EDUCATION SERVICE CENTER, REGION 20
1314 Hines Avenue
San Antonio, Texas 78208
Telephone: (210) 370-5204
www.esc20.net

August 28, 2026

Please respond to the following not later than 2:00 p.m., September 21, 2026.

Request for Quotations be marked No. 2623006

Vendor Name: _____

RFQ: Leadership Academy Facilitation Training of Trainers (TOT)

PRICE - F.O.B. - Destination

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Education Service Center, Region 20 (ESC-20) is evaluating and considering contracting with a company or individual to provide Leadership Academy Facilitation Training of Trainers (TOT). Therefore, Education Service Center, Region 20 (ESC-20) is requesting information on Leadership Academy Facilitation Training of Trainers (TOT) -- #RFQ-2623006, as per the attached specifications, terms and conditions. Responses will be accepted by ESC, Region 20 until 2:00 p.m. local time, September 21, 2026.

Faxed or emailed responses will not be considered. By submitting a response, Responder certifies to the best of his/her knowledge that all information is true and correct. All responses must be received prior to the established deadline at the address listed in the box below. Responses must be plainly marked on outside of envelope:

Jim Metzger, Coordinator Business and Human Resource Services Education Service Center, Region 20 1314 Hines Avenue San Antonio, TX 78208	**RFQ #2623006** Leadership Academy Facilitation Training of Trainers (TOT) **Response Deadline 2:00 p.m.** **September 21, 2026**

Responses must be submitted on the forms provided or response may be rejected. Only responses received by the date and time specified will be considered. **PRICE, QUALITY, AND SUITABILITY**: It is not the policy of Education Service Center, Region 20 to purchase services on the basis of low price alone; quality and suitability to purpose are also taken into consideration. When providing cost data, please quote lowest possible net price after all trade discounts have been deducted. Term discount, if any, must be indicated on **Deviation Statement & Signature Page** and **will be considered**.

Vendors who do not respond are requested to submit a "no response on proposal request" to Education Service Center, Region 20, Purchasing Department, in writing if they wish to receive future requests. Failure to do so may result in their being deleted from our vendor list. Proposals marked "subject to price change" or "price in effect on date of delivery" will not be considered.

The ESC-20 Board of Directors may approve awarding of this proposal at an upcoming meeting.

Since proposals are scanned, please do not staple, place in binders, or spiral bind.

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1.0 SCOPE OF SERVICES

Background

Education Service Center, Region 20 (ESC-20) is one of 20 regional education service agencies within Texas that provides an array of programs and services to school districts in an effort to assist districts in improving student performance and increasing the efficiency and effectiveness of school operations. ESC-20 is located in Bexar County and serves the South-Central region of the state.

Scope of Services

Education Service Center, Region 20, (ESC-20) in partnership with the Texas Education Agency, seeks Request for Qualifications (RFQ) for potential organizations and their proposed staff. The purpose of this engagement is to secure an experienced vendor(s) to manage and execute Leadership Academy session facilitation and associated planning and preparation with guest speakers and participants; coordinate content development and facilitation alignment prior, during, and after each session to ensure continuous improvement of programming; develop turnkey Trainer of Trainer materials; and recruit, prepare, coach, evaluate, and continuously develop a high-quality facilitator cadre. The selected vendor(s) shall provide comprehensive project management, facilitation, content-to-delivery alignment, Trainer of Trainer development, and facilitator workforce development services. Work shall be completed in close coordination with the program team and other designated content developers, subject matter experts, and Leadership Academy stakeholders.

The budget for this project is not to exceed $1,500,000 for the duration of the contract, to be paid over time, upon completion of key milestones and deliverables, with the option to end or extend contract term(s) based on continued availability of funds and/or vendor performance/quality. Funding may vary in renewal years.

Background and Leadership Academy Program Context: The transition into a superintendent role is a pivotal step in an educational leader's career and requires a broad, integrated skill set. Effective superintendents must be able to assess their systems in the present while planning for the future; build commitment to a compelling vision for change; attract, develop, and retain talent; manage performance toward measurable outcomes; understand deeply how students learn and grow; and build the capacity of staff to deliver an excellent student experience.

The Leadership Academy is designed to prepare aspiring superintendents, new superintendents, and superintendent coaches/mentors to meet these demands. The Leadership Academy will provide a coherent, practice-based learning experience grounded in research-informed practices for successful and effective superintendents. The curriculum will strengthen the leadership capabilities most directly connected to creating the conditions for stronger student outcomes.

The selected vendor(s) will serve as an implementation and capacity-building partner. The vendor(s) will ensure that Academy content is translated into consistent, engaging, and high-quality learning experiences; that facilitators are prepared to deliver the curriculum with fidelity and responsiveness; and that feedback from delivery is used to improve content, facilitation supports, and the facilitator development model over time.

Key aspects of the work include:

Task 1 – (TOT) PLANNING & MATERIALS DEVELOPMENT ($250,000)
Facilitation Strategy, Planning, and Project Management

- Develop and maintain an integrated facilitation work plan that identifies key activities, dependencies, decision points, owners, and deliverables across all Academy sessions.
- Coordinate the master facilitation calendar, staffing plan, facilitator assignments, preparation milestones, rehearsal schedules, and session-specific readiness checks.
- Establish project management routines for monitoring progress, surfacing risks, resolving issues, documenting decisions, and ensuring that facilitation deliverables are completed on time and to the required standard.

- Coordinate logistical and instructional readiness with the program team, including room configuration, technology needs, materials, participant grouping, accessibility considerations, and contingency planning for in-person or virtual delivery.
- Maintain organized, current, and version-controlled facilitation files, including session plans, facilitator assignments, agendas, preparation materials, observation notes, and approved revisions.

Content Development and Facilitation Alignment

- Partner with content developers and subject matter experts to translate the Academy curriculum into facilitation-ready learning experiences aligned to intended outcomes, adult learning principles, and the needs of aspiring and practicing system leaders.
- Conduct structured reviews of draft and revised session content to assess clarity, sequencing, timing, participant cognitive load, opportunities for application, facilitator usability, and alignment across presentations, guides, activities, case studies, tools, and participant materials.
- Create and maintain a content-to-facilitation crosswalk that identifies each session's learning objectives, key messages, participant experiences, facilitation moves, evidence of learning, required materials, and known dependencies.
- Facilitate alignment meetings among content developers, program staff, and facilitators to resolve inconsistencies, clarify intent, identify content gaps, and confirm how each learning experience should be delivered.
- Test session flow through walkthroughs, table reads, rehearsals, or pilot delivery and document recommended adjustments before broader implementation.
- Capture delivery-based feedback and convert it into actionable recommendations for content revision, facilitator guidance, future session planning, and continuous improvement.

System and Turnkey Materials

- Design a coherent Trainer of Trainer model that prepares future facilitators to understand the Academy's purpose, content architecture, instructional approach, facilitation expectations, and quality standards.
- Develop complete turnkey Trainer of Trainer materials that can be used consistently to onboard, prepare, calibrate, and refresh facilitators.
- Create session-specific facilitator guides with objectives, agendas, timing, preparation requirements, key messages, facilitation notes, discussion prompts, anticipated participant responses, differentiation guidance, transitions, debrief questions, and troubleshooting considerations.
- Develop trainer presentations, practice protocols, rehearsal tools, observation forms, feedback templates, facilitator self-reflection tools, readiness criteria, and supporting participant resources.
- Include explicit guidance for adapting delivery across audience experience levels and delivery settings while maintaining fidelity to required content and outcomes.
- Maintain a documented revision process so Trainer of Trainer and facilitation materials remain aligned with approved curriculum changes and lessons learned from implementation.

Task 2 – Trainer of Trainer (TOT) EXECUTION & TRAINER COACHING ($500,000):

Leadership Academy Session Facilitation and Delivery

- Provide qualified lead and supporting facilitators to deliver Leadership Academy sessions in accordance with the approved curriculum, facilitation guides, program expectations, and established quality standards.
- Prepare facilitators before each session through content briefings, calibration meetings, role clarification, practice opportunities, and review of participant context and session-specific risks.
- Execute participant-centered learning that balances direct instruction, reflection, discussion, application, practice, feedback, and planning for transfer to district leadership contexts.
- Manage facilitation in real time, including pacing, transitions, participant engagement, differentiation, questions, group dynamics, and adjustments that preserve the intent and integrity of the content.
- Coordinate debriefs immediately following delivery to identify strengths, implementation challenges, participant needs, content issues, and recommended changes.
- Provide concise post-session documentation summarizing delivery status, notable implementation findings, facilitator reflections, and recommended follow-up actions.

Facilitator Recruitment, Training, Coaching, and Development

- Work with the program team to define facilitator competencies, selection criteria, role expectations, required experience, availability expectations, and evidence of readiness.
- Support identification and screening of prospective facilitators through review of qualifications, structured interviews, facilitation demonstrations, or other approved selection activities.
- Deliver initial facilitator training that builds content knowledge, adult learning expertise, facilitation skill, understanding of superintendent leadership practice, and readiness to use Academy materials effectively.
- Provide structured practice, rehearsal, and feedback cycles before facilitators lead or co-facilitate Academy sessions.
- Implement a staged development pathway, as appropriate, that may include observation, co-facilitation, supported lead facilitation, independent facilitation, and advanced or mentor-facilitator responsibilities.
- Observe facilitator performance using an approved rubric or protocol and provide timely, specific, evidence-based coaching focused on actionable next steps.
- Conduct calibration and continuous learning sessions to strengthen consistency across the facilitator cadre and address common areas of need.
- Maintain facilitator development records, including training completed, practice evidence, observation feedback, coaching priorities, readiness determinations, and recommended assignments.
- Create recommendations for sustaining and expanding the facilitator pipeline, including onboarding, succession, refresher training, and ongoing professional learning.

Additional Vendor(s) Responsibilities and Working Expectations:

- Participate in regular project management, content alignment, readiness, and debrief meetings with the program team and other designated partners.
- Provide a qualified project lead who serves as the primary point of accountability for schedule, staffing, quality, issue resolution, and deliverable completion.
- Receive, document, and act upon feedback from the program team and designated stakeholder groups; clearly identify how feedback was addressed or why an alternative approach is recommended.
- Meet all applicable accessibility, branding, confidentiality, records-management, and material-use requirements communicated by the contracting entity.
- Ensure that all facilitators and subcontractors are appropriately prepared, supervised, and held to the same quality and conduct expectations as the prime vendor(s).
- Notify the program team promptly of risks that may affect content quality, facilitator readiness, staffing coverage, session delivery, or milestone completion, and provide a proposed mitigation plan.
- Obtain approval before making material changes to approved curriculum, learning objectives, facilitation protocols, participant materials, or readiness criteria.
- Maintain complete and accurate documentation sufficient to support project oversight, deliverable acceptance, invoicing, and continuous improvement.
- Develop and implement a quality assurance process covering content readiness, facilitator readiness, delivery fidelity, participant experience, and follow-through on identified improvements.
- Use approved data sources, which may include facilitator observations, participant feedback, session artifacts, implementation notes, and program-team input, to assess the effectiveness and consistency of delivery.
- Provide regular status updates that identify completed work, upcoming milestones, risks, decisions needed, and corrective actions.
- Analyze implementation findings to identify recurring strengths, challenges, and opportunities across sessions and facilitators without making unsupported claims beyond the available evidence.
- Recommend and implement approved improvements to facilitation materials, Trainer of Trainer resources, preparation routines, coaching supports, and quality-control processes.
- Provide an end-of-engagement summary of work completed, materials produced, facilitator capacity developed, key implementation findings, unresolved risks, and recommendations for the next phase of the Academy.

The purpose of this RFQ is to contract with vendor(s) that have strong expertise and relevant experience related to:

- K-12 Governance and Student Outcomes-Focused Governance Expertise
- Superintendent Leadership, Board Relations, and Executive Transition Experience
- Instructional Leadership, Science of Learning, and School Improvement Expertise
- Special Education Systems and Student Supports
- College, Career, and Workforce Readiness Pathways
- Talent Management, Leadership Development, and Executive Coaching
- Systems Design Thinking, Change Management, and Organizational Design
- School Finance, Strategic Resource Allocation, and Accountability Systems
- Adult Learning, Curriculum Development, and Facilitator Development
- Facilitation, Stakeholder Engagement, Communications, and Consensus Building
- Turnaround and School Improvement

In addition to minimum vendor(s) qualifications that should include:

- Demonstrated experience managing and facilitating multi-session leadership development programs for K-12 executive cabinet-level leaders, Texas superintendents, aspiring Texas superintendents, or comparable system-level audiences.
- Demonstrated expertise in adult learning, instructional design, curriculum implementation, and the development of facilitator guides, participant materials, and turnkey Trainer of Trainer resources.
- Experience coordinating content developers, subject matter experts, program leaders, and facilitators to produce aligned, implementation-ready learning experiences.
- Experience recruiting, preparing, observing, coaching, calibrating, and developing facilitators against defined competencies or performance criteria.
- Knowledge of district leadership, systems thinking, change leadership, talent strategy, performance management, instructional leadership, and capacity building in K-12 settings.
- Ability to staff and manage multiple concurrent workstreams while maintaining schedule discipline, version control, documentation quality, and responsiveness to feedback.
- Qualified personnel with clearly defined roles, relevant experience, and sufficient availability to complete the work.
- Evidence of successful completion of comparable engagements, supported by work samples, references, and descriptions of the vendor(s)'s approach to quality assurance and continuous improvement.

Term: Award Date until August 2027 with the option to end or extend the contract term through August 2028 based on continued availability of funds and/or vendor(s) performance/quality. Funding may vary in renewal years.

2.0 SPECIAL CONDITIONS

a) ESC-20 will consider alternates, but reserves the right to be the sole judge to determine which response offers the best value in meeting the needs of ESC-20.
b) Services will be purchased as needs arise and funding allows.
c) ESC-20 shall be sole interpreter of the terms, conditions, specifications and performance requirements contained herein.
d) The transfer or assignment of contracts is prohibited.
e) All charges are to be included in respondent prices.
f) COMPLIANCE WITH LAW: The respondent will be responsible for compliance with all applicable local, state, and federal laws.
g) Significant changes or necessary items not covered in proposal may be added to this contract at the discretion of ESC-20.
h) Specifications as written meet ESC-20's minimum standards as to the usage, materials, and contents for our needs and requirements. Specifications received from vendors that are different from the original requirements must meet or exceed original specifications to be considered as equivalent. ESC-20 will be

the sole judge of specification equivalency.

i) ESC-20 will make no guarantee to purchase services.

j) It is anticipated that this RFQ will be awarded to multiple providers.

3.0 GENERAL TERMS

a) All contracts and agreements between vendors and Education Service Center, Region 20 shall strictly adhere to the statutes as set forth in the Uniform Commercial Code as last amended in 1990 by the American Law Institute in the National Conference of Commissioners on uniform state laws. Reference: Uniform Commercial Code, 1990 Official Text, 2/Sales.

b) Responders are advised that ESC-20 contracts are subject to all legal requirements provided for in the Texas Senate Bill 1, Subchapter B, Section 44.031 and/or applicable state and federal statutes. Any proposal after being awarded becomes subject to the Open Records Act, Article 6252-17a VTCS.

c) If product and/or service provided are not satisfactory to ESC-20, agreement can be terminated at any time upon a 30-day written notice.

d) ESC-20 reserves the right to all warranties, express and implied.

e) All parties agree that venue for any litigation arising from this contract shall lie in San Antonio, Bexar County, Texas, and that the laws of the State of Texas shall govern the rights of the parties and the validity and interpretation of any purchase order, contract, or service agreement that shall arise from and include this proposal request.

f) Patented or copyright protected items: Vendor agrees to protect ESC-20 from recourse and all claims arising from rights under patent, copyright, trademark or application infringement.

g) It is understood and agreed that Education Service Center, Region 20 reserves the right to make minor modifications to conditions of this proposal due to unforeseen circumstances.

h) RESPONSES MUST BE MADE ON THE ENCLOSED SHEETS.

i) This proposal may be awarded to multiple vendors.

j) TERMINATION FOR CONVENIENCE. Either party to this agreement may terminate this agreement upon 30 days written notice of such termination.

k) TERMINATION FOR CAUSE. ESC-20 may at its option immediately terminate this agreement by giving 30 day written notice of termination to the Contractor on the occurrence of any of the following.

(a) The willful breach of this Agreement by the Contractor in the course of engagement, unless by ESC-20.

(b) The habitual neglect by the Contractor of its duties, unless waived by ESC-20.

l) KICKBACKS. It is a breach of ethics for any payment, gratuity or offer of employment to be made by or on behalf of a subcontractor under a contract to the prime contractor or higher tier subcontractor for any contract of a school district, or any person associated therewith, as an inducement for the award of a subcontract or order.

m) RIGHTS TO INVENTIONS. The Contractor agrees to be compliant with the Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants and Contracts.

n) CLEAN AIR ACT AND THE FEDERAL WATER POLLUTION CONTROL ACT. The Contractor agrees to be compliant with the Clean Air Act and the Federal Water Pollution Control Act and their implementing regulations.

p) ENERGY POLICY AND CONSERVATION ACT. The Contractor agrees to be compliant with the Energy Policy and Conservation Act pertaining to mandatory standards and policies relating to energy efficiency contained in the state energy conservation plan.

q) DEBARMENT OR SUSPENSION. The Contractor certifies that neither they nor their subcontractor is debarred or suspended from receiving federal funds.

r) LOBBYING CERTIFICATION AND DISCLOSURE OF LOBBYING (BYRD ANTI- LOBBYING AMENDMENT). The Contractor certifies that it has not and will not use any federal funds to lobby. If *non*-federal funds are used to lobby, the contractor must complete the Disclosure of Lobbying and forward the disclosure to the next tier, who must forward it through each tier to the federal awarding agency.

s) COPYRIGHT. All contracts paid from state or federal grants administered by TEA must retain copyright for the Texas Education Agency (TEA) and for the federal government (if a federally funded contract) unless otherwise negotiated in writing with TEA. Pursuant to the provisions in 2 CFR § 200.315, title to intangible property vests in the District as long as such property is used for authorized purposes. However, TEA and the federal awarding agency reserve a royalty-free, nonexclusive and irrevocable right to reproduce, publish, or otherwise use the work for federal purposes, and to authorize others to do so.

t) SOLID WASTE DISPOSAL ACT AND ITS IMPLEMENTING REGULATIONS. The Contractor certifies that it is compliant with section 6002 of the Solid Waste Disposal Act and its implementing regulations. 2 CFR § 200.322.

u) PROFIT AS A SEPARATE ELEMENT OF PRICE. For purchases using federal funds in excess of $150,000, a Cooperative member may be required to negotiate profit as a separate element of the price; 2 CFR 200.323(b).

v) EQUAL EMPLOYMENT OPPORTUNITY. 41 CFR 60-1.4(b) is hereby incorporated by reference.

w) DAVIS-BACON ACT. For all Cooperative member prime construction contracts/purchases in excess of $2,000, vendor shall comply with the Davis-Bacon Act (40 USC 3141-3144, and 3146-3148) as supplemented by Department of Labor regulations (29 CFR Part 5). Vendor further agrees to that it shall also comply with the Copeland "Anti-Kickback" Act (40 USC 3145), as supplemented by Department of Labor regulations (29 CFR Part 3).

x) CONTRACT WORK HOURS AND SAFETY STANDARDS ACT. For all contracts or purchases in excess of $100,000 that involve the employment of mechanics or laborers, vendor agrees to comply with 40 USC 3702 and 3704 as supplemented by Department of Labor regulations (29 CFR Part 5).

y) Compliance with Texas Government Code 2252 and 2270 – I, the vendor, am in compliance with all applicable provisions of Government Codes 2252 & 2270. This code requires vendors agree to NOT boycott Israel or do business with companies that boycott Israel. In addition vendor cannot do business with Iran, Sudan or a known terrorist organization. By submitting a response to the proposal, vendor certifies compliance with this code.

y) NON-COLLUSION STATEMENT. The vendor affirms that he/she ·is duly authorized to execute a contract, that this company, corporation, firm, partnership or individual has not prepared this proposal in collusion with any other Proposer, and that the contents of this proposal as to prices, terms or conditions of said proposal will not be communicated by the undersigned nor by any employee or agent to any other person engaged in this type of business prior to the official opening of a proposal. The proposer also affirms that they have not given; offered to give, do not intend to give at any time hereinafter any economic opportunity, future employment, gift, loan, gratuity, specified discount, trip, favor, or service to a private service in connection with this contract.

z) RECORD RETENTION. When federal funds are expended by Cooperative and all Cooperative members for any contract resulting from this procurement process, the vendor certifies that it will comply with the record retention requirements detailed in 2CFR 200.333. The vendor further certifies that vendor will retain all records as required by CFR 200.333 for a period of three years after grantees or sub grantees submit final expenditure reports or quarterly or annual financial reports, as applicable, and all other pending matters are closed.

aa) BUY AMERICAN ACT. Vendor certifies that vendor is in compliance with all applicable provisions of the Buy American Act. Purchases made in accordance with the Buy American Act must still follow the applicable procurement rules calling for free and open competition.

bb) LEGAL REMEDIES. Contracts for more than the simplified acquisition threshold currently set at $250,000 which is the inflation adjusted amount determined by the Civilian Agency Acquisition Council and the Defense Acquisition Regulations Council (Councils) as authorized by 41 U.S.C. 1908, must address administrative, contractual, or legal remedies in instances where contractors violate or breach contract terms, and provide such sanctions and penalties as appropriate. Pursuant to Federal Rules (A) above, when federal funds are expended by Cooperative and all Cooperative members, Cooperative and all Cooperative members reserves all rights and privileges under the applicable laws and regulations with respect to this procurement in the event of breach of contract by either party.

Executive Orders:

a) Compliance with Texas Education Code Chapter 28: Pursuant to Texas Education Code Chapter 28, as amended, Vendor verifies that any and all training services offered and prepared by Vendor are in compliance with those requirements as set out in Section 28.0022.

TEC 28.0022 explicitly prohibits employees of a state agency, school district, or open-enrollment charter school from teaching, instructing, or training any administrator, teacher, or staff member of a state agency, school district, or open-enrollment charter school to adopt any of the following concepts:

(1) One race or sex is inherently superior to another race or sex;
(2) An individual, by virtue of the individual 's race or sex, is inherently racist, sexist, or oppressive, whether consciously or unconsciously;
(3) An individual should be discriminated against or receive adverse treatment solely or partly because of the individual 's race or sex;
(4) An individual 's moral character, standing, or worth is necessarily determined by the individual's race or sex;
(5) An individual, by virtue of the individual 's race or sex, bears responsibility, blame, or guilt for actions committed by other members of the same race or sex;

(6) Meritocracy or traits such as a hard work ethic are racist or sexist or were created by members of a particular race to oppress members of another race;
(7) The advent of slavery in the territory that is now the United States constituted the true founding of the United States; or
(8) With respect to their relationship to American values, slavery and racism are anything other than deviations from, betrayals of, or failures to live up to the authentic founding principles of the United States, which include liberty and equality.

b) In the event any questions or concerns arise regarding the content of what you are distributing and/or presenting and whether it may incorporate one of the above statutorily prohibited concepts, please submit your instructional and/or training materials to the ESC-20 Chief Financial Officer, at least fifteen (15) days prior to distributing and/or presenting the material to allow the Service Center adequate time to review and offer possible adjustments and suggestions to bring the materials into compliance with TEC 28.0022

c) Equal Treatment of All Persons: Pursuant to Article I, Section 3a of the Texas Constitution, the Fourteenth Amendment to the United States Constitution, federal and State law, and Executive Order No. GA-55, Vendor verifies that any and all services offered and prepared by Vendor are in compliance with the following:
(1) all conduct under this Agreement shall be administered and performed in a neutral manner without regard to race of persons;
(2) Vendor shall not, in the specific performance of this Contract, elevate one individual person over another, or advantage any one person over another, due to race;
(3) Vendor shall not, in the specific performance of this Contract, employ practices or engage in any advancement of the programs known as diversity, equity and inclusion, critical race theory, affirmative action, or other similar, divisive agendas;
(4) Vendor's staff, agents, and subcontractors that are selected and employed in the specific performance of this Contract shall be selected and employed solely on merit and the ability to perform; and
(5) Vendor shall ensure that any subcontractors participating in the specific performance of this Contract represent and warrant to the provisions of this Clause.

d) Biological Sex and No Preferred Pronouns: Vendor represents and warrants that it shall ensure that all actions in specific performance of this Agreement shall comply with federal and state law and reflect that there are only two sexes. Vendor's employees, officers, representatives, subcontractors, and agents shall not, in performance of this Contract, present, direct, request, or suggest the use of preferred personal pronouns in professional correspondence or presentations.

e) Executive Orders**:** In performance under this Agreement, ESC-20 and any Local Education Entities who are a party hereto, as applicable, will comply, or continue to comply, with all applicable Federal and State executive orders. These orders include, but are not limited to:
(1) Exec. Order No. 14214, 90 Fed. Reg. 9949 (2025), which prohibits schools and other educational institutions that receive federal financial assistance from conditioning student enrollment on COVID-19 vaccination status;
(2) Exec. Order No. 14168, 90 Fed. Reg. 8615 (2025), which prohibits the use of Federal funds in the promotion of gender ideologies and further requires that intimate spaces (e.g., restroom) are designated according to one's biological sex;
(3) Exec. Order No. 14190, 90 Fed. Reg. 8853 (2025), which prohibits the use of Federal funds for direct or indirect activities or educational instruction related to discriminatory equity ideology or social transitioning;
(4) Exec. Order No. 14201, 90 Fed. Reg. 9279 (2025), which requires Title IX of the Education Amendments Act of 1972 be applied on the basis of biological sex, not gender identity, and prohibits transgender-identifying athletes from participating in all-women sports teams;
(5) Exec. Order No. 14173, 90 Fed. Reg. 8633 (2025), which requires adherence to Federal anti-discrimination laws and its materiality to the government's payment decisions and further requires certification that a party does not operate any programs promoting DEI in a manner violative of Federal anti-discrimination laws (which, by virtue of this assurance, the subrecipient certifies);
(6) Texas Exec. Order No. GA 55, which requires all people be treated equally, regardless of race; and,
(7) Letter from Governor Greg Abbott to Chairmen and Executive Directors (Jan. 30, 2025), which requires Texas agencies to take actions on the basis of biological sex and not gender identity.

f) Title VI of the Civil Rights Act of 1964 (Title VI): Title VI, as amended, (prohibiting discrimination by race, color, or national origin), the regulations effectuating its provisions contained in 34 CFR Part 100, and the provisions of the US Department of Education's Dear Colleague Letter/Certification of April 3, 2025 pertaining to Title VI shall be applicable to any and all services performed under this Agreement.

g) The 83rd Texas Legislature passed House Bill 462 (HB462) which prohibits the adoption and/or use of the Common Core Standards at the state, regional, and local level. Services provided through and by ESC-20 are aligned with, and designed to support, the Texas Essential Knowledge and Skills (TEKS) adopted by the State Board of Education. The Contractor agrees to refer only to the Texas Standards and refrain from referencing or using material aligned with the Common Core Standards while performing work for the Center.

h) In accordance with Texas Education Code 8.0531 and notwithstanding any other provision of Texas Education Code Chapter 8 Subchapter A or Section 8.001(c), the instructional lessons developed as part of a curriculum management system by a regional education service center, acting alone or in collaboration with one or more other regional education service center, shall be subject to the same review and adoption process as outlined in Section 31.022.

4.0 CONTACT

All questions should be directed between 8:00 a.m. and 4:30 p.m., Monday through Friday to:

General Questions	Jim Metzger	210-370-5204	jim.metzger@esc20.net
Technical Question	Katie Gilleland		katie.gilleland@tea.texas.gov

All questions are due in writing by September 8, 2026, at noon. Responses will be sent out to vendor prospects and posted on the ESC-20 website.

5.0 REFERENCES

This list must include current clients. This list may be placed in a separate envelope and labeled "PROPRIETARY" and is not subject to public view. Failure to provide references may cause proposal to be considered non-responsive.

Company:_____ Contact Person: Phone number:
Address:_____ _____ _____ _____ _____
City/St: _____

Company:_____ Contact Person: Phone number:
Address:_____ _____ _____ _____ _____
City/St: _____

Company:_____ Contact Person: Phone number:
Address:_____ _____ _____ _____ _____
City/St: _____

6.0 REJECTION, WITHDRAWAL, MODIFICATIONS OF PROPOSALS AND LATE PROPOSALS

ESC-20 reserves the right to accept or reject any or all responses, to waive any technicality or irregularity in response submitted, and to accept or reject any part of a response as deemed to be in the best interest of ESC-20. Responses may be withdrawn at any time prior to the final due date. Alternations made before opening time must be initialed by Respondent guaranteeing authenticity. Upon approval of ESC-20, responses may be withdrawn for obvious miscalculations or industry-wide conditions. Responses received after the time set for the opening will be declared late and will be considered ineligible for opening and consideration. ESC-20 is not responsible for mail, courier or other delivery methods' in-transit time or non-delivery. Late deliveries may be held unopened. Respondents will be advised by mail that the proposal was late and not accepted and will be allowed to pick up the proposal package or furnish a "call tag" and have the package picked up by a courier.

7.0 CLARIFICATION OR OBJECTION TO PROPOSAL SPECIFICATIONS

ESC-20 is willing to assist any Respondent in the interpretation of request provisions or explanation of how request forms are to be completed. Assistance can be received by visiting the ESC-20, Business Office, 1314 Hines Avenue; or calling (210) 370-5204. If any person contemplating submitting a response to this request is in doubt as to the true meaning of the specifications, or other documents or any part thereof, he/she may submit a written request for clarification to Jim Metzger, Purchasing Coordinator, 1314 Hines Avenue, San Antonio, TX 78208 at least seven working days prior to scheduled deadline. Any interpretation of the request for proposal, if made, will be made only by Addendum duly issued, faxed, mailed or delivered to each person receiving a proposal. ESC-20 will not be responsible for any other explanation or interpretation of the proposal made or given prior to the award of the contract. Any objections to the specifications and requirements as set forth in this request must be filed in writing with the Associate Director of Business and Human Resource Services.

8.0 EVALUATION and AWARD OF CONTRACT

a) Response evaluation shall be based on, but not necessarily limited to the following factors:

- Ability to meet program requirements
- Flexibility
- Reputation of the vendor(s) and of the vendor(s)'s services
- Extent to which the services meet the needs of ESC-20
- Vendor(s)'s past relationship with ESC-20
- Vendor(s)'s prior support of related/relevant initiatives, particularly within the state of Texas
- Other relevant factors that a private business entity would consider in selecting a vendor(s)
- Company and personnel qualifications (including of any proposed subcontractors) including a resume and list of references for which the Bidder is providing similar services

The following criteria will be used for evaluating proposals (100 points):

Criteria	Description	Points
Relevant Organizational Experience and Qualifications	Demonstrated experience managing and facilitating multi-session leadership development programs for K-12 executive leaders, superintendents, aspiring superintendents, or comparable system-level audiences. Evidence of expertise in adult learning, instructional design, facilitator development, curriculum implementation, and leadership development. Experience supporting large-scale professional learning initiatives and coordinating multiple stakeholders.	**25**
Technical Approach, Facilitation Strategy, and Work Plan	Quality, clarity, and feasibility of the proposed approach for project management, facilitation planning, content-to-delivery alignment, session facilitation, Trainer of Trainer development, facilitator recruitment and development, quality assurance, continuous improvement, and implementation support. Strength of project governance, communication routines, risk management, and deliverable management.	**25**
Personnel Qualifications and Facilitator Capacity	Qualifications, expertise, and experience of proposed project lead, facilitators, trainers, coaches, subject matter experts, and support personnel. Demonstrated ability to recruit, prepare, coach, calibrate, and evaluate facilitators. Adequacy of staffing model, backup coverage, and personnel availability.	**20**
Relevant Past Performance and References	Evidence of successful completion of comparable leadership development, executive learning, facilitator development, or professional learning engagements. Quality of references, demonstrated outcomes, work samples, Trainer of Trainer materials, facilitator guides, coaching tools, and examples of continuous improvement processes.	**15**
Facilitator Development, Quality Assurance, and Sustainability Approach	Strength of the proposed facilitator competency framework, onboarding and development model, observation and coaching process, readiness criteria, quality assurance methods, continuous improvement processes, and plans for sustaining and expanding facilitator capacity over time.	**15**

b) After responses are opened, ESC-20 will check each response for the presence or absence of required information in conformance with the submittal requirements of this response. These submittal requirements are obligatory. If the response fails to meet any requirements to the request for proposal specifications, such failures will be noted and documented in a formal deficiency report by the purchasing staff. ESC-20 will evaluate each response to assure consistency among the various sections within the request for proposal. Any items that are inconsistent or appear contradictory will be evaluated to determine if they should be classified as material deviations.

c) Timeline for Evaluation and Notifications:

The evaluation process will occur following the September 21, 2026 proposal opening. Vendor(s) recommended for award should be recommended for award at the October 2026 ESC-20 Board Meeting. Awarded Vendor(s) will be notified of the award following the ESC-20 Board Meeting.

9.0 ACKNOWLEDGEMENT OF ADDENDA:

The offeror acknowledges receipt of ADDENDA to the solicitation and related documents numbered and dated:

Addendum No.			
Date			

All addenda shall be acknowledged on the solicitation/offer. Failure to do so may cause the proposal to be rejected. Any changes to the solicitation will be made by Addendum, delivered to all parties, which ESC-20 shows as having received a copy of the solicitation.

10.0 PROPOSAL

Organization's General Skills

Respondents should submit evidence demonstrating the ability to execute the following general skills:

- Expertise in student outcomes-focused school board governance
- Knowledge of effective governance practices for school boards and superintendents
- Understanding of board goal setting, progress monitoring, and accountability systems
- Adult learning theory and professional development design
- Instructional design for in-person and virtual learning environments
- Training content development, revision, and technical writing
- Development of facilitator guides, participant materials, and implementation tools
- Observation and evaluation of participants using established rubrics and criteria
- Feedback delivery and coaching for professional growth
- Continuous improvement planning and implementation
- Project management, scheduling, and deliverable management
- Quality assurance and process improvement
- Ability to manage multiple workstreams and meet established deadlines
- Experience working with K-12 education systems and leadership development initiatives
- Familiarity with Texas school board governance requirements and EISO training frameworks
- Ability to maintain confidentiality, documentation, and certification records with accuracy and integrity

Key Target Dates
Below activities and dates are subject to change.

Activity	Timeline
Deadline for RFQ submission	**September 21, 2026**
Initial Review of Submission of Qualifications	**September 21 to October 9, 2026**
Region 20 Board Meeting	**October 29, 2026**
Notification of Selected Organization(s)	**By November 3, 2026**

Contract Term
The terms and conditions of this RFQ and the subsequent contract for services are approximately for November 2026 – August 2027. The start and end dates are subject to change based on key activity completion noted above. Upon successful completion of the requirements of this RFQ, including but not limited to, contract requirements and project quality, this contract may be renewed for one additional year through August 2028.

Conditions for Submission of Qualifications

- **Title Page**
    - Include organization name, project lead name and title, contact information, and the date
- **Table of Contents**

- Include a table of contents to outline sections of the written proposal as well as an overview of the attachments included as part of the submission

- **Narrative**

  - Write a description of your organization's experience and expertise with the following components. Please link or provide relevant artifacts demonstrating success where applicable.

  - **Organizational Overview & Capacity**

    - Legal business name, years in operation, and ownership structure
    - Office locations and geographic reach (particularly work with K–12 public sector clients)
    - Organizational size and staffing structure

Note: Please identify which task(s) your organization is bidding to be considered for (if all of them, list each task out for clarity).

Task 1 – (TOT) PLANNING & MATERIALS DEVELOPMENT ($250,000)

Facilitation Strategy, Planning, and Project Management

- Develop and maintain an integrated facilitation work plan that identifies key activities, dependencies, decision points, owners, and deliverables across all Academy sessions.
- Coordinate the master facilitation calendar, staffing plan, facilitator assignments, preparation milestones, rehearsal schedules, and session-specific readiness checks.
- Establish project management routines for monitoring progress, surfacing risks, resolving issues, documenting decisions, and ensuring that facilitation deliverables are completed on time and to the required standard.
- Coordinate logistical and instructional readiness with the program team, including room configuration, technology needs, materials, participant grouping, accessibility considerations, and contingency planning for in-person or virtual delivery.
- Maintain organized, current, and version-controlled facilitation files, including session plans, facilitator assignments, agendas, preparation materials, observation notes, and approved revisions.

Content Development and Facilitation Alignment

- Partner with content developers and subject matter experts to translate the Academy curriculum into facilitation-ready learning experiences aligned to intended outcomes, adult learning principles, and the needs of aspiring and practicing system leaders.
- Conduct structured reviews of draft and revised session content to assess clarity, sequencing, timing, participant cognitive load, opportunities for application, facilitator usability, and alignment across presentations, guides, activities, case studies, tools, and participant materials.
- Create and maintain a content-to-facilitation crosswalk that identifies each session's learning objectives, key messages, participant experiences, facilitation moves, evidence of learning, required materials, and known dependencies.
- Facilitate alignment meetings among content developers, program staff, and facilitators to resolve inconsistencies, clarify intent, identify content gaps, and confirm how each learning experience should be delivered.
- Test session flow through walkthroughs, table reads, rehearsals, or pilot delivery and document recommended adjustments before broader implementation.
- Capture delivery-based feedback and convert it into actionable recommendations for content revision, facilitator guidance, future session planning, and continuous improvement.

System and Turnkey Materials

- Design a coherent Trainer of Trainer model that prepares future facilitators to understand the Academy's purpose, content architecture, instructional approach, facilitation expectations, and quality standards.
- Develop complete turnkey Trainer of Trainer materials that can be used consistently to onboard, prepare, calibrate, and refresh facilitators.
- Create session-specific facilitator guides with objectives, agendas, timing, preparation requirements, key messages, facilitation notes, discussion prompts, anticipated participant responses, differentiation guidance, transitions, debrief questions, and troubleshooting considerations.

- Develop trainer presentations, practice protocols, rehearsal tools, observation forms, feedback templates, facilitator self-reflection tools, readiness criteria, and supporting participant resources.
- Include explicit guidance for adapting delivery across audience experience levels and delivery settings while maintaining fidelity to required content and outcomes.
- Maintain a documented revision process so Trainer of Trainer and facilitation materials remain aligned with approved curriculum changes and lessons learned from implementation.

Task 2 – Trainer of Trainer (TOT) EXECUTION & TRAINER COACHING ($500,000):

Leadership Academy Session Facilitation and Delivery

- Provide qualified lead and supporting facilitators to deliver Leadership Academy sessions in accordance with the approved curriculum, facilitation guides, program expectations, and established quality standards.
- Prepare facilitators before each session through content briefings, calibration meetings, role clarification, practice opportunities, and review of participant context and session-specific risks.
- Execute participant-centered learning that balances direct instruction, reflection, discussion, application, practice, feedback, and planning for transfer to district leadership contexts.
- Manage facilitation in real time, including pacing, transitions, participant engagement, differentiation, questions, group dynamics, and adjustments that preserve the intent and integrity of the content.
- Coordinate debriefs immediately following delivery to identify strengths, implementation challenges, participant needs, content issues, and recommended changes.
- Provide concise post-session documentation summarizing delivery status, notable implementation findings, facilitator reflections, and recommended follow-up actions.

Facilitator Recruitment, Training, Coaching, and Development

- Work with the program team to define facilitator competencies, selection criteria, role expectations, required experience, availability expectations, and evidence of readiness.
- Support identification and screening of prospective facilitators through review of qualifications, structured interviews, facilitation demonstrations, or other approved selection activities.
- Deliver initial facilitator training that builds content knowledge, adult learning expertise, facilitation skill, understanding of superintendent leadership practice, and readiness to use Academy materials effectively.
- Provide structured practice, rehearsal, and feedback cycles before facilitators lead or co-facilitate Academy sessions.
- Implement a staged development pathway, as appropriate, that may include observation, co-facilitation, supported lead facilitation, independent facilitation, and advanced or mentor-facilitator responsibilities.
- Observe facilitator performance using an approved rubric or protocol and provide timely, specific, evidence-based coaching focused on actionable next steps.
- Conduct calibration and continuous learning sessions to strengthen consistency across the facilitator cadre and address common areas of need.
- Maintain facilitator development records, including training completed, practice evidence, observation feedback, coaching priorities, readiness determinations, and recommended assignments.
- Create recommendations for sustaining and expanding the facilitator pipeline, including onboarding, succession, refresher training, and ongoing professional learning.

6. Team Qualifications

- Resumes: Include the resumes for (1) the proposed project lead, (2) proposed coaches and (3) any additional support staff that will be directly supporting the project. The resumes included in the RFQ response must contain position, title, begin and end dates, location, organization, supervisor name, and primary responsibilities

- Provide details on key personnel:
    - Roles and responsibilities
    - Capacity of each individual (reflected as a % of time)

7. References

- Provide 3–5 client references from similar engagements
- Contact information and brief description for each project

11.0 RESIDENT CERTIFICATION:

This Certification Section must be completed and submitted before a proposal can be awarded to your company. This information may be placed in an envelope labeled "Proprietary" and is not subject to public view. In order for a proposal to be considered, the following information must be provided. **Failure to complete may result in rejection of the proposal:**

As defined by Texas House Bill 602, a "nonresident Bidder" means a Bidder whose principal place of business is not in Texas, but excludes a contractor whose ultimate parent company or majority owner has its principal place of business in Texas.

Texas or Non-Texas Resident

☐ I certify that my company is a **"resident Bidder"**.
☐ I certify that my company qualifies as a **"nonresident Bidder"**.

If you qualify as a **"nonresident Bidder,"** you must furnish the following information:

What is your resident state? (The state your principal place of business is located.)

_____
City State Zip Code

_____ _____
Company Name Address

12.0 UNFAIR BUSINESS PRACTICE

Has your company ever been convicted of unfair business practices?

☐ Yes ☐ No If yes, when: _____

13.0 CERTIFICATE OF INTERESTED PARTIES – FORM 1295

Certificate of Interested Parties (Form 1295 – must be filled out electronically with the Texas Ethics Commission's online filing application, printed out, signed and returned with this proposal)

ESC, REGION 20 is required to comply with House Bill 1295, which amended the Texas Government Code by adding Section 2252.908, Disclosure of Interested Parties. Section 2252.908 prohibits ESC, REGION 20 and potentially cooperative members from entering into a contract resulting from this RFQ with a business entity unless the business entity submits a Disclosure of Interested Parties (Form 1295) to ESC, REGION 20 at the time business entity submits the signed contract. The Texas Ethics Commission has adopted rules requiring the business entity to file Form 1295 electronically with the Texas Ethics Commission. The following **definitions** apply:

(1) ***"Business Entity"*** means an entity recognized by law through which business is conducted, including a sole proprietorship, partnership, or corporation. TEX. GOV'T CODE § 2252.908(1).

(2) ***"Interested Party"*** means a person:
   a) who has a controlling interest in a business entity with whom ESC, REGION 20 contracts; or
   b) who actively participates in facilitating the contract or negotiating the terms of the contract, including a broker, intermediary, adviser, or attorney for the business entity. TEX. GOV'T CODE § 2252.908(3).

(3) ***"Controlling interest"*** means:
   a) an ownership interest or participating interest in a business entity by virtue of units, percentage, shares, stock, or otherwise that exceeds 10 percent;
   b) membership on the board of directors or other governing body of a business entity of which the board or other governing body is composed of not more than 10 members; or
   c) service as an officer of a business entity that has four or fewer officers, or service as one of the four officers most highly compensated by a business entity that has more than four officers. TEX. ETHICS COMM. RULE 46.3(c).

(4) ***"Intermediary"*** means a person who actively participates in the facilitation of the contract or negotiating the contract, including a broker, adviser, attorney, or representative of or agent for the business entity who:
   a) receives compensation from the business entity for the person's participation;
   b) communicates directly with the governmental entity or state agency on behalf of the business entity regarding the contract; and
   c) is not an employee of the business entity. TEX. ETHICS COMM. RULE 46.3(e).

As a "business entity," all vendors must:

(1) **complete Form 1295 electronically** with the Texas Ethics Commission using the online filing application, which can be found at
- https://www.ethics.state.tx.us/filinginfo/QuickFileAReport.php
- **All vendors must complete Form 1295, even if no interested parties exist**
- In Section 2, insert "ESC, Region 20"
- In Section 3, insert the ESC, REGION 20 RFQ #2623006 for this proposal

(2) **print a copy of the completed form** (make sure that it has a computer-generated certification number in the "Office Use Only" box)

(3) have an authorized agent of the business entity **sign the form**

(4) **submit** the completed, signed, Form 1295, with the certification of filing, along with this proposal.

(5) ***Vendor is exempt from filling out Form 1295*** **if** they are a publicly traded business entity, including a wholly owned subsidiary of the business entity. If you fall into this category please indicate below to verify that you did not fill out Form 1295 and reason why.

Exempt? Reason:_____

ESC, REGION 20 must acknowledge the receipt of the filed Form 1295 by notifying the Texas Ethics Commission of the receipt of the filed Form 1295 no later than the 30th day after the date the contract binds all parties to the contract. After ESC, REGION 20 acknowledges the Form 1295, the Texas Ethics Commission will post the completed Form 1295 to its website with seven business days after receiving notice from ESC, REGION 20.

14.0 DEVIATION or COMPLIANCE NOTATION, FELONY NOTIFICATION& SIGNATURE PAGE

DEVIATIONS: In the event the undersigned Respondent intends to **deviate** from the general terms and conditions or specifications contrary to those listed in the "Terms and Conditions", "Specifications" and other information attached hereto, all such deviations must be **listed on this page**, with complete and detailed conditions and information also being attached (attach additional pages as necessary). **Vendors must list all specifications for item(s) bid that differ from any specifications/brands listed in proposal.** ESC-20 will be the sole judge to determine if deviations are acceptable in meeting the needs of ESC-20.

NO DEVIATIONS: In the absence of any deviation entry on this form, the Bidder assures Education Service Center, Region 20 of their **full compliance** with the Terms and Conditions, Specifications, and information contained in this proposal.

ALL bidders MUST COMPLETE this page (check appropriate box)
SIGN & RETURN with proposal or proposal may be considered NON-RESPONSIVE.

Our response is submitted according to (check appropriate box):

☐ **Deviations listed** ☐ **See Attached letter for Deviations** ☐ **No Deviations**

Having carefully examined the Request for Proposal's, terms and conditions, specifications and proposal form, the undersigned hereby proposes and agrees to furnish goods and/or services in strict compliance with the specifications and conditions contained in this document.

The representative signing this document affirms that they are duly authorized to execute this contract, that this company corporation, firm, partnership or individual has not prepared this proposal in collusion with any other Bidder, and that the contents of this proposal as to prices, terms or conditions of said proposal have not been communicated by the representative signing this document nor by any employee or agent to any other person engaged in this type of business prior to the official opening of this proposal.

FELONY NOTIFICATION

Also, pursuant to the State of Texas Legislative Senate Bill No. 1, Section 44.034, Notification of Criminal History, the undersigned affirms this firm is_____ /**is not**_____ owned or operated by anyone who has been convicted of a felony. This statement is not required of a publicly-held corporation.

By signing this proposal, vendor makes the assurance that vendor has not been debarred or suspended from conducting business with the US Government according to Executive Order 12549 titled Debarment and Suspension.

NOTE - Use this form. If necessary to go into details, attach a letter.

Exclude Federal and State Taxes.

The right is reserved to accept or reject

The quotation on each item separately or as a whole.

Proposals received after the time and date specified will not be accepted.

Term Discount: _____ Date: _____

COMPANY _____

SIGNATURE_____
(Must be able to sign contracts to obligate company)

TYPED NAME_____

TITLE _____

ADDRESS _____

Email Address: _____

PHONE (____)_____ FAX (____)_____