



DISTRICTWIDE FACILITIES MASTER PLANNING, ENROLLMENT, REDISTRICTING & SCHOOL PORTFOLIO OPTIMIZATION SERVICES

Request for Proposal

RFP Issue Date:	October 21, 2026
Optional Pre-Proposal Conference:	October 28, 2026
Deadline for Questions:	October 28, 2026
Proposal Closing Date:	November 4, 2026
Proposal Closing Time:	10:00 am
Anticipated Award Date:	November 17, 2026

Mail or Hand Deliver Proposal To:

Pawtucket School Department
Attn: Dr. Mark Andrade, Chief Operating Officer
286 Main Street, PO Box 388
Pawtucket, RI 02860
andradem@psdri.net

Pre-Proposal Conference

An optional pre-proposal conference and/or site orientation will be held on a date to be announced by the District. The purpose of the conference will be to review the scope of services, available data, anticipated planning process, stakeholder engagement expectations, and proposal requirements. Attendance is not mandatory unless otherwise stated by addendum.

Pawtucket School Department assumes no responsibility for improperly marked or misdirected proposal responses and/or correspondence related to this solicitation.

Offeror Information

Name of Company	Mailing Address
(Area Code) Phone Number	City / State / Zip Code
Email Address	Professional License(s), if applicable
Authorized Name & Title	Authorized Signature & Date

Pawtucket School Department
Administration Building
286 Main Street
Pawtucket, RI 02860-0388
Phone: 401-729-6300 | Fax: 401-727-1641



Office of the Superintendent
Randy Buck, Superintendent of Schools
Lee Rabbitt, Assistant Superintendent
Dr. Mark Andrade, Chief Operating Officer

Table of Contents

1. Purpose and Planning Context
2. Project Objectives
3. Contract Term and Project Schedule
4. Scope of Services
5. Required Deliverables
6. District Data and Coordination
7. Project Management and Stakeholder Engagement
8. Consultant Qualifications
9. Proposal Submission Requirements
10. Price Proposal
11. Evaluation Criteria
12. Scoring Rubric
13. Interviews and Selection
14. General Provisions
15. Proposal Content
16. Instructions to Offerors
17. Notification and Award
18. General Terms and Conditions
19. Bid/Proposal Submittal Form
20. Appendix A - Minimum Deliverable Matrix
21. Appendix B - Price Proposal Form



Pawtucket School Department Facilities Master Planning Requirement Overview

Purpose and Planning Context

The Pawtucket School Department under the governance of the Pawtucket School Committee, (PSD or the District) is soliciting proposals from highly qualified planning, educational facilities, architecture, engineering, demographic, GIS, finance, and operational consulting teams to develop an integrated Districtwide Facilities Master Plan with coordinated five-year and ten-year strategic planning horizons.

The purpose of this RFP is to secure a master planning partner that can help the District align its physical school portfolio with current and projected enrollment, educational programming, student support needs, operational realities, capital priorities, and long-term fiscal capacity. The resulting plan must move beyond a traditional building-condition study and provide a decision framework for how the District should use, invest in, consolidate, repurpose, modernize, and operate its facilities to best serve students over the next decade.

PSD expects the selected consultant to integrate facility planning, enrollment and demographic analysis, school boundary and redistricting scenarios, educational adequacy, program placement, transportation implications, operational efficiency, capital sequencing, and community engagement into one coherent strategy. The District is seeking actionable recommendations supported by transparent data and scenario modeling, not merely a summary of existing conditions.

The District retains all policy-making authority. Recommendations related to school boundaries, grade configurations, school consolidation, closure, repurposing, program relocation, capital investment, or disposition of property will be considered by the Superintendent and School Committee through applicable public processes before any action is taken.

Project Objectives

- Develop a clear five-year facilities and operations strategy and a ten-year long-range facilities master plan tied to the District strategic plan.
- Treat successful support of the District's Spring 2027 RIDE School Building Authority Necessity of School Construction Stage II application as a major early project priority. The selected consultant shall organize its work so that the District is positioned to submit a complete and defensible Stage II application by February 15, 2027, in coordination with the District, its Educational Facility Planner, architectural/engineering team, Owner's Project Manager, municipal partners, and other required consultants.
- Project districtwide and school-level enrollment and demographic trends using defensible methodologies and multiple planning scenarios.
- Analyze school attendance boundaries and develop redistricting options that improve utilization, reduce avoidable inefficiency, support equitable access, and account for transportation and family impacts.
- Optimize the District school portfolio by evaluating capacity, utilization, physical condition, educational adequacy, operating cost, location, program needs, and long-term capital requirements.
- Establish a transparent framework for decisions involving investment, modernization, consolidation, closure, repurposing, grade reconfiguration, program relocation, shared use, or disposition.
- Align facilities with the needs of students receiving special education, multilingual learners, early childhood/Pre-K, career and technical education, transition services, athletics, arts, student wellness, and other specialized programs.
- Identify operational opportunities across facilities, custodial services, maintenance, utilities, transportation, food service, technology infrastructure, security, central administration, and other service-delivery functions where location and building configuration affect cost or quality.
- Create a prioritized capital strategy that addresses deferred maintenance, lifecycle renewal, educational improvements, energy and sustainability, health and safety, and state reimbursement opportunities.
- Provide a realistic implementation roadmap that identifies sequencing, decision points, dependencies, estimated costs, potential savings, funding strategies, and measurable performance indicators.
- Build public understanding through a structured, inclusive, and transparent stakeholder engagement process.

Contract Term and Project Schedule

The anticipated initial contract term will extend from the date of award through completion and acceptance of the final master plan, anticipated to be approximately six (6) months unless the District and selected consultant mutually agree in writing to an alternative schedule. Following completion of the initial term, the District may, at its sole discretion and subject to appropriation, authorize additional implementation advisory services, plan updates, enrollment refreshes, scenario analysis, or other related planning support for one or more periods of duration mutually agreed upon in writing by the District and the selected consultant.

Proposers shall submit a detailed project schedule that identifies major phases, milestones, stakeholder engagement points, draft deliverables, review periods, and final deliverables. The schedule must be structured to support District and School Committee decision-making and any applicable RIDE/Rhode Island School Building Authority planning processes.

Because the District intends to pursue the Spring 2027 Necessity of School Construction approval cycle, the project schedule must include an accelerated initial workstream dedicated to Stage II readiness and submission. RIDE identifies February 15, 2027 as the Spring 2027 Stage II deadline, followed by anticipated Council approval in May 2027. The consultant shall identify all information, decisions, consultant coordination, schematic design inputs, cost estimating, approvals, and submission milestones necessary to meet that deadline.



Scope of Services

The selected consultant shall provide all professional services, staff, analysis, facilitation, technology, mapping, modeling, documentation, and project management necessary to complete the work. The scope shall include, at a minimum, the following components:

1. Project Initiation, Governance, and Data Validation

- Conduct a kickoff process with the Superintendent, Chief Operating Officer, Senior Leadership Team, facilities staff, finance staff, enrollment/registration staff, transportation staff, technology staff, and other District designees.
- Establish a project charter, governance structure, communication protocol, decision calendar, data request, and quality-control plan.
- Review and validate existing District plans, prior facility studies, capital plans, building condition information, enrollment records, geographic data, school boundaries, transportation data, program locations, operating costs, and known capital projects.
- Identify data gaps and recommend practical methods for resolving them.

2. Facilities Portfolio Inventory and Existing Conditions Analysis

- Develop or validate a comprehensive inventory of District-owned and District-operated facilities and major support spaces.
- Assess building size, site characteristics, age, capacity, utilization, functional condition, accessibility, educational adequacy, major building systems, deferred maintenance, lifecycle needs, energy performance, and known health/safety considerations.
- Reconcile available Facility Condition Index (FCI) or comparable condition data with current observations and planned capital work.
- Identify space that is underutilized, overutilized, obsolete, operationally inefficient, or capable of serving alternative District needs.
- Prepare consistent school-by-school facility profiles that support transparent comparison across the portfolio.

3. Enrollment, Demographic, and Capacity Analysis

- Prepare districtwide and school-level enrollment projections for at least five-year and ten-year horizons, with annual detail and an explanation of methodology and confidence ranges.
- Analyze birth trends, housing development, migration, student mobility, charter/private school effects where relevant, grade progression, program participation, and other factors affecting enrollment.
- Calculate practical and program-adjusted capacity for each school, distinguishing gross theoretical capacity from usable instructional capacity.
- Identify projected over-capacity and under-capacity conditions and quantify utilization under multiple enrollment scenarios.
- Provide GIS-based maps and datasets that allow the District to understand where students live, how enrollment is changing geographically, and how existing boundaries relate to available capacity.

4. Redistricting and Attendance Boundary Analysis

- Evaluate current attendance boundaries for efficiency, utilization, travel patterns, continuity, equity, program access, and future enrollment conditions.
- Develop multiple redistricting scenarios for District consideration, including options that may be phased over time.
- For each scenario, quantify projected enrollment by school, capacity utilization, number of students reassigned, transportation implications, walking-zone implications, program impacts, grade-transition impacts, and implementation considerations.
- Identify opportunities to create more coherent feeder patterns and reduce unnecessary student movement where educationally and operationally appropriate.
- Provide maps, scenario tables, and public-facing explanations that can be readily understood by families and community members.
- Redistricting recommendations shall be advisory; final boundaries remain subject to District and School Committee action.

5. School Portfolio Optimization

- Develop objective criteria for evaluating each facility within the overall school portfolio, including enrollment, utilization, condition, educational adequacy, operating cost, capital need, location, site constraints, program suitability, transportation, and community considerations.
- Evaluate scenarios that may include continued investment, modernization, expansion, consolidation, closure, repurposing, sale/disposition, grade reconfiguration, co-location, centralization of specialized programs, or conversion to alternative educational uses.
- Identify opportunities to use newer or higher-quality facilities more effectively when available capacity exists elsewhere in the portfolio.
- Evaluate the long-term role of older, under-enrolled, or operationally inefficient buildings and identify conditions under which continued investment would or would not be prudent.
- Consider opportunities for dedicated or consolidated early childhood/Pre-K, special education, transition, CTE, alternative learning, central office, professional learning, or community partnership spaces where such options improve service delivery.
- Prepare at least three portfolio scenarios, including a status-quo/reference scenario, a moderate optimization scenario, and a more transformative long-range scenario.



6. Educational Program and Service Delivery Alignment

- Assess how the facilities portfolio supports the District instructional vision, grade configurations, specialized programming, intervention, student wellness, athletics, arts, technology, and 21st-century learning environments.
- Analyze space and location needs for special education, multilingual learner services, related services, nursing/health, counseling, family engagement, early childhood, career and technical education, transition programming, and other student supports.
- Identify whether program fragmentation, building limitations, or uneven space distribution creates avoidable staffing, transportation, scheduling, or service-delivery inefficiencies.
- Recommend facility and program-location strategies that improve access, service quality, student inclusion, and operational efficiency.

7. Operational Optimization

- Analyze how the facility portfolio affects staffing, custodial operations, maintenance deployment, utilities, security, technology support, food service, transportation, warehousing/storage, central administration, and other operational functions.
- Identify duplicative or avoidable costs associated with operating excess or poorly configured capacity.
- Quantify potential operating impacts of major portfolio scenarios, including estimated changes in staffing, utilities, maintenance, transportation, and other recurring costs where reliable data permit.
- Evaluate opportunities for shared services, centralized functions, right-sizing, space consolidation, and improved workflow without reducing required student services.
- Ensure operational recommendations are explicitly connected to student experience, instructional continuity, safety, accessibility, and service quality.

8. Capital, Financial, and Funding Strategy

- Prepare order-of-magnitude capital cost estimates for recommended improvements and portfolio scenarios, including escalation and appropriate contingencies.
- Distinguish near-term critical needs from lifecycle renewal, educational modernization, programmatic improvements, and long-range replacement or consolidation needs.
- Identify potential state reimbursement, grant, energy, financing, or other funding opportunities and planning dependencies, including applicable RIDE/Rhode Island School Building Authority requirements.
- Compare capital investment needs with estimated operating impacts and provide life-cycle or total-cost-of-ownership analysis for major scenarios.
- Create a prioritized five-year capital implementation program and a ten-year capital outlook aligned with the recommended portfolio strategy.

9. Sustainability, Resilience, Health, Safety, and Accessibility

- Identify opportunities to improve energy efficiency, indoor environmental quality, climate resilience, stormwater management, electrification readiness, and building-system performance.
- Assess major accessibility constraints and recommend prioritization strategies consistent with applicable law and District obligations.
- Integrate emergency preparedness, security, sheltering, continuity-of-operations, and other resilience considerations into long-range facility planning where appropriate.

10. Stakeholder and Community Engagement

- Develop and implement an engagement plan for School Committee members, school leaders, educators, staff, families, students, municipal partners, state partners, community organizations, and other stakeholders identified by the District.
- Use a combination of interviews, focus groups, surveys, public forums, workshops, and scenario-feedback sessions as appropriate.
- Provide accessible visuals, maps, dashboards, and summaries that allow non-technical audiences to understand tradeoffs and recommendations.
- Document recurring themes, areas of consensus, concerns, and how stakeholder input informed the planning process.
- Coordinate all public communications with the District before release.

11. Scenario Evaluation and Decision Framework

- Create a transparent, weighted decision framework that allows the District to compare scenarios across educational, operational, financial, facility, transportation, equity, and implementation criteria.
- Identify key assumptions, risks, sensitivities, dependencies, and decision points for each scenario.
- Provide clear recommendations, while also preserving alternative pathways so the District can adjust as enrollment, funding, policy, or program needs change.



12. Implementation and Continuous Planning

- Prepare a phased implementation roadmap identifying actions to be taken in years 1-2, years 3-5, and years 6-10.
- Identify responsible parties, prerequisite decisions, community engagement requirements, capital dependencies, procurement needs, and suggested performance measures.
- Recommend a repeatable annual process for refreshing enrollment, utilization, capital priorities, and implementation status so the master plan remains a living management tool.

13. RIDE School Building Authority Stage II Application Support

- Make the District's February 15, 2027 Stage II submission a critical path deliverable and maintain a detailed Stage II compliance schedule from notice to proceed through submission.
- Review the District's Stage I materials, RIDE/SBA comments, facility assessments, demographic projections, educational program information, prior approvals, and other materials relevant to Stage II development.
- Coordinate closely with the District and all required project professionals, including the Educational Facility Planner, architect/engineer, Owner's Project Manager, cost estimator, municipal representatives, legal/financial advisors, and other consultants as applicable.
- Support development of the recommended solution(s) required for Stage II, including alignment of enrollment, capacity, educational programming, redistricting, portfolio optimization, facility condition, and long-range capital strategy.
- Assist with the preparation and coordination of schematic design-level scope information and dependable project cost estimates sufficient to support Stage II project descriptions, budgets, and funding decisions.
- Prepare or support all master-planning, demographic, capacity, portfolio, redistricting, capital improvement, and financial planning components required for the Necessity of School Construction application and current RIDE/SBA guidance.
- Develop a submission checklist and responsibility matrix identifying every required Stage II component, responsible party, due date, review date, approval requirement, and final submission status.
- Support required local review and approval processes, including preparation of materials for School Committee, municipal, and other approvals required for the Stage II submission.
- Participate in meetings with RIDE and the School Building Authority, respond to review comments, and revise supporting materials as required through final Stage II submission and subsequent review.
- Ensure that recommendations advanced through Stage II are consistent with the District's five-year and ten-year facilities strategy so that near-term construction decisions support, rather than conflict with, the long-range school portfolio plan.
- The proposer shall identify in its response whether its team is qualified and available to serve as the District's Educational Facility Planner for the Necessity of School Construction process. If that role is assigned to another consultant, the selected master planner shall fully coordinate with the District-designated Educational Facility Planner and shall provide all analyses and work products needed to support the application.

Required Deliverables

- Project work plan, schedule, data request, governance structure, and engagement plan.
- Stage II Critical Path Work Plan and submission calendar targeting the February 15, 2027 RIDE/SBA deadline.
- Stage II responsibility matrix and compliance checklist identifying required submissions, responsible parties, local approvals, RIDE/SBA coordination points, and status.
- All master-planning analyses, enrollment/capacity studies, portfolio scenarios, redistricting information, capital planning materials, and other supporting documentation necessary for the District's Stage II application.
- Stage II presentation and approval materials for District, School Committee, municipal, and state review, as requested.
- Final coordinated Stage II submission support package and response-to-comments support through RIDE/SBA review.
- Districtwide data inventory and validated baseline dataset.
- School-by-school facility and utilization profiles.
- Five-year and ten-year enrollment projections with methodology, assumptions, and GIS mapping.
- Capacity and utilization analysis using both gross and program-adjusted capacity.
- Attendance boundary/redistricting analysis with multiple mapped scenarios and quantified impacts.
- School portfolio optimization analysis with objective evaluation criteria and multiple scenarios.
- Educational program and student-service location analysis.
- Operational efficiency analysis linked to portfolio scenarios.
- Capital needs assessment and prioritized five-year capital program.
- Ten-year facilities and capital outlook.
- Financial and funding strategy, including order-of-magnitude costs and estimated recurring impacts where feasible.
- Draft five-year Facilities and Operations Strategic Plan.
- Draft ten-year Districtwide Facilities Master Plan.
- Final integrated plan incorporating District feedback and public engagement.



- Executive summary suitable for public distribution.
- School Committee presentation(s), public-facing graphics, maps, and supporting presentation materials.
- Electronic transfer of all source files, GIS layers, spreadsheets, models, databases, assumptions, and editable presentation/document files created for the project.

District Data and Coordination

The District will make available existing information reasonably necessary to complete the work, which may include enrollment files, student address data subject to privacy protections, school boundaries, transportation data, floor plans, prior facility studies, capital plans, utility data, staffing and operating cost data, building condition information, program locations, and other relevant materials. The consultant shall be responsible for reviewing available information, identifying limitations, and validating assumptions before relying upon the data.

All student-level or otherwise confidential information shall be handled in accordance with applicable federal and state law, District policy, data-sharing requirements, and cybersecurity expectations. Public-facing work products shall not disclose personally identifiable student information.

Project Management and Stakeholder Engagement

- Assign one senior project executive and one day-to-day project manager as primary District contacts.
- Participate in regular project management meetings, anticipated at least biweekly during active phases.
- Provide concise written status reports identifying completed work, upcoming milestones, decisions needed, data issues, risks, and budget status.
- Maintain a decision log, issue log, and current project schedule.
- Present at School Committee, Senior Leadership, principal, municipal, and community meetings as requested within the proposed level of effort.
- Coordinate meeting materials with District staff in advance and provide accessible electronic copies.

Consultant Qualifications

The prime consultant or a designated key subconsultant should demonstrate direct experience with the Rhode Island School Building Authority Necessity of School Construction process, including Stage I/Stage II submissions, educational facility planning, enrollment/capacity analysis, schematic design coordination, project budgeting, and RIDE/SBA review. Proposers shall clearly identify the personnel responsible for this work and their role in prior successful submissions.

The District seeks a multidisciplinary team with demonstrated experience in public-school facilities master planning and school portfolio optimization. The prime consultant may use qualified subconsultants, but the prime consultant will remain fully responsible for coordination and performance.

- At least five (5) years of relevant organizational experience providing educational facilities master planning, demographic/enrollment analysis, school redistricting, or closely related services.
- Demonstrated experience completing districtwide school facilities master plans for urban or similarly complex public school systems.
- Demonstrated enrollment projection, demographic analysis, GIS, attendance boundary, and redistricting expertise.
- Demonstrated facility condition, educational adequacy, capacity, and capital planning expertise.
- Experience analyzing school consolidation, closure, repurposing, grade reconfiguration, program relocation, and portfolio optimization scenarios.
- Experience connecting facilities recommendations to operating costs, transportation, staffing, student services, and long-term financial planning.
- Knowledge of Rhode Island public-school facilities requirements, RIDE/Rhode Island School Building Authority processes, and applicable state procurement/public-sector requirements is strongly preferred.
- Demonstrated skill in public engagement, facilitation, and presenting technically complex information to school boards, families, staff, students, and community stakeholders.
- Ability to provide high-quality editable GIS, spreadsheet, database, presentation, and document deliverables that become District property.

Proposal Submission Requirements

Technical and cost proposals shall be clearly separated. Offerors shall organize proposals in the following sequence so the District can evaluate submissions consistently:

1. Cover Letter and Executive Summary: Identify the prime firm, project executive, project manager, commitment to the proposed schedule, and a concise description of why the team is well suited to the work.
2. Firm and Team Qualifications: Identify all firms, subconsultants, key personnel, professional credentials, roles, office locations, and availability. Include resumes for key staff.



3. Relevant Experience: Provide at least three (3) comparable public-school master planning engagements completed within the last seven (7) years, including client, scope, size, dates, services provided, outcomes, and references.
4. Project Understanding: Demonstrate understanding of PSD's need to integrate facilities, enrollment, redistricting, portfolio optimization, educational programming, operations, capital planning, and stakeholder engagement.
5. Technical Approach and Methodology: Describe the proposed approach for each major scope area, including data validation, enrollment forecasting, capacity, redistricting, scenario modeling, portfolio analysis, operating impacts, capital analysis, and decision framework.
6. Community Engagement Plan: Describe the proposed engagement structure, methods, accessibility approach, communications support, and strategies for navigating difficult or high-interest decisions.
7. Project Schedule: Provide a detailed timeline showing phases, milestones, meetings, draft deliverables, decision points, and final delivery.
8. Stage II Readiness and Submission Plan: Provide a specific approach for meeting the February 15, 2027 RIDE/SBA Stage II deadline, including staffing, coordination with the Educational Facility Planner and design team, required analyses, schematic design/cost-estimating dependencies, local approval milestones, RIDE/SBA meeting support, risk management, and a week-by-week critical path from notice to proceed through submission.
9. Deliverables: Provide a matrix identifying each required deliverable, responsible team member, format, and proposed delivery milestone.
10. Data and Technology: Identify software, GIS, modeling, dashboard, and analytical tools proposed for the work and explain how editable source data will be transferred to the District.
11. Quality Assurance: Describe internal review and quality-control procedures.
12. Price Proposal: Submit separately in accordance with the Price Proposal section of this RFP.
13. Exceptions: Clearly identify any requested exceptions to the RFP. Silence will be interpreted as acceptance of the requirements.
14. Conflict Disclosure: Identify any actual or potential conflicts of interest involving the District, City of Pawtucket, District consultants, or other parties that could materially affect independence.
15. Litigation/Default Disclosure: Identify any contract termination for cause, professional claim, material dispute, or default within the prior five (5) years that is relevant to the services requested.

Price Proposal

The cost proposal shall be submitted separately from the technical proposal. Proposers shall provide a fixed fee by project phase and deliverable, together with hourly rates for key personnel and any reimbursable expense assumptions. The District prefers a not-to-exceed professional services structure with clearly defined deliverables and payment milestones.

- Base fixed fee for the complete required scope.
- Fee by major phase and deliverable.
- Hourly rates by staff classification for authorized additional services.
- Estimated reimbursable expenses and travel assumptions, if any.
- Optional pricing for implementation, annual update, enrollment refresh, scenario analysis, or other related support for mutually agreed-upon service periods. Proposers should clearly state the pricing basis for such services, including any hourly, monthly, fixed-fee, or task-based rates that may apply.
- Any recommended optional services shall be priced separately and shall not be included in the base evaluation unless requested by the District.

The District shall not be responsible for costs incurred in preparing, submitting, or presenting a proposal.

Evaluation Criteria

Proposals will be evaluated by a District selection committee. The District may consider written proposals, references, interviews, presentations, prior performance, and any other information reasonably related to responsibility and capability. Award will be made to the responsive and responsible Offeror whose proposal is determined to be most advantageous to the District, considering price and other evaluation factors.

Category	Weight (%)	Criteria Description	Score (0-5)
Technical Approach and Project Understanding	25	Quality, completeness, integration of facilities/enrollment/operations, and practicality of proposed methodology.	
Relevant PK-12 Master Planning and Portfolio Experience	20	Demonstrated success with comparable public-school systems, facilities master plans, and complex portfolio decisions.	



Enrollment, GIS, Redistricting, and Scenario Modeling Capability	15	Depth of demographic, boundary, GIS, capacity, and scenario-analysis expertise.	
Project Team and Rhode Island/Public-Sector Knowledge	10	Qualifications, availability, interdisciplinary coverage, and knowledge of applicable public-school planning requirements.	
Stakeholder Engagement and Communication	10	Ability to facilitate transparent, inclusive, understandable public planning processes.	
Implementation, Financial, and Operational Analysis	10	Strength of capital prioritization, operating impact analysis, implementation sequencing, and decision-support framework.	
Cost Proposal	10	Overall cost, transparency, reasonableness, and value to the District.	

Scoring Rubric

- 5 - Exceptional: materially exceeds requirements; highly relevant evidence and low implementation risk.
- 4 - Very Good: exceeds requirements in several meaningful respects.
- 3 - Acceptable: meets requirements with adequate detail and capability.
- 2 - Marginal: partially meets requirements or contains material gaps.
- 1 - Poor: substantially fails to meet requirements or presents significant risk.
- 0 - Nonresponsive/Not Demonstrated.

Interviews and Selection

The District may invite one or more shortlisted firms to participate in interviews and/or presentations. If interviews are conducted, the District may consider the interview as part of the overall evaluation and may request clarification, revised schedules, staffing commitments, or a best and final offer. The District reserves the right to make an award without interviews.

General Provisions

16. This solicitation does not commit the District to award a contract, to pay any costs incurred in preparation of a proposal, or to procure any services.
17. The District reserves the right to reject any or all proposals, waive informalities or minor irregularities, negotiate with qualified Offerors, request clarifications, and cancel or modify this solicitation when in the best interest of the District.
18. Addenda issued by the District shall become part of this RFP. Offerors are responsible for confirming receipt of all addenda before submitting proposals.
19. All proposal materials may be subject to public inspection pursuant to the Rhode Island Access to Public Records Act. Offerors should clearly identify information they believe is exempt from disclosure; the District makes no guarantee that such information will be withheld if disclosure is required by law.
20. All data, models, maps, reports, presentations, and other work products specifically created under the resulting contract shall become the property of the District upon payment, subject to any pre-existing proprietary tools identified in the proposal.
21. The selected consultant shall comply with applicable federal, state, and local laws, District policies, confidentiality requirements, and professional standards.
22. No public statement, media release, publication, or use of the District name or logo related to this engagement may occur without prior written District approval.
23. The selected consultant shall maintain adequate insurance coverage appropriate to the professional services provided, including general liability, workers compensation, automobile liability where applicable, and professional liability/errors and omissions coverage. Final limits shall be established by the District before contract execution.
24. The selected consultant shall indemnify and hold harmless the District to the extent permitted by law for claims arising from negligent acts, errors, omissions, or willful misconduct in the performance of the contract.



25. Any subcontracting or material change in key personnel shall require prior written District approval. The prime consultant remains responsible for all services performed by subconsultants.
26. Payment and continuation of services are subject to annual appropriation and availability of funds.
27. The District may terminate the resulting contract for convenience upon thirty (30) days written notice, or for cause in accordance with the final contract terms.
28. The District may expand, reduce, or modify the scope by written amendment when in the District's best interest and consistent with applicable procurement requirements.

Proposal Content

Each Offeror must respond to all requested proposal elements. Failure to provide material information may result in a proposal being deemed non-responsive. One company representative shall be clearly assigned to the District as the point of contact for proposal and contract matters. The District reserves the right to contact references and consider relevant past performance from sources other than those listed by the Offeror.

Instructions to Offerors

29. Proposals must be received no later than the closing date and time stated on the cover page or subsequent addendum. Late proposals may be rejected.
30. Submit one (1) signed original, five (5) hard copies, and one (1) complete searchable PDF electronic copy on a USB flash drive, unless modified by addendum.
31. The technical proposal and cost proposal must be clearly separated. Cost information should not appear in the technical proposal except where necessary to explain assumptions.
32. All proposals shall be submitted in a sealed package clearly marked with the firm name, address, proposal title, and proposal opening date.
33. Questions regarding this solicitation shall be submitted in writing only to Dr. Mark Andrade, Chief Operating Officer, at andrادم@psdri.net by the deadline identified by the District. Offerors shall not contact other District personnel regarding this solicitation unless authorized.
34. Oral explanations or instructions are not binding. Material clarifications will be issued by written addendum.
35. Proposals shall remain firm for at least ninety (90) days from the proposal due date unless a longer period is agreed upon.
36. Offerors are responsible for becoming familiar with District conditions and available information necessary to prepare a complete proposal.

Notification and Award

The contract resulting from this RFP is intended to be awarded to the most responsive and responsible Offeror whose proposal is determined to be most advantageous to the District. The District reserves the right to reject any or all proposals, in whole or in part. Final award is subject to all required District and School Committee approvals.

General Terms and Conditions

37. Assignment: No contract or material obligation may be assigned, sublet, or transferred without prior written District consent.
38. Experience and Reference Checks: The District may consider historical performance and may contact references or other persons familiar with the Offeror's work.
39. Governing Law: The resulting contract shall be governed by the laws of the State of Rhode Island.
40. Licenses: The Offeror shall maintain all professional licenses, registrations, and business authorizations required to perform the work.
41. Confidentiality and Student Data: Confidential information shall be protected and used only for contract purposes. Student-level data shall be handled in accordance with FERPA and applicable law.
42. Records: The District shall have reasonable access to records directly related to the contract for audit, verification, and public accountability purposes.
43. Invoices: Invoices shall identify the applicable project phase/deliverable, work completed, personnel where relevant, approved reimbursables, and remaining contract balance.
44. Conflicts of Interest: The consultant shall promptly disclose actual or potential conflicts and maintain independence in professional recommendations.
45. Professional Standard of Care: Services shall be performed consistent with the level of care and skill ordinarily exercised by qualified professionals providing similar services under similar circumstances.
46. Independent Contractor: The consultant and its employees/subconsultants are independent contractors and not employees of the District.
47. Non-Discrimination: The selected consultant shall comply with all applicable equal opportunity and non-discrimination requirements.
48. Right to Modify Scope: The District may direct reasonable modifications by written amendment, subject to negotiated fee and schedule changes where appropriate.

Pawtucket School Department
 Administration Building
 286 Main Street
 Pawtucket, RI 02860-0388
 Phone: 401-729-6300 | Fax: 401-727-1641



Office of the Superintendent
 Randy Buck, Superintendent of Schools
 Lee Rabbitt, Assistant Superintendent
 Dr. Mark Andrade, Chief Operating Officer

BID / PROPOSAL SUBMITTAL FORM

Legal Name of Firm	
Business Address	
Primary Contact	
Telephone	
Email	
Rhode Island Business Registration / License (if applicable)	
Certified MBE/WBE Status (if applicable)	
Base Fixed Fee	\$ _____
Optional Implementation Support - Mutually Agreed Period(s)	\$ _____
Additional Optional Planning/Update Support - Mutually Agreed Period(s)	\$ _____

The undersigned certifies that the information contained in this proposal is accurate, that the Offeror has reviewed and accepts the requirements of this RFP except as expressly identified in the proposal, and that the individual signing below is authorized to bind the Offeror.

Authorized Name & Title	Authorized Signature
Date	Federal Employer Identification Number



APPENDIX A - MINIMUM DELIVERABLE MATRIX

Deliverable	Minimum Expectation	Proposer Notes / Proposed Format
Project Work Plan / Data Request	Early project phase	
Existing Conditions & Portfolio Baseline	Baseline phase	
Enrollment & Demographic Forecast	Analysis phase	
Capacity / Utilization Model	Analysis phase	
Redistricting Scenarios & GIS Maps	Scenario phase	
School Portfolio Optimization Scenarios	Scenario phase	
Educational Program / Student Service Alignment	Scenario phase	
Operational Impact Analysis	Scenario phase	
Capital & Funding Strategy	Planning phase	
Five-Year Facilities & Operations Strategic Plan	Draft / Final	
Ten-Year Districtwide Facilities Master Plan	Draft / Final	
Implementation Roadmap & KPI Framework	Final phase	
Executive Summary / Public-Facing Graphics	Final phase	
School Committee / Community Presentations	Throughout / Final	
Editable Source Files / GIS / Models	At each major deliverable and final closeout	



APPENDIX B - PRICE PROPOSAL FORM

Cost Component	Proposed Fee
Phase 1 - Project Initiation / Data Validation	
Phase 2 - Facilities / Capacity Baseline	
Phase 3 - Enrollment / Demographic / GIS Analysis	
Phase 4 - Redistricting / Portfolio Scenario Development	
Phase 5 - Educational / Operational / Financial Analysis	
Phase 6 - Stakeholder Engagement / Public Process	
Phase 7 - Five-Year Strategic Plan	
Phase 8 - Ten-Year Facilities Master Plan	
Phase 9 - Final Presentations / Closeout	
Reimbursable Expenses (Not-to-Exceed)	
TOTAL BASE FIXED FEE	
Optional Implementation Support - Mutually Agreed Period(s)	
Additional Optional Planning/Update Support - Mutually Agreed Period(s)	

Hourly Rate Schedule for Authorized Additional Services

Staff Classification / Name	Role	Hourly Rate