disease laws, statutes, and regulations and the Superintendent incurs fines or is required by law to provide benefits to such employees, to obtain coverage for such employees, the Contractor will indemnify the Superintendent for such fines, payment of

benefits to Contractor or subcontractor employees or their heirs or legal representatives, and/or the cost of effecting coverage on behalf of such employees. Any amount owed the Superintendent by the Contractor pursuant to the indemnity may be deducted from any payments owed by the Superintendent to the Contractor for the performance of this Contract.

- b. **Automobile Insurance.** In the event that services delivered pursuant to this Contract involve the use of vehicles, owned or operated by the Contractor, automobile liability insurance shall be required. The minimum limit for automobile liability is:

\$1,000,000 per accident or occurrence, using a Combined Single Limit for bodily injury and property damage.

- c. **Business Automobile Insurance.** In the event that services performed under this Contract involve the use of vehicles or the transportation of clients, automobile liability insurance shall be required. If Contractor-owned personal vehicles are used, a Business Automobile policy covering a minimum Code 2 "owned autos only" must be secured. If the Contractor's employees' vehicles are used, the Contractor must also include under the Business Automobile policy Code 9, coverage for "non-owned autos." The minimum limits for automobile liability is:

\$1,000,000 per accident or occurrence, using a Combined Single Limit for bodily injury and property damage.

- d. **Additional Insured.** The State of Washington, Office of Superintendent of Public Instruction, shall be specifically named as an additional insured on all policies except for liability insurance on privately-owned vehicles, and all policies shall be primary to any other valid and collectible insurance. The Superintendent may waive this requirement at its discretion. Policies and certificates of insurance shall include the contract reference number.

- e. **Proof of Insurance.** Certificates and or evidence satisfactory to the Superintendent confirming the existence, terms and conditions of all insurance required above shall be delivered to the Superintendent within five (5) days of the Contractor's receipt of Authorization to Proceed.

- f. **General Insurance Requirements.** Contractor shall, at all times during the term of the Contract and at its cost and expense, buy and maintain insurance of the types and amounts listed above. Failure to buy and maintain the required insurance may result in the termination of the Contract at the Superintendent's option. By requiring insurance herein, Superintendent does not represent that coverage and limits will be adequate to protect Contractor and such coverage and limits shall not limit Contractor's liability

under the indemnities and reimbursements granted to the Superintendent in this Contract.

Contractor shall include all subcontractors as insureds under all required insurance policies, or shall furnish proof of insurance and endorsements for each subcontractor. Subcontractor(s) must comply fully with all insurance requirements stated herein. Failure of subcontractor(s) to comply with insurance requirements does not limit Contractor's liability or responsibility.

**25. Licensing and Accreditation Standards.** The Contractor shall comply with all applicable local, state, and federal licensing, accreditation and registration requirements/standards, necessary to the performance of this Contract.

**26. Limitation of Authority.** Only the Superintendent or the Superintendent's delegate by writing (delegation to be made prior to action) shall have the express, implied, or apparent authority to alter, amend, modify, or waive any clause or condition of this Contract. Furthermore, any alteration, amendment, modification, or waiver or any clause or condition of this Contract is not effective or binding unless made in writing and signed by the Superintendent.

**27. Nondiscrimination.**

- a. **Nondiscrimination Requirement.** During the term of this Contract, the Contractor, including any subcontractor, shall comply with all the federal and state nondiscrimination laws, regulations and policies, which are otherwise applicable to the Superintendent. Accordingly, on the bases enumerated at RCW 49.60.530(3), no person shall, on the ground of sex, race, creed, religion, color, national origin, marital status, families with children, age, veteran or military status, sexual orientation, gender expression, gender identity, disability, or the use of a trained dog guide or service animal, be unlawfully excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any activity performed by the Contractor and its agents under this Contract. In addition, Contractor, including any subcontractor, shall give written notice of this nondiscrimination requirement to any labor organizations with which Contractor, or subcontractor, has a collective bargaining or other agreement.
- b. **Obligation to Cooperate.** Contractor, including any subcontractor, shall cooperate and comply with any Washington state agency investigation regarding any allegation that Contractor, including any subcontractor, has engaged in discrimination prohibited by this Contract pursuant to RCW 49.60.530(3).
- c. **Default.** Notwithstanding any provision to the contrary, the Superintendent may suspend Contractor, including any subcontractor, upon notice of a failure to

participate and cooperate with any state agency investigation into alleged discrimination prohibited by this Contract, pursuant to RCW 49.60.530(3). Any such suspension will remain in place until Superintendent receives notification that Contractor, including any subcontractor, is cooperating with the investigating state agency. In the event Contractor, or subcontractor, is determined to have engaged in discrimination identified at RCW 49.60.530(3), the Superintendent may terminate this Contract in whole or in part, and Contractor, subcontractor, or both, may be referred for debarment as provided in RCW 39.26.200. Contractor or subcontractor may be given a reasonable time in which to cure this noncompliance, including implementing conditions consistent with any court-ordered injunctive relief or settlement agreement.

- d. **Remedies for Breach.** Notwithstanding any provision to the contrary, in the event of Contract termination or suspension for engaging in discrimination, Contractor, subcontractor, or both, shall be liable for contract damages as authorized by law including, but not limited to, any cost difference between the original contract and the replacement or cover contract and all administrative costs directly related to the replacement contract, which damages are distinct from any penalties imposed under Chapter 49.60, RCW. The Superintendent shall have the right to deduct from any monies due to Contractor or subcontractor, or that thereafter become due, an amount for damages Contractor or subcontractor will owe the Superintendent for default under this provision.

**28. Overpayments.** Contractor shall refund to Superintendent the full amount of any overpayment under this Contract within thirty (30) calendar days of written notice. If Contractor fails to make a prompt refund, Superintendent may charge Contractor one percent (1%) per month on the amount due until paid in full.

**29. Payments.** No payments in advance or in anticipation of services or supplies to be provided under this Contract shall be made by the Superintendent. All payments to the Contractor are conditioned upon (1) Contractor's submission of a properly executed and supported invoice for payment, including such supporting documentation of performance and supporting documentation of costs incurred or paid, or both as is otherwise provided for in the body of this Contract, and (2) Acceptance and certification by the OSPI Contract Manager or designee of satisfactory performance by the Contractor.

Except as otherwise provided in this Contract, (1) All approvable invoices for payment due to the Contractor shall be paid within thirty (30) calendar days of their submission by the Contractor and acceptance and certification by the OSPI Contract Manager or designee, and (2) All expenses necessary to the Contractor's performance of this Contract not specifically mentioned in the Contract shall be borne in full by the Contractor.

**30. Public Disclosure.** Contractor acknowledges that the Superintendent is subject to the Washington State Public Records Act, Chapter 42.56 RCW, and that this Contract shall be a public record as defined in RCW 42.56. Any specific information that is claimed by the Contractor to be confidential or proprietary must be clearly identified as such by the Contractor. To the extent consistent with chapter 42.56 RCW, the Superintendent shall maintain the confidentiality of all such information marked confidential or proprietary. If a request is made to view the Contractor's information, the Superintendent will notify the Contractor of the request and the date that such records will be released to the requester unless Contractor obtains a court order enjoining that disclosure. If the Contractor fails to obtain the court order enjoining disclosure, the Superintendent will release the requested information on the date specified.

**31. Publicity.** The Contractor agrees to submit to the Superintendent all advertising and publicity matters relating to this Contract which in the Superintendent's judgment, Superintendent's name can be implied or is specifically mentioned. The Contractor agrees not to publish or use such advertising and publicity matters without the prior written consent of the Superintendent.

**32. Registration with Department of Revenue.** The Contractor shall complete registration with the Department of Revenue and be responsible for payment of all taxes due on payments made under this Contract.

**33. Records Maintenance.** The Contractor shall maintain all books, records, documents, data and other evidence relating to this Contract and performance of the services described herein, including but not limited to accounting procedures and practices which sufficiently and properly reflect all direct and indirect costs of any nature expended in the performance of this Contract. Contractor shall retain such records for a period of six years following the date of final payment. At no additional cost, these records, including materials generated under the Contract, shall be subject at all reasonable times to inspection, review or audit by the Superintendent, personnel duly authorized by the Superintendent, the Office of the State Auditor, and federal and state officials so authorized by law, regulation or agreement.

If any litigation, claim or audit is started before the expiration of the six (6) year period, the records shall be retained until all litigation, claims, or audit findings involving the records have been resolved.

**34. Right of Inspection.** The Contractor shall provide right of access to its facilities to the Superintendent or any of its officers at all reasonable times, in order to monitor and evaluate performance, compliance, and/or quality assurance under this Contract on behalf of the Superintendent. All inspections and evaluations shall be performed in such a manner that will not unduly interfere with the Contractor's business or work hereunder.

**35. Severability.** The provisions of this Contract are intended to be severable. If any term or provision is illegal or invalid for any reason whatsoever, such illegality or invalidity shall not affect the validity of the remainder of the Contract.

**36. Site Security.** While on Superintendent premises, Contractor, its agents, employees, or subcontractors shall conform in all respects with physical, fire or other security policies or regulations.

**37. Subcontracting.** Neither the Contractor nor any subcontractor shall enter into subcontracts for any of the work contemplated under this Contract without obtaining prior written approval of the Superintendent. Contractor is responsible to ensure that all terms, conditions, assurances and certifications set forth in this Contract are included in any and all Subcontracts. In no event shall the existence of the subcontract operate to release or reduce liability of the Contractor to the Superintendent for any breach in the performance of the Contractor's duties. This clause does not include contracts of employment between the Contractor and personnel assigned to work under this Contract.

If, at any time during the progress of the work, the Superintendent determines in its sole judgment that any subcontractor is incompetent, the Superintendent shall notify the Contractor, and the Contractor shall take immediate steps to terminate the subcontractor's involvement in the work. The rejection or approval by the Superintendent of any subcontractor or the termination of a subcontractor shall not relieve the Contractor of any of its responsibilities under the Contract, nor be the basis for additional charges to the Superintendent.

**38. Subcontractor Payment Reporting.** If a subcontractor is used to perform all or part of the services under this Contract under a separate contract with the Contractor, this Contract is subject to compliance tracking using the State's business diversity management system, [Access Equity](#) (B2Gnow). The Contractor and all Subcontractors shall report and confirm receipt of payments made to the Contractor and each Subcontractor through the Access Equity system. User guides and documentation related to Contractor and Subcontractor access to and use of Access Equity are provided by the Office of Minority and Women's Business Enterprises in the [Access Equity Help Center](#). The Superintendent reserves the right to withhold payments from the Contractor for non-compliance with this section. For purposes of this section, Subcontractor means any subcontractor working on the Contract, at any tier and regardless of status as certified woman and/or minority business (WMBE) or Non-WMBE. The Contractor shall:

- a. Register and enter all required Subcontractor information into Access Equity no later than fifteen (15) days after the Superintendent creates the Contract Record.
- b. Complete the required user training (two (2) one- (1-) hour online sessions) no later than twenty (20) days after the Superintendent creates the Contract Record.

- c. Report the amount and date of all payments (i) received from the Superintendent, and (ii) paid to Subcontractors, no later than thirty (30) days, issuance of each payment made by the Superintendent to the Contractor, unless otherwise specified in writing by the Superintendent, except that the Contractor shall mark as "Final" and report the final Subcontractor payments) into Access Equity no later than thirty (30) days after the final payment is due the Subcontractor(s) under the Contract, with all payment information entered no later than sixty (60) days after end of fiscal year.
- d. Monitor contract payments and respond promptly to any requests or instructions from the Superintendent or system-generated messages to check or provide information in Access Equity.
- e. Coordinate with Subcontractors, or Superintendent, when necessary, to resolve promptly any discrepancies between reported and received payments.
- f. Require each Subcontractor to: (i) register in Access Equity and complete the required user training; (ii) verify the amount and date of receipt of each payment from the Contractor or a higher tier Subcontractor, if applicable, through Access Equity; (iii) report payments made to any lower tier Subcontractors, if any, in the same manner as specified herein; (iv) respond promptly to any requests or instructions from the Contractor or system-generated messages to check or provide information in Access Equity; and (v) coordinate with Contractor, or Superintendent when necessary, to resolve promptly any discrepancies between reported and received payments.

**39. Taxes.** All payments accrued on account of payroll taxes, unemployment contributions, any other taxes, insurance or other expenses for the Contractor or its staff shall be the sole responsibility of the Contractor.

**40. Technology Security Requirements.** The security requirements in this document reflect the applicable [requirements of Standard 141.10 of the Office of the Chief Information Officer \(OCIO\)](#) for the state of Washington, which by this reference are incorporated into this agreement.

The Contractor acknowledges it is required to comply with WaTech OCIO IT Security Policy 141 and OCIO IT Security Standard 141.10, Securing Information Technology Assets. OCIO IT Security Standard 141.10, Securing Information Technology Assets, applies to all Superintendent assets stored as part of a service, application, data, system, portal, module, components or plug-in product(s) that are secured as defined by the WaTech OCIO's IT Security Policy 141 and OCIO IT Security Standard 141.10, Securing Information Technology Assets.



As part of OCIO IT Security Standard 141.10, a design review checklist and/or other action may be required. These activities will be managed and coordinated between Superintendent and the Contractor. Any related costs to performing these activities shall be at the expense of the Contractor. Any such activities and resulting checklist and/or other products must be shared with the Superintendent's Information Technology Services.

**41. Termination for Convenience.** Except as otherwise provided in this Contract, the Superintendent or Superintendent's Designee may, by ten (10) days written notice, beginning on the second day after the mailing, terminate this Contract in whole or in part. The notice shall specify the date of termination and shall be conclusively deemed to have been delivered to and received by the Contractor as of midnight the second day of mailing in the absence of proof of actual delivery to and receipt by the Contractor. If this Contract is so terminated, the Superintendent shall be liable only for payment required under the terms of the Contract for services rendered or goods delivered prior to the effective date of termination.

**42. Termination for Default.** In the event the Superintendent determines the Contractor has failed to comply with the conditions of this Contract in a timely manner, the Superintendent has the right to suspend or terminate this Contract. The Superintendent shall notify the Contractor in writing of the need to take corrective action. If corrective action is not taken within thirty (30) days, the Contract may be terminated. The Superintendent reserves the right to suspend all or part of the Contract, withhold further payments, or prohibit the Contractor from incurring additional obligations of funds during investigation of the alleged compliance breach and pending corrective action by the Contractor or a decision by the Superintendent to terminate the Contract. In the event of termination, the Contractor shall be liable for damages as authorized by law including, but not limited to, any cost difference between the original Contract and the replacement or cover Contract and all administrative costs directly related to the replacement Contract, e.g., cost of the competitive bidding, mailing, advertising and staff time. The termination shall be deemed to be a "Termination for Convenience" if it is determined that the Contractor: (1) was not in default; or (2) failure to perform was outside of his or her control, fault or negligence. The rights and remedies of the Superintendent provided in this Contract are not exclusive and are in addition to any other rights and remedies provided by law.

**43. Termination Due to Funding Limitations or Contract Renegotiation, Suspension.** In the event funding from state, federal, or other sources is withdrawn, reduced, or limited in any way after the effective date of this Contract and prior to normal completion of this Contract, with the notice specified below and without liability for damages:

- a. At Superintendent's discretion, the Superintendent may give written notice of intent to renegotiate the Contract under the revised funding conditions.

- b. At Superintendent's discretion, the Superintendent may give written notice to Contractor to suspend performance when Superintendent determines there is reasonable likelihood that the funding insufficiency may be resolved in a timeframe that would allow Contractor's performance to be resumed.
  - (1) During the period of suspension of performance, each party will inform the other of any conditions that may reasonably affect the potential for resumption of performance.
  - (2) When Superintendent determines that the funding insufficiency is resolved, it will give the Contractor written notice to resume performance, and Contractor shall resume performance.
  - (3) Upon the receipt of notice under b. (2), if Contractor is unable to resume performance of this Contract or if the Contractor's proposed resumption date is not acceptable to Superintendent and an acceptable date cannot be negotiated, Superintendent may terminate the Contract by giving written notice to the Contractor. The parties agree that the Contract will be terminated retroactive to the date of the notice of suspension. Superintendent shall be liable only for payment in accordance with the terms of this Contract for services rendered prior to the retroactive date of termination.
- c. Superintendent may immediately terminate this Contract by providing written notice to the Contractor. The termination shall be effective on the date specified in the termination notice. Superintendent shall be liable only for payment in accordance with the terms of this Contract for services rendered prior to the effective date of termination. No penalty shall accrue to Superintendent in the event the termination option in this section is exercised.
- d. For purposes of this section, "written notice" may include email.

**44. Termination Procedure.** Upon termination of this Contract the Superintendent, in addition to other rights provided in this Contract, may require the Contractor to deliver to the Superintendent any property specifically produced or acquired for the performance of such part of this Contract as has been terminated. The provisions of the "Treatment of Assets" clause shall apply in such property transfer.

The Superintendent shall pay to the Contractor the agreed upon price, if separately stated, for completed work and services accepted by the Superintendent and the amount agreed upon by the Contractor and the Superintendent for (a) completed work and services for which no separate price is stated, (b) partially completed work and services, (c) other property or services which are accepted by the Superintendent, and (d) the protection and

preservation of the property, unless the termination is for default, in which case the Superintendent shall determine the extent of the liability. Failure to agree with such determination shall be a dispute within the meaning of the "Disputes" clause for this Contract. The Superintendent may withhold from any amounts due to the Contractor such sum as the Superintendent determines to be necessary to protect the Superintendent against potential loss or liability.

The rights and remedies of the Superintendent provided in this section shall not be exclusive and are in addition to any other rights and remedies provided by law under this Contract.

After receipt of a notice of termination, and except as otherwise directed by the Superintendent, the Contractor shall:

- a. Stop work under this Contract on the date and to the extent specified, in the notice.
- b. Place no further orders or subcontractors for materials, services or facilities except as may be necessary for completion of such portion of the work under the Contract that is not terminated;
- c. Assign to the Superintendent, in the manner, at the times, and to the extent directed by the Superintendent, all rights, title, and interest of the Contractor under the orders and subcontracts in which case the Superintendent has the right, at its discretion, to settle or pay any or all claims arising out of the termination of such orders and subcontracts;
- d. Settle all outstanding liabilities and all claims arising out of such termination of orders and subcontracts, with the approval or ratification of the Superintendent to the extent the Superintendent may require, which approval or ratification shall be final for all the purposes of this clause;
- e. Transfer title to the Superintendent and deliver, in the manner, at the times and to the extent as directed by the Superintendent, any property which, if the Contract had been completed, would have been required to be furnished to the Superintendent;
- f. Complete performance of such part of the work not terminated by the Superintendent; and
- g. Take such action as may be necessary, or as the Superintendent may direct, for the protection and preservation of the property related to this Contract which, in is in the possession of the Contractor and in which the Superintendent has or may acquire an interest.

**45. Treatment of Assets.** Except as otherwise provided for in the Contract, the ownership and title to all real property and all personal property purchased by the Contractor in the course of performing this Contract with moneys paid by the Superintendent shall vest in the Superintendent, except for supplies consumed in performing this Contract. The Contractor shall (1) maintain a current inventory of all the real and personal property; (2) label all the property "State of Washington, Superintendent of Public Instruction"; and, (3) surrender property and title to the Superintendent without charge prior to settlement upon completion, termination or cancellation of this Contract.

Any property of the Superintendent furnished to the Contractor shall, unless otherwise provided herein, or approved by the Superintendent, be used only for the performance of the Contract.

The Contractor shall be responsible for any loss or damage to property of the Superintendent which results from the negligence of the Contractor which results from the failure on the part of the Contractor to maintain and administer that property in accordance with sound management practices.

If any property is lost, destroyed, or damaged, the Contractor shall notify the Superintendent and take all reasonable steps to protect the property from further damage.

All reference to the Contractor under this clause shall include Contractor's employees, agents and subcontractors.

**46. Waiver.** A failure by either party to exercise its rights under this Agreement shall not preclude that party from subsequent exercise of such rights and shall not constitute a waiver of any other rights under this agreement. Waiver of any default or breach shall not be deemed to be a waiver of any subsequent default or breach. Any waiver shall not be construed to be a modification of the terms of this Agreement unless stated to be such in writing and signed by personnel authorized to bind each of the parties.

**EXHIBIT E**  
**CONTRACTOR INTAKE FORM**

Available as an editable Word document on [OSPI's procurement website](#).

**EXHIBIT F**  
**OSPI AMERICANS WITH DISABILITIES ACT COMPLIANCE: GRAPHICS AND COLORS**

# Graphics & Colors: OSPI Americans with Disabilities Act (ADA) Compliance

Many people with low vision do not see web pages the same as others. Some see only small portions of a computer display at one time. Others cannot see text or images that are too small. Still, others can only see website content if it appears in specific colors.

For these reasons, many people with low vision use specific color and font settings when they access the Internet.

For example, some people with low vision need to use high-contrast settings, such as bold white or yellow letters on a black background. Others need just the opposite – bold black text on a white or yellow background. And, many must use softer, more subtle color combinations.

## Tips for Graphic Creation that is Accessible

- Provide good contrast. Be especially careful with light shades of gray, orange, and yellow.
- Use True Text whenever possible. You can see True Text (TT) next to the font selection in most programs.
- Avoid all caps. All caps can be difficult to read and can be read incorrectly by screen readers.
- Use adequate font size. The size can vary depending on the font chosen, but 10 point is usually the minimum.
- Make sure links are recognizable.
- Differentiate links in the body of the page with underline or bold. Links should clearly tell the user where the link will take them (no "click here" links).

- Don't convey content with color alone. Users often can't distinguish or may override page colors.

## Resources for Web Accessibility

- [Color code finder](#). Upload a photo to find the different color codes.
- [Color contrast checker](#). Enter color codes to find out which foreground and background combination is accessible.

## Accessible Color Guidance

The colors below are OSPI's main brand colors and associated codes. They are displayed with text and background color in ADA compliance.

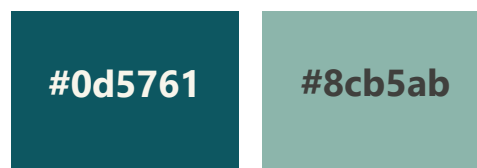
OSPI's cream and charcoal colors should be used in designs instead of white and black.

- Charcoal color code: #40403d
- Cream color code: #f7f5eb

### Preferred



### Optional



## **EXHIBIT G**

### **CONTRACT ISSUES LIST**

***This Exhibit is optional.*** Bidders need only to complete and submit this Exhibit ***IF*** bidder has issues, concerns, exceptions, or objections to any of the terms or conditions contained in the Sample Contract and/or any terms and conditions stated within the procurement. In such case, bidder must use this *Bidder's Contract Issues List* to identify the same as set forth below.

The *Contract Issues List* is designed to frame contract discussions, if any, between OSPI and bidders regarding the Contract terms and conditions. In completing the *Contract Issues List*, bidders **must**:

- A. Identify the specific Contract section/subsection that creates a business issue, concern, exception, or objection;
- B. Describe, in business terms, the issue, concern, exception, or objection pertaining to the Contract section/subsection;
- C. Propose, in business terms, a solution that is reasonable in light of the Competitive Solicitation and the procurement solution being sought by OSPI; and
- D. Provide bidder' reason or rationale supporting bidder's proposed solution, including how the proposed solution is commercially reasonable for a public contract, benefits both the bidder and the OSPI and equitably allocates contractual risk and return.

***Please be advised:*** The Contract(s) to be awarded is the result of a Competitive Solicitation developed pursuant to Washington's Procurement Code for Goods/Services that is designed to meet governmental needs for eligible purchasers. OSPI endeavors to develop commercially reasonable Contracts that incentivize performance and equitably allocate risk and return based on stakeholder input from eligible purchasers, vendors, procurement professionals, and others. Accordingly:

- Contract revisions, if any, may NOT be bidder-specific, but must apply to all bidders.
- Redlined Documents Will Not Be Reviewed. Do not provide a redlined Contract or sections/subsections. Redlined text may result in OSPI making potentially inaccurate assumptions regarding bidder's issue(s). Instead, bidders must follow the instructions set forth above.
- 'Standard' Bidder Contracts Will Not Be Reviewed. Do not provide a copy of bidder's (or a third party's) 'standard' contract or contract section. It will not be reviewed.
- No Substantial Changes. Bidders are cautioned that this is a competitive solicitation for a public contract and **OSPI cannot and will not accept a bid or enter into a Contract that substantially changes the material terms and conditions set forth in this**



**Competitive Solicitation and Contract.** Bids that are contingent upon OSPI making substantial changes to material terms and conditions set forth in the Competitive Solicitation or Contract likely will be determined to be non-responsive.

OSPI will consider the number and nature of the items on *Contract Issues List* in determining the likelihood of completing a Contract with such bidder

Available as a fillable form on [OSPI's procurement website.](#)

Bidder's Contract Issues List				
Bidder Name:				
No.	Contract Section	Issue Description	Bidder's Proposed Solution	Bidder's Rationale for Proposed Solution
1.				
2.				
3.				
4.				
5.				

## EXHIBIT H PROPOSAL CHECKLIST

Please use the checklist below to ensure that you have submitted all required materials in the required format. This checklist does not need to be submitted with your proposal.

Included in Proposal	Component
<input type="checkbox"/>	<b>Letter of Submittal</b>
<input type="checkbox"/>	<b>Certifications and Assurances</b> Sign and attach to the Letter of Submittal along with any exceptions or required explanations. Download an editable version from <a href="#">OSPI's website</a>
<input type="checkbox"/>	<b>Qualification Affirmations</b> Bidder must confirm that the bidder and any subcontractors meet all minimum qualifications set forth in the Minimum Qualifications section. Download an editable version from <a href="#">OSPI's website</a>
<input type="checkbox"/>	<b>Contractor Intake Form</b> Download an editable version from <a href="#">OSPI's website</a>
<input type="checkbox"/>	<b>Copy/proof of past or present K-12 teaching and/or administrative certification</b> (for each proposed contractor, staff, personnel and/or subcontractor).
<input type="checkbox"/>	<b>Management Proposal</b>
<input type="checkbox"/>	<b>CV(s)/Resume(s)</b> that includes a minimum of five (5) years of experience in an education leadership role (majority within last seven (7) years)) and experience leading or coaching professionals or professional teams to goal achievement and/or improved educational outcomes. Required for each contractor, staff, personnel and/or subcontractor proposing to do the work.
<input type="checkbox"/>	<b>References</b>
<input type="checkbox"/>	<b>Washington State Business License</b> , if applicable (see Contractor Intake Form) Provide a copy of the business license, or the UBI number on the <i>Contractor Intake Form</i> . A bidder without a Washington State Business License may submit a proposal. Contingent upon award, the bidder may be required to obtain a license. For more information about this, visit the <a href="#">Department of Revenue</a> website.
<input type="checkbox"/>	<b>Contract Issues List</b> Bidders need only to complete and submit this Exhibit <b>IF</b> bidder has issues, concerns, exceptions, or objections to any of the terms or conditions contained herein. Download an editable version from <a href="#">OSPI's website</a>