

RAINBOW DREAMS ACADEMY  
REQUEST FOR PROPOSALS  
*to partner with a*  
CHARTER MANAGEMENT ORGANIZATION

CHARTER MANAGEMENT SERVICES

LETTER OF INTENT DUE: November 30, 2018

SUBMISSION DEADLINE: December 21, 2018

ADDRESS ALL PROPOSALS TO:

Diane Pollard, Founder  
Rainbow Dreams Academy  
P.O. Box 34271  
Las Vegas, Nevada 89133

## **SECTION I GENERAL INFORMATION AND SUMMARY**

### **1.1 Organization Requesting Proposal**

Rainbow Dreams Academy Board of Trustees (the “Board”).

### **1.2 Contact Person**

Diane Pollard, Founder  
Rainbow Dreams Academy  
P.O. Box 34271  
Las Vegas, Nevada 89133  
Phone: 702.596.9610

### **1.3 Procurement Process**

This contract shall be awarded based on the review and acceptance of qualified proposals by the Board of Trustees of Rainbow Dreams Academy. The request for proposal will be available on the Rainbow Dreams Academy website: [www.rainbowdreamsacademy.org](http://www.rainbowdreamsacademy.org) or by request to the following email address: [melinda@melannsacctg.com](mailto:melinda@melannsacctg.com).

### **1.4 Contract form**

If selected to provide services, it is agreed and understood that the successful respondent shall be bound by the requirements and terms contained in this Request for Proposal (“RFP”) and a negotiated contract with regard to services performed, payments, indemnification, insurance, termination and other material contract terms.

The contract entered into between Rainbow Dreams Academy and the selected partner must be in accordance with *NRS 388A.393*. Details can be found [here](#).

### **1.5 Submission Deadline**

Proposals must be submitted to, and be received by the Board in **hard copy, by 5 P.M. PST, December 21, 2018**. Proposals will not be accepted by facsimile or e-mail.

### **1.6 Submission Address**

All proposals should be sent to:

Diane Pollard, Founder  
Rainbow Dreams Academy  
P.O. Box 34271  
Las Vegas, Nevada 89133

## **SECTION 2 INTRODUCTION AND GENERAL INFORMATION**

**2.1** The Board is asking for proposals from qualified partners for services to manage and operate the Rainbow Dreams Academy (the “School”), a public charter school authorized by Clark County School District. The school opened its doors to students on the Historic Westside of Las Vegas in 2007. The School was founded by a group of dedicated Las Vegas area residents with experience in the fields of education, administration, law and finance. The School’s mission is to educate and prepare our students to challenge their intellect, maximize their talents, respect themselves and others and take pride in their heritage in a nurturing, learning community. The School’s current charter term expires on 2023.

The School has a current enrollment of 311 students in grades kindergarten through eighth grade (K-8). There are two (2) classes for each grade level with a maximum number of 21 students per Kindergarten class and 25 students per class in grades 1-8. The School has 31 employees. The School’s total operating budget in the general fund for the 2018-19 school year is \$2,875,580.00.

On October 18, 2018, the Clark County School District Board of Trustees voted to place the School on probation, subject to implementation of a corrective action plan based on the school’s academic performance during the school year of 2017-18. Details on the schools’ performance can be found for the elementary school [here](#) and for the middle school [here](#).

The Board herein desires to receive proposals from qualified charter management organizations to manage and operate all aspects of the School, with an emphasis on significantly improving the academic achievement. The respondent will have authority to engage directly with the Board on staff selection and Principal appointment. The Board anticipates that the Founder will have some role in the School, such as serve as a Board liaison to assist in the transition to the respondent’s services and in advancing the School’s mission per its charter.

The Board also anticipates that its trustee membership may change during the transition to the charter management organization’s services. The charter management organization should be guided by the legal mandate in Nevada that charter management organization to public schools must maintain an arms length relationship with the school they service. A charter management organization cannot “control” a charter school board; new trustees will be selected in accordance with the school’s bylaws. The Board is amenable to the winning charter management organization delivering services with as much autonomy and control over the School as permitted under the law.

### **2.2 Charter Schools in Nevada**

A charter school is deemed to be a political subdivision of this State for the purposes of 43 U.S.C. §§ 869 et seq. and any law of this State relating to purchasing or leasing public land.

The board of trustees of a charter school shall comply with the provisions of the Nevada Open Meeting Law pursuant to NRS 241.020.

In accordance with NRS 388A.518 except as otherwise provided in this subsection, at least 70 percent of the teachers who provide instruction at a charter school must demonstrate experience and qualifications through licensure or subject matter expertise. If a charter school operates a vocational school, the charter school shall, to the extent practicable, ensure that at least 70 percent of the teachers who provide instruction at the school demonstrate experience and qualifications through licensure or subject matter expertise, but in no event may less than 50 percent of the teachers who provide instruction at the school demonstrate experience and qualifications through licensure or subject matter expertise.

Nevada charter schools shall operate in accordance with their charter and statutory and regulatory mandates applicable to resident school districts, unless explicitly exempt by statute, regulation or the State Board of Education.

A charter school shall comply with the mandates concerning the provision of services to handicapped students.

A charter school shall be open to all students on a space available basis and shall not discriminate in its admission policies or practices on the basis of intellectual or athletic ability, measures of achievement or aptitude, status as a handicapped person, proficiency in the English language, or any other basis that would be illegal if used by a school district; however, a charter school may limit admission to a particular grade level or to areas of concentration of the school, such as mathematics, science, or the arts. The charter management organization will comply with any preferences for student enrollment that were outlined in the original charter and are in compliance with the state regulations on student preference enrollment.

### **2.3 Evaluation**

Proposals will be reviewed and evaluated by a committee designated by the Board.

### **2.4 Procurement Schedule**

The steps involved in the process and the anticipated completion dates are set forth in the Procurement Schedule below. The Board reserves the right to, among other things, amend, modify or alter the Procurement Schedule upon notice to all potential respondents.

<b><u>Activity</u></b>	<b><u>Date</u></b>
1. Issuance of request for proposals	November 13, 2018
2. Submission to newspapers	November 15, 2018
3. Letter of Intent Due	November 30, 201
4. Receipt of proposals	December 21, 2018
5. Engagement with Stakeholders	January 10 & 11, 2019
6. Final Review & Selection	January 16, 2019

## **2.4 Addenda or Amendments to RFP**

During the period provided for the preparation of responses to the RFP, the Board may issue addenda, amendments or answers to written inquires. Those addenda will be noticed by the Board and shall constitute a part of the RFP. All responses to the RFP shall be prepared with full consideration of the addenda issued prior to the proposal submission date.

Communications concerning the RFP or the RFP process can be directed to the Board's contact person, in writing via e-mail. Upon request, the School will provide a requestor a copy of the School's charter, budget, probation notice, and any other document reasonably necessary to review to formulate a proposal.

## **2.5 Cost of Proposal Preparation**

Each proposal and all information required to be submitted pursuant to the RFP shall be prepared at the sole cost and expense of the respondent.

## **2.6 Additional requirements**

A party responding to this RFP must indicate what type of business organization it is e.g., a corporation, partnership, sole proprietorship, or non-profit organization. If a party is a subsidiary, or direct or indirect affiliate of any other organization, it must indicate in its proposal the name of the related organization and the relationship. If a party responding to this RFP is a corporation it shall list the names of those stockholders holding 10% or more of the outstanding stock.

## **SECTION 3: WRITTEN PROPOSAL FORMAT**

Proposals must address all information requested in this RFP. Proposals which in the judgment of the Board fail to meet the requirements of the RFP or which are in any way conditional, incomplete, obscure, contain additions or deletions from requested information, or contain errors may be rejected. **NOTE:** There is a 30 page maximum for the proposal.

### **3.1 Mandatory content**

Each proposal submitted must contain the sections described below:

- Title Page
- Table of Contents
- Executive Summary
- Background
- Academic Achievement
- School Operations
- Personnel
- Governance
- School Finance

- School Safety
- Stakeholder Communication
- Project Work Plan
- Assumptions
- Timing & Fees

The information requested by the sectional format described above is further defined as follows:

### **3.2 Title Page**

The proposal should include a title page, which identifies the project; the respondent's Firm, name of the respondent's primary contact, address, telephone number, fax number and email address.

### **3.3 Table of Contents**

The respondent's proposal should include a Table of Contents, which lists the titles and page numbers for each major topic and sub-topic contained in the proposal.

### **3.4 Executive Summary**

This section should include a summary of the key points and highlights of the respondent's response and should discuss the pricing contained in the proposal.

### **3.5 Background**

In this section of the proposal, the respondent should review its understanding of the drivers behind the need to procure school management services.

### **3.6 Academic Achievement**

- What is your vision for Rainbow Dreams Academy? What are the values and principles that you would use to invest all kids, families and staff in the vision of the school?
- Write a plan to get to 3-stars in three years by 2021-22 or sooner; include how you will monitor progress. *Details on the Nevada School Performance Framework can be found [here](#).*
- How will you create a climate of learning across the school community?
- In what ways is your school program aligned to the principles of a STEM program?
- How will you partner with students to celebrate various cultures and instill a sense of pride in their ethnic and racial identities?
- Describe a process to conduct a review of the current constraints and opportunities of the staff and program; once complete write a report on their findings. *If selected, this report will be used to write a plan to support academic improvement for the current school year (2018-19), including cost proposal.*
- Please outline the approach to supporting the school and improving academic achievement during the current academic year.

### **3.7 School Operations**

In this section of the proposal, the respondent should address the following:

- What do you see as the most effective organizational structure for Rainbow Dreams Academy? What departments will be included?
- How will you use the student information system (Infinite Campus) to keep student records up to date?
- What is your plan for compliance in health, school nutrition, wrap around services?
- What is your process to ensure staff and administration follow policies and procedures and example plan to ensure compliance with all state and federal requirements?
- Please outline an approach to building maintenance.
- What is your plan to ensure all instructional materials and supplies are available for teachers in their classrooms?
- What is your approach to engaging our authorizer, including submission of compliance reports (as required by the sponsor and the State)?

### **3.8 Personnel**

In this section of the proposal, the respondent should address the following:

- What is your staffing plan (support and instructional) aligned to the needs of the school? What are the duties and responsibilities of the staff positions?
- Please include a plan for how you will evaluate current staff and/or propose the hire of new staff.
- Include a school day schedule include a duty assignment for staff.
- How will you grow and develop all staff in their area of expertise, both instructional and non-instructional?
- Please provide an example of your approach to holding staff accountable to assigned duties.

### **3.9 Governance**

In this section of the proposal, the respondent should answer the following questions:

- What plan to regularly communicate with the Board Chair and committee liaisons?
- What are the regular student achievement reports that will be provided to demonstrate progress to the Board?

The Board is currently comprised of (1) attorney, (1) banker, (1) Community member, (1) Human Resources professional, (2) teachers and (2) parents.

### **3.10 School Finance**

In this section of the proposal, the respondent should address the following:

- Articulate a financial plan for the term of the partnership that demonstrates the ability to meet the academic goals; include a plan to steward the finances.

The 2018-19 school year budget is attached as Appendix A.

### **3.11 School Safety**

In this section of the proposal, the respondent should address the following:

- Outline an approach to keep students safe in the building and during school facility hours.
- What is your approach to school climate, discipline and behavior management

### **3.12 Stakeholder Communication**

In this section of the proposal, the respondent should address the following:

- How will you communicate with families about important school information, including school performance, student performance? What is your communication style with staff and key stakeholders?
- How will you engage families in critical school decisions?

### **3.13 Project Work Plan**

This section should describe each of the proposed phases, activities and tasks that are needed to achieve a successful partnership aligned to the student achievement goals. The work plan should present a picture of activities, milestones, key dates and resources necessary to execute the proposed plan. The Board recognizes that each respondent brings its own methodology and work plan.

### **3.14 Assumptions**

In this section, the respondent should state any assumptions being made relating to any part of the proposal or project strategy.

### **3.15 Timing and Fees**

In this section, please describe the timing and associated fees the respondent is proposing for the implementation. The respondent should be sure to include all expenses associated with delivery, in addition to professional fees.

### **3.16 Appendices**

This section should include at minimum: respondent qualifications, references and resumes of key personnel. These pages will not be included in the page count, but the respondent should be judicious with the information they choose to include.

### **3.17 Sample Contract**

Respondent should submit a sample form of contract for execution upon being awarded a contract.

### **3.18 Considerations**

The respondent must discuss the following in the response:

1. Ongoing role for the School's Founder
2. Ongoing role for School Accountant
3. Plan to retain 100% of current students
4. Maintain the Anna Bailey movement program
5. Ongoing focus on the 7 Principles of KWANZAA
6. Continuation of required student uniforms

7. Continuation of Dream Care (before and after care for students)

#### **SECTION 4: SCOPE OF SERVICES**

The goals of engaging school management services is to enhance the administrative systems to improve the achievement of all scholars and advance the mission of the School. The selected charter management organization will be responsible for administering all operations of the School. The contract will provide a number of services under the oversight of the Board, including but not limited to the following:

##### **4.1 General Administration**

- Oversee transition of charter management organization's services.
- Report to the Board on the education and financial operations of the School.
- Ensure compliance with all applicable federal, state and local laws, including but not limited to, the Individuals with Disabilities Education Act, 20 U.S.C. sec. 1400 et seq., NRS 388A Charter School Provisions, School Safety & Discipline requirements and all School Improvement and School Operational compliance requirements for both the State and the local sponsor.
- Oversee completion and transmittals of all mandated Department of Education and sponsor reports.
- Interact and manage outside service providers.
- Manage parental and community relations.

##### **4.2 Education Program**

- Implement a plan to significantly improve the school's student achievement outcomes
- Devise instructional delivery systems consistent with the School's charter and mission.
- Amend and implement curriculum to meet student needs.
- Maintain order and discipline in the School.
- Administer all state mandated assessments.
- Oversee the delivery of special education services to students pursuant to law.

##### **4.3 Personnel Management**

- Deliver training and professional development to staff.

- Evaluate, manage and discipline staff, pursuant to law.

#### **4.4 Financial and Facilities Management**

- Administer and oversee all business operations, finance management and financial reporting to the Board and sponsor.
- Maintain a safe and clean facility.
- Devise long term facility plans.

### **SECTION 5: PROPOSAL EVALUATION**

The Board's objective in soliciting proposals is to enable it to select a charter management organization that will provide high quality and cost effective services to the School and positively impact student achievement outcomes. The Board will consider proposals only from charter management organizations that, in the Board's sole judgment, have demonstrated the capability and willingness to provide high quality services in the manner described in this RFP.

#### **5.1 Evaluation methodology**

Proposals will be evaluated by the Board trustees and their designees on the basis of which is the most advantageous, and this evaluation will consider the following:

##### **a. Required Format**

The extent to which the proposal includes the required sections (Title page, Table of contents, etc).

##### **b. Appropriateness of proposed methodology**

The extent to which the proposed methodology meets the Board's goals. The degree to which specific activities and milestones are described will also be evaluated.

##### **c. Prior experience with similar schools**

The Board does not wish to overly educate its charter management organization as to the workings (both operational and statutory) of an urban charter school. As a result, proposals which include documentation (including references) of successful school management services of similar size and complexity will be viewed more favorably.

##### **d. Personnel assigned**

Resumes of contractor personnel will be scrutinized. Proposals which provide detailed accounts of team members' applicable experience and their anticipated roles in this project will be viewed more favorably.

##### **e. Cost**

The winning proposal will not necessarily be that with the lowest cost, but that which provides the greatest value to the School. Proposals should provide detailed breakdowns on the cost components, including out-of-scope services which are not covered in the main sections of the document. Proposals will be evaluated on the detailed breakdown provided and whether pricing is appropriate to the project scope.

## **5.2 Final evaluation**

The Board will select the most advantageous Proposal Statement based on all of the evaluation factors set forth in this RFP, and make the award in the best interest of the School. Each proposal must satisfy the objectives and requirements detailed in this RFP. The successful charter management organization shall be determined by an evaluation of the total content of the proposal statement submitted. The Board shall not be obligated to explain the results of the evaluation process to any respondent.

## **5.3 Contract award**

A contract will be awarded as a contract for services with a charter management organization in accordance with NRS 388A. The term of the contract will be co-terminus with the current charter agreement and subject to all terms of that charter agreement with the sponsor. The contract is eligible for renewal for a second co-terminus agreement, assuming Rainbow Dreams Academy remains in good standing with its sponsor.

## **SECTION 6: GENERAL TERMS AND CONDITIONS**

The following are general terms and conditions which may or may not be explained elsewhere in this RFP.

### **6.1 Board's right to reject**

The Board reserves the right to reject any or all proposals, if necessary, or to waive any informalities in the proposals, and, unless otherwise specified by the respondent, to accept any item, items or services in the proposal should it be deemed in the best interest of the School.

### **6.2 Original/Authorized signatures**

Each proposal and all required forms must be signed in ink by a person authorized to do so. Scanned copies will be accepted.

### **6.3 Delivery of proposals**

Proposals may be delivered **via mail (hard copy)**. The Board assumes no responsibility for proposals received after the designated date and time and will not review late proposals. Proposals will not be accepted via fax.

### **6.4 Employment requirements**

Charter management organization are required to comply with all employment requirements for charter schools in the State of Nevada. No firm may be issued a contract unless it complies with these affirmative action provisions.

### **6.5 Business Registration Certificate**

Charter management organization are required to register as a Nevada Business with the Office of the Secretary of State.

**6.6 Insurance requirements**

The contractor shall maintain sufficient insurance to protect against all claims under Workmen's Compensation, General Automobile Liability, and shall be subject to approval for adequacy of protection. Certificates of such insurance shall be provided to the Board when required. Insurance requirements are determined by the school's sponsor.