



REQUEST FOR PROPOSALS

Teacher Pathway Consulting Services Delivered to the City of Philadelphia Mayor's Office of Education

Issued by:

The Philadelphia City Fund

On behalf of The City of Philadelphia, The Mayor's Office of Education

Questions about this RFP should be submitted to education@phila.gov and emily.gowen@phila.gov by September 25, 2025 with the subject line "Questions: Teacher Pathway Consulting Services RFP"

Proposals must be received no later than 5:00pm, Philadelphia, PA, local time, on October 17, 2025. A pdf version of the proposal must be emailed to: education@phila.gov and emily.gowen@phila.gov with the subject line "Proposal: Teacher Pathway Consulting Services RFP".

General Disclaimer of the Philadelphia City Fund

This RFP does not commit the Philadelphia City Fund ("Fund") to award a contract. This RFP and the process it describes are proprietary to the Fund and the City of Philadelphia ("City") and are for the sole and exclusive benefit of the Fund/City. No other party, including any Applicant, is intended to be granted any rights hereunder. Any response, including written documents and verbal communication, by any Applicant to this RFP, shall become the property of the Fund/City and may be subject to public disclosure by the Fund/City, or any authorized agent of the Fund/City, at the Fund/City's discretion.

SECTION I – RFP ADMINISTRATION

A. Advertisement Location

This Request for Proposal (“RFP”) is issued by the Philadelphia City Fund (“PCF”) on behalf of The Mayor’s Office of Education, City of Philadelphia. All PCF RFPs are posted on its website under the “Work with Us” tab. The RFP is posted on the page linked [here](#) (“RFP Webpage”). Information provided about this RFP by any other source, including but not limited to any employee or agent of the Fund or the City of Philadelphia, is not binding and shall not in any way be considered a commitment by PCF or the City.

B. RFP and Contracting Timeline:

Below please find the anticipated RFP and contracting timeline:

Milestone	Date
RFP Release Date	Sept 3, 2025
Questions Due	Sept 24, 2025
Answers to questions posted on RFP Webpage*	Sept 29, 2025
Proposals received	Oct 17, 2025
Interviews Conducted	Oct 27 - 31, 2025
Final Selection	Nov 6, 2025
Kick-off Meeting	Nov 10, 2025
Anticipated Contract Start Date	Nov 10, 2025
Anticipated Contract End Date	April 30, 2028

**PCF will post questions and responses according to the timeline stated above. If Q+A responses are not posted by 5pm EST on this date, then questions were not submitted in response to this RFP.*

C. Revisions to RFP Specifications

The Fund and the City reserve the right to change, modify or revise the RFP at any time. Any revisions prior to selection will be posted on the Philadelphia City Fund’s RFP Webpage associated with this RFP. Changes or new content are highlighted within the updated RFP document. It is the Applicant’s responsibility to check the RFP Webpage to determine whether additional information has been released.

D. Definitions

The following capitalized words and phrases have the following meanings for purposes of this RFP:

- “Applicant” refers to any a company, individual, to team that submits a proposal in response to this RFP.
- “Consultant” refers to the selected Applicant or selected Applicant team.

- “Services” or “Scope of Work” refers to the specific tasks, functions, or activities that the Consultant is sought provide to meet the Fund and the City’s needs, as outlined in Section III – Proposed Services.
 - Any other Capitalized terms not defined in this section but noted in parenthesis and quotations, e.g. (“Example”) shall have the meanings defined elsewhere in this RFP.
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SECTION II – INTRODUCTION

A. Statement of Purpose

The Philadelphia City Fund (“PCF” or “the Fund”) and the Mayor’s Office of Education seek qualified professional firms to create and strengthen articulation agreements between the Community College of Philadelphia and local four-year institutions that create more seamless pathways for students to obtain a bachelor’s degree in education and teacher certification. The Teacher Pathway consultant will work collaboratively with a group of partners to assess current articulation agreements and transfer policies and procedures, research best practices, for both credit transfer and holistic transfer student support, and develop an actionable plan to reduce the time and cost for students to become certified teachers in Philadelphia while improving the overall transfer experience. The consultant will also work with partners to draft or revise articulation agreements to be submitted for approval at partner institutions for implementation.

B. Department Overview

The Philadelphia City Fund (“PCF” or “the Fund”) works in close partnership with the City of Philadelphia (“City”) and private sector partners to develop and run initiatives that seek to advance City initiatives and improve the quality of life for all Philadelphians.

The Mayor’s Office of Education (“MOE”) provides leadership to advance Mayor Parker’s vision of a world-class system of education for Philadelphians of all ages and socioeconomic backgrounds.

The Fund will serve as the fiscal administrator for this opportunity and will hold the contract awarded to the winning applicant, on behalf of The Mayor’s Office of Education (“MOE”). MOE will serve as the project manager for this effort on behalf of the Fund.

C. Project Background

Attracting and retaining high-quality, diverse teachers is a priority of Mayor Parker’s administration. The Mayor’s Office of Education supports this priority by collaborating with the Philadelphia Talent Coalition and developing strategies to meet the coalition goals – to increase the new teacher retention rate from 79% to 85% and increasing the share of teachers of color from 35% to 42%.

The number of students graduating from four-year teaching institutions [has declined by almost two-thirds](#) between 2009 and 2022, creating a statewide shortage for new certified teachers, particularly in special education, math and science. Philadelphia public schools, including the School District of Philadelphia and charter schools, have had a particularly difficult time attracting and retaining teachers, and employ larger numbers of teachers without the appropriate certification for their teaching assignment. Almost 30% of Philadelphia's teachers are [employed via emergency certification](#).

One of the identified barriers to new teacher recruitment is the cost of a four-year degree and certification. To address Philadelphia's immediate shortage and create a system that supports teacher recruitment and retention, the William Penn Foundation has given a grant to the Philadelphia City Fund to:

- 1) Establish the Philadelphia Catto Teacher Scholars program, in partnership with the Community College of Philadelphia (CCP) to provide access to a debt -free, four-year teaching degree for CCP Catto graduates. The program will support 40 Catto Scholar graduates who commit to pursuing a bachelor's degree and teacher certificate at a partnering 4-year teacher preparation program. The Catto Teacher Scholars have last-dollar tuition and course material coverage; basic needs stipends; and dedicated staff to provide individualized coaching. Participants in this supported pipeline will commit to teaching in a Philadelphia public schools (District or charter or public pre-K) for 2 years after graduation.
- 2) Review CCP articulation agreements and transfer policies/supports with area four - year degree granting institutions with the goal of reducing the cost of a four-year teaching degree for all CCP graduates by ensuring maximum number of credits transfer and ensure support for transfer students.

Lessons learned from the Catto Teacher Scholars experience will inform strategies, structures, and agreements that benefit not only participating students, but the broader population of aspiring educators in Philadelphia.

The program is overseen by an Advisory Group of education leaders and will create additional infrastructure and formalize and strengthen partnerships within the teacher preparation pipeline. It will result in increasing the number of Philadelphia residents interested in teaching, strengthen the pipelines between CCP and local teacher preparation programs, and support more teacher candidates in becoming certified teachers, debt-free.

Consultants with the following experience and skills are encouraged to apply:

- Experience in higher education teacher preparation programming.
- Knowledgeable of transfer/articulation implications within Middle States accreditation, PA Chapter 49, PA statewide transfer and articulation systems.
- Familiarity with PA state teacher certification requirements.
- Experience and knowledge of postsecondary student success initiatives.
- Ability to convene different stakeholders.

- Ability to gather and analyze data – both quantitative and qualitative.
 - Understanding of the Philadelphia higher education landscape.
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SECTION III – PROPOSED SERVICES

PCF and MOE anticipate that a single contract will be awarded resulting from this RFP. Applicants who intend to bid as a team should identify a “prime” consultant for the purposes of contracting and managing all subcontractors. Subcontractors must be known at the time of the submission and must be listed in the Applicant’s submission materials. Applicant team submissions must identify which consultant is completing each component of the proposed scope of work and the budget breakdown must indicate costs per consultant. Department and PCF reserve the right to modify the subcontracts proposed at their discretion with the final consultant team determined during the contract negotiation phase.

A. Scope of Work

Overview of Services

The Philly Catto Teacher Scholars will ensure seamless transfer experiences for Catto Scholar graduates interested in pursuing a bachelor’s degree and teacher certification at partner 4-year education preparation programs. With an associate degree in education or related field already in hand, articulation agreements will be strengthened or new ones created to maximize credits transferred and to cut down on the time it takes to degree completion. Ideally, program participants will only need an additional 2 years of full-time enrollment at a 4-year education preparation program to complete their bachelor’s degree and teacher certification.

A consultant is being hired to strengthen articulation agreements for Catto Scholars who are education majors AND for Catto Scholars who do not major in education but who may be interested in pursuing a teaching certificate after they complete their associate’s degrees. In addition to improving credit transfer and articulation policies, the consultant will take a holistic approach by examining and recommending improvements to the broader transfer experience. This includes evaluating the clarity and accessibility of transfer communications, identifying necessary student support services before, during, and after transfer, and addressing potential barriers such as transportation and scheduling challenges.

The consultant will analyze transfer best practices and institutional policies, providing actionable recommendations that align with the academic and non-academic needs of transfer students. Finally, the consultant will identify and recommend sustainable strategies to maintain and expand the infrastructure built through this initiative, securing the Catto Scholarship program as a debt-free pathway to teacher certification for Philadelphia students.

Deliverables:

Consultant should be prepared to engage in the following and produce the following deliverables:

- **Inventory and Analyze Existing Articulation Agreements** - Review formal and informal agreements between CCP and partner local Education Preparation Programs (EPPs). Evaluate consistency, transparency, and accessibility from a student perspective. This review should include gathering quantitative and qualitative data on past transfer students' time to completion, debt, and challenges encountered both academically and logistically.
 - **Associated Deliverables:**
 - Brief landscape assessment of current articulation agreements and transfer policies between CCP and partner 4-year EPPs including how clearly and effectively these agreements are communicated to students.
 - Analysis of agreement efficacy with respect to time-to-degree, student cost/debt, and alignment with Middle States accreditation and PA Department of Education teacher certification requirements.
 - Identification of barriers students face during transfer, including communication gaps, access to academic and non-academic supports, logistical challenges, and financial aid / scholarship availability and adequacy.

- **Engage Stakeholders** - Conduct interviews, focus groups, or surveys with a broad range of stakeholders (e.g., educators, administrators, students, employers, and policymakers) to gather diverse insights on the transfer experiences of students pursuing a teacher certification.
 - **Associated Deliverables:**
 - Summaries and thematic analysis of stakeholder input to inform the Advisory Group and project decision-making.
 - A brief analysis of national best practices related to teacher articulation agreements and holistic transfer supports.
 - A brief analysis of local successes and challenges related to articulation agreements and transfer policies/procedures.
 - Coordination and facilitation of annual summer convenings to gather ongoing feedback and refine recommendations collaboratively with project partners.

- **Identify Gaps and Opportunities** - Highlight inconsistencies, redundancies, or gaps in articulation agreements and student transfer experiences. Recommend improvements to articulation policies and to support structures and communication

strategies that improve the coherence and accessibility of teacher preparation pathways.

- **Associated Deliverables:**
 - A comprehensive set of recommendations that address articulation agreements, transfer policies, advising and communication practices, and student support services.
- **Produce New/Revised Articulation Agreements and Support Materials –**
Develop new and/or revised articulation agreements, policies, and procedures that facilitate timely and cost-effective transfer for Catto Scholars and all CCP students pursuing teacher certification in Pennsylvania.
 - **Associated Deliverables**
 - At least five amended or new articulation agreements and related policy documents ready for institutional consideration and approval.
 - In collaboration with the Catto staff, produce a guide for CCP staff, students and partners to use when supporting students on the path to becoming a certified Philadelphia teacher.
 - A sustainability plan outlining ongoing practices, data collection, continuous improvement mechanisms, and infrastructure to maintain and grow the initiative’s impact over time.

B. Project Timeline

Please refer to Section I – RFP Administration for the RFP and contracting timeline. The schedule below details the anticipated project timeline. This timeline is subject to change based on project needs and contract negotiations.

Milestone	Date
Consultant Identified and Onboarded	Fall 2025
Review of current articulation agreements, policies. Data Gathering (Focus Groups, Interviews, Research Best Practices)	Winter - Spring 2026
Consultant convenes partners to review draft findings and recommendations. Revised recommendations produced based on feedback. Detailed proposal for establishing or strengthening transfer and articulation between CCP and ed prep programs at partnering higher ed institutions.	Summer 2026

Consultant supports pilot of strategies and development of new/ revised art agreements and practices to support students.	Fall 2026 – Spring 2027
Consultant convenes partners to gather feedback/lessons learned. Implementation plan adjustments produced by consultant based on feedback.	Summer 2027
Consultant continues to support transfer strategies and revised/new articulation agreement development and implementation. Consultant delivers sustainability recommendations.	Fall 2027- May 2028
Final convening of consultant with partners. Sustainability recommendations presented.	Spring 2028

C. Budget

The budget for the services is not to exceed \$140,000 with an expectation that \$35k will be expended in FY 2026 (July 1, 2025 – June 30, 2026), \$70k in FY 27 (July1, 2026 – June 30, 2027), and \$35k in FY28 (July 1 2027 – June 30 2028).

D. Hours and Location of Work

Project meetings will occur during regular work hours between 8am and 5pm Monday through Friday either virtually or in person in Philadelphia, PA. Some travel to meet with partner instructions of higher education will be required within the five-county region.

SECTION IV – GENERAL TERMS

The Philadelphia City Fund serves as the fiscal sponsor for the City of Philadelphia and leverages public-private partnerships in collaboration with the City, the philanthropic community, and the residents of Philadelphia.

By submitting a proposal in response to this RFP, the Applicant agrees that it will comply with all contract monitoring and evaluation activities undertaken by the City of Philadelphia and the Philadelphia City Fund.

For this contract opportunity, the Philadelphia City Fund has agreed to act as the "Fiscal Sponsor" for the City of Philadelphia’s Mayor’s Office of Education (MOE) in order to facilitate the Philly Catto Teacher Scholars program on the City’s behalf. The contract(s) resulting from this RFP will be held between the Fund and the Consultant(s).

What follows are contractual terms the Consultant will be expected to agree to. By submitting a proposal in response to this RFP, the applicant acknowledges and agrees to be bound by these terms unless otherwise noted in the applicant's proposals. The applicant may suggest alternative language to the following terms, and at the Fund's sole discretion, negotiation may be possible to accommodate an applicant's requested changes during the contracting phase.

A. Insurance Requirements

The standard minimum insurance policy requirements to be maintained by Consultants of the Philadelphia City Fund are listed below. Consultants must maintain:

1. Workers' compensation (or similar) insurance as required by the jurisdiction where the Services are performed
2. Commercial general liability insurance (including products liability, completed operations and contractual liability coverage) with minimum limits applicable to bodily injury and property damage of \$1,000,000 per occurrence, and \$2,000,000 in aggregate, and containing a waiver of subrogation against The Fund
3. Excess or umbrella insurance with minimum limits of \$1,000,000 per each occurrence and \$2,000,000 in the aggregate and containing a waiver of subrogation against The Fund
4. Errors and omissions insurance with minimum limits of \$1,000,000 combined single limit

Such policies must (a) be in Consultant's name unless agreed upon in writing by the Fund, (b) include the Fund and its employees as additional insureds, (c) not have a deductible exceeding \$25,000 per claim, and (d) be placed with insurers reasonably acceptable to the Fund, having a Best's rating of no less than "A-". These minimum insurance amounts are not to be construed as limiting a Consultant's right to obtain additional coverage and higher liability limits at Consultant's discretion. Consultant may be required to provide proof of insurance at the Fund's discretion.

B. Confidentiality

Through performance of the Agreement resulting from this RFP, the selected Consultant may receive or have access to Confidential Information of the Fund and the City, which may include certain information concerning the Services and other information not generally known to the public. Consultant shall not disclose any Confidential Information it receives from the Fund or the City to any person or entity except (a) employees or contractors of Consultant, and (b) Consultant's professional advisors who have a need-to-know such information, provided such professional advisors have agreed in writing to maintain the confidentiality of such information pursuant to confidentiality agreements containing confidentiality obligations that are not materially less restrictive than those contained in the Agreement, or such professional advisors are bound by law or codes of professional conduct to keep such matters confidential. Consultant shall inform such employees having access or exposure to Confidential Information of Consultant's obligations under the Agreement.

Consultant shall use not less than the same degree of care (but no less than a reasonable degree of care) to avoid disclosure of such Confidential Information as Consultant uses for its own confidential information of like importance. Consultant shall use reasonable efforts to ensure that Confidential Information and all materials relating to the Fund and the City at the premises of Consultant or in the control of Consultant shall be stored at locations and under such conditions as to prevent the unauthorized disclosure of such information and materials. Consultant may not use the Confidential Information for any purpose other than for the performance of the Services under the Agreement. This obligation shall survive the termination of the Agreement. Consultant shall return the Fund and the City's materials, if applicable, to the Fund promptly upon termination of the Agreement or earlier if requested by the Fund.

"Confidential Information" means all non-public information in whatever form transmitted, whether written, electronic, oral or otherwise, including without limitation business plans, specifications, design plans, drawings, software, data, prototypes and other business and technical information that is disclosed by the Fund and the City pursuant to the Agreement and that is marked as "confidential" or "proprietary" (or, if disclosed orally, designated as confidential upon disclosure) or which, under the circumstances surrounding disclosure, a reasonable person would deem as confidential. Notwithstanding the foregoing, Confidential Information shall not include information that: (a) is independently developed by Consultant or lawfully received by Consultant free of restriction from another source having the right to so furnish such information; (b) is or becomes generally available to the public without breach of the Confidentiality Agreement by Consultant; (c) at the time of disclosure, was known to Consultant free of restriction; or (d) is required to be disclosed pursuant to any statute, law, rule or regulation of any governmental authority or pursuant to any order of any court of competent jurisdiction; provided however, that: (e) the Consultant shall use commercially reasonable efforts to notify the Fund and the City before disclosure, (f) Consultant shall disclose only such portion of the information as is legally required; and (g) the disclosed information is not "Confidential Information" only for the purpose of and to the extent of the required disclosure, and otherwise remains "Confidential Information" subject to the terms and conditions of this Agreement.

C. Representations, Warranties, and Covenants

The selected Consultant represents, warrants and covenants that so long as the Agreement resulting from this RFP has not been terminated: (a) Consultant has full power and authority to enter into and perform its obligations under the Agreement; (b) entering into and performing its obligations under the Agreement (i) will not violate or breach any agreement binding on Consultant; and (ii) does not result in a conflict of interest between the Services or Works to be provided under the Agreement and Consultant's other activities. Consultant shall advise the Fund of any conflict of interest that arises during the performance of the Agreement. (c) The Services and Works will: (i) be created and originated by Consultant and may be conveyed to the Fund under the Agreement free and clear of claim of ownership by others; (ii) not violate or infringe any proprietary information,

non-disclosure, copyright, patent or other intellectual property or contractual right; (iii) not violate any applicable law, rule or regulation; (iv) conform with the Agreement, be performed in a workmanlike and professional manner, be of high quality, and in no event, be of a quality less than the quality of services performed and work product created by a skilled consultant with expertise in the area for which Consultant is providing the Services; and (v) be free of errors and that all failures of the Services or Works furnished hereunder will be corrected to conform with the Agreement.

D. Indemnification

The selected Consultant shall indemnify, defend and hold the Fund and the City harmless from and against any damage, loss, liability, obligation, claim, litigation, demand, suit, judgment, cost or expense including, without limitation, reasonable attorneys' fees ("Claims") that may be made: (a) for bodily injury, death, or damage to real or tangible personal property, including theft, resulting from the acts or omissions of Consultant, its employees or agents; (b) in connection with Consultant's breach of its obligations under the Agreement; (c) by any third party alleging that the Services or Works violate any proprietary information, non-disclosure, copyright, patent or other intellectual property or contractual rights; and (d) in connection with Consultant's recklessness, gross negligence, willful misconduct, or violation of applicable law. The Fund and the Department may participate at its expense in any Claim, and the Fund and the Department's prior written consent is required for settlement of any Claim.

Except for the indemnification covenants contained in the first paragraph of this Section, for which no cap shall be applicable, if Consultant has any other liability to the Fund and the Department for any Claims, such liability shall in all cases whatsoever be limited to the greater of (e) any amount of insurance Consultant is required to carry as set forth in the Agreement, and (f) the total amount received by the Consultant for the Services under the Agreement.

SECTION V – SUBMISSION REQUIREMENTS

All Proposals must include the following sections, and as listed in the following order, unless otherwise identified as optional:

A. Introduction:

Please include Executive Summary and a Company or Agency Profile

B. Organization & Personnel Qualifications:

Provide a statement of qualifications and capability to perform the services sought by this RFP, including a description of relevant experience with projects that are similar in nature, size and scope to that which is the subject of this RFP. The proposal must identify the Applicant's qualifications by education level, skill set (described in detail), experience level,

and job title. Resumes of all personnel so identified should be included in Applicant's proposal.

C. Scope of Work Description:

Applicant's proposal must include all services, tasks, deliverables, etc. sought as part of this RFP. Applicant's proposed scope of work should state in detail how will meet stated objectives and how it will carry out each task. Applicants may propose additional or revised tasks and activities but should explain why each is necessary to achieve the project objectives.

D. Cost Proposal:

Applicants must provide a detailed cost proposal, which must include 1) a line-item breakdown of the costs for specific services and work products proposed, and 2) a statement of staff hourly rates if applicable. The proposed cost must include all expenses that will be charged to the Fund for the services and tangible work products the Applicant proposes to perform and deliver to complete the project. Any contract resulting from this RFP will provide for a not-to-exceed amount in the compensation section of the contract.

E. References:

Include contact information for a minimum of (2) references who can speak to the applicant or firm's experience with similar types of work as that described in this RFP.

F. Diversity Disclosure:

Applicants must submit a Diversity Disclosure Report as part of the proposal, which can be found [here](#).

G. Disclosure of City Contracts:

Applicant must include a statement in its Proposal that discloses any current on-going City of Philadelphia contracts held by the Applicant and any City of Philadelphia contracts obtained by the Applicant within the past three years. This statement shall also explain the nature, the dollar amount and the duration of each contract.

SECTION VI: EVALUATION CRITERIA AND SELECTION PROCESS

Proposals will be evaluated by City MOE staff and members of the Philly Catto Teacher Scholars Advisory Group. Proposals will be analyzed based on the following:

- Proposed plan of action/strategy/solution for the project
- Superior prior experience, as confirmed by references
- Superior skill and reputation, including timeliness and demonstrable results, as confirmed by references
- Cost:

- Price, fee caps and other cost control measures
- Cost-effectiveness, cost-efficiency, proposed savings, expense reduction
- Consultant/vendor capacity
- Staffing qualifications (e.g., staff prior experience, education, licenses, professional achievements)
- Expressed willingness to comply with the City and/or department standards for contracting (e.g., indemnification, nondiscrimination)
- Meets qualification requirements as set forth in the RFP.