

RFP # WRESA-40-2025-2026-06

**REQUEST FOR PROPOSALS
FOR
CTE/Dual Enrollment Aviation &
Aeronautics Program Support**

BID SUMMARY

Commodity/Service Being Requested: Career and Technical Education (CTE)/Dual Enrollment Aviation & Aeronautics Program Support

Type of Solicitation: Request for Proposals (RFP) – Wayne RESA, in partnership with the Michigan Association of Counties (MAC) CoPro+ Program, is competitively bidding and awarding a Master Agreement to a Contractor or Contractors for Career and Technical Education (CTE)/Dual Enrollment Aviation & Aeronautics Program Support.

Type of Resulting Contract: Statewide Cooperative Contract – As a result of this RFP, Wayne RESA will work with the Michigan Association of Counties CoPro+ program to market and extend the resulting Contract to other public municipalities, non-profit organizations and schools statewide in having access to Contract(s) for Career and Technical Education (CTE)/Dual Enrollment Aviation & Aeronautics Program Support. This Contract will enable public municipalities, non-profit organizations, and schools to “piggyback” and purchase commodity/service on an “as needed” basis from the Proposer(s). Proposers shall list which regions you will service and identify any limitations on commodities and/or services areas within Appendix A – Regional Map, within this RFP.

Resulting Contract Term: Three (3) years with two (2) one-year renewal options. The base term for this Contract is for three (3) years. At the end of the initial term, this Agreement will be evaluated. If the parties agree that it is a mutually beneficial relationship, the Agreement may be extended through a signed Amendment by both parties for up to two (2) additional one (1) year options, which may be exercised individually or together.

RFP TIMETABLE	DATE / TIME
RFP Issue Date	June 25, 2025
Pre-Proposal Meeting**:	July 1, 2025, at 10:00 a.m. Eastern Time
Submission of Question(s) from Proposer Due	July 3, 2025, by 12:00 p.m. Eastern Time
Answers to Proposer Questions Due	July 10, 2025
Proposals Due*	July 16, 2025, by 12:00 p.m. Eastern Time
Contract Start	TBD

***Responses received later than the specified deadline will be disqualified.**

** Pre-Proposal Meeting is strongly encouraged, though it is not mandatory to attend. The Pre-Proposal Meeting will be held virtually via Microsoft Teams on July 1, 2025, at 10:00 a.m. Eastern Time. Please see the meeting link, ID, and passcode below.

Pre-Proposal Meeting:

Topic: Career and Technical Education (CTE)/Dual Enrollment Aviation & Aeronautics Program Support
Day/Time: July 1, 2025, 10:00 AM Eastern Time (US and Canada)

Join Teams Meeting:

https://teams.microsoft.com/l/meetup-join/19%3ameeting_YTBiMzc0ZDYtMWY0OS00YWEyLTkxOWEtZmRjZjRhZDUzMjYy%40thread.v2/0?context=%7b%22Tid%22%3a%2273209eb6-56d0-43c2-8912-0763dc952663%22%2c%22Oid%22%3a%22f7f44bd9-5bc0-4330-ad04-d10eb80e28f0%22%7d
Meeting ID: 277 591 841 038 9
Passcode: Ua3qg2Vm

Selected Proposers may be required to participate in interviews and/or make oral presentations. Failure of a Proposer to participate on the date scheduled may result in the rejection of the Proposer's proposal. In addition, Wayne RESA may decide to make site visits to the selected Proposers' reference sites or other sites provided by the Proposer.

Wayne RESA reserves the right to change this schedule as needed and all information provided by Wayne RESA in this RFP is offered in good faith. Individual items are subject to change at any time. Wayne RESA makes no certification that any item is without error.

The Sole Point of Contact During this Solicitation Process is:

Stacey Shaw
purchasing@resa.net
(989) 307-1307

Contacts with Wayne RESA Personnel: All contact with Wayne RESA regarding this RFP or any matter relating thereto must be sent to the following email: purchasing@resa.net

Electronic forms of all bid documents are available online at: [Wayne RESA Bid Documents](#)
If you experience any issues downloading the documents, contact Stacey Shaw at purchasing@resa.net

Award of this proposal is contingent upon the approval of funding from Wayne RESA Board of Education.

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Solicitation Terms and Conditions can be found at <https://www.resa.net/administrative-support/purchasing/request-for-proposal> as (DOC) [CoPro+ Contract Terms and Conditions](#)

SECTION 1.0 – PROPOSER RESPONSES TO SCOPE OF WORK AND PRICING

PROPOSAL RESPONSE GUIDELINES

The following are detailed guidelines for the format and content of your proposal submission. Please review the guidelines below in full prior to beginning your proposal.

Proposal Section I – Executive Summary

This part of the response to the RFP should be limited to a brief narrative highlighting the supplier's proposal. The summary should contain as little technical jargon as possible and should be oriented toward non-technical personnel. The summary should describe the following:

- Key differentiators in service offerings, account management, and value-added services proposed by your company.
- Your understanding of the scope of requirements and the level to which your proposal has met the requirements.
- High-level project execution plan and timeline for completion, outlining any equipment delays that could impact availability.
- Risk management considerations.
- Value and outcomes delivered to WRESA

Proposal Section II - Scope of Proposed Solution

Provide a description of the overall solution or methodology for the Career and Technical Education (CTE)/Dual Enrollment Aviation & Aeronautics Program Support. Include a high-level description of the steps of how the services will be provided and any associated value-added services/solution that meets the requirements. Confirm that the solution being provided is comprehensive. In addition, describe the methodology for solution delivery. Finally, describe the client relationship management approach (e.g., steering committee, status reporting).

Proposal Section III - Comprehensive List of Assumptions

Rather than have assumptions scattered throughout the proposal, WRESA requires that all assumptions be listed and explained in this section. Please ensure that all assumptions listed **reference the appropriate section** of the RFP and/or associated services.

1.1 Minimum Mandatory Requirements

All proposals will be reviewed for compliance with the minimum mandatory requirements. Proposals deemed non-responsive will be eliminated from further consideration.

Interested and qualified proposers that can demonstrate their ability to successfully provide the services requested under this RFP are invited to submit proposal(s), provided they meet the following:

1. Proposer must have three (3) years' experience, within the last five (5) years, providing a Career and Technical Education (CTE)/Dual Enrollment Aviation & Aeronautics Program Support equivalent or similar to the commodities and/or services being requested in this proposal. Enter in Section **2.2 References**.

1.2 Introduction and Background

Wayne RESA, established by the Michigan Legislature in 1960, is the largest of fifty-six (56) such agencies throughout the state. The Wayne RESA board is elected by one vote from each of the thirty-three (33) local Wayne County school district boards. WRESA provides a wide variety of services to thirty-three (33) public school districts and approximately ninety-seven (97) public school academies in Wayne County, Michigan; serving more than 260,000 students. WRESA, through various consortium arrangements, provides a variety of services to other educational agencies throughout the state of Michigan.

1.3 Scope of Work

Wayne RESA is leading the development of a region-wide Aviation and Aeronautics Career and Technical Education (CTE)/Dual Enrollment program that aligns with workforce demands, supports economic development, and provides students with innovative postsecondary and career opportunities. Qualified vendors are invited to submit proposals to support the implementation, expansion, and sustainability of this program. The selected vendor will partner with WRESA and its participating districts in advancing this initiative in alignment with workforce demands and aims to build sustainable career pathways for students.

Objectives

The selected vendor will support the following:

- Strengthen the infrastructure for a shared regional program.
- Expand district and student participation.
- Deepen partnerships with postsecondary institutions and industry stakeholders.
- Secure long-term sustainability through funding and systems integration.
- Increase student engagement and exposure to aviation careers.

Proposer Response:

Please confirm your understanding by checking Yes or No.

<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
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1.3.1 Specifications and Requirements

A. Strategic Planning & Project Management

The selected vendor is required to:

1. Conduct weekly strategic check-ins and provide responsive advising with Wayne RESA's project manager and leadership team to ensure timely progress and address emerging needs.

2. Prepare and deliver quarterly project plan updates that align with the Three-Year Implementation Plan and reflect progress, challenges, and adjustments.
3. Develop, maintain, and update a comprehensive multi-year project roadmap, including district readiness stages, key milestones, deliverables, and sustainability benchmarks.
4. Establish and manage a project timeline with detailed task assignments, dependencies, and deadlines.
5. Provide risk management strategies and mitigation plans to address potential barriers to project success.

Proposer Response:

Please confirm your understanding by checking Yes or No.

<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If no, please explain:	

B. Stakeholder Engagement & Facilitation

1. The selected vendor is required to develop detailed agendas, presentation materials, facilitation guides, and post-meeting documentation for:
 - a. Up to five Advisory Council meetings to provide strategic guidance and oversight.
 - b. Up to six in-person Regional Consortia meetings, including site-based sessions to foster cross-district collaboration and information sharing.
 - c. One full-day All-District Mid-Year Retreat focused on cross-district problem-solving, professional learning, and mid-course adjustments.
 - d. One multi-day Year-End Summit & Showcase (up to 3 days) to highlight achievements, showcase student work, and engage stakeholders.
 - e. Up to five Partnership Group newsletters to communicate program updates and successes.
 - f. Up to eight virtual stakeholder forums or working groups to address specialized topics and facilitate collaborative planning.
 - g. Attendance and collaborative participation in one regional industry airports conference to strengthen industry connections.

Proposer Response:

Please confirm your understanding by checking Yes or No.

<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If no, please explain:	

C. Technical Assistance & Implementation Support

1. The selected vendor is required to provide tailored, responsive technical assistance to district teams on:
 - a. Program design and implementation stages.
 - b. District-developed student pathways, credentialing plans, and course alignment.
 - c. Facility improvements, transportation logistics, and shared service models.

2. Conduct detailed crosswalks of program elements against Michigan CTE and state graduation requirements to ensure compliance and integration.
3. Develop and distribute quality standards, exemplars, and best practices to guide district-level implementation.
4. Recommend and coordinate site visits, peer learning opportunities, and cross-state collaboration to enhance district capacity and program quality.

Proposer Response:

Please confirm your understanding by checking Yes or No.

<input checked="checked" type="checkbox"/> Yes	<input type="checkbox"/> No
If no, please explain:	

D. Postsecondary and Industry Partnership Development

The selected vendor is required to:

1. Facilitate the development and/or expansion of articulation agreements, dual enrollment partnerships, and apprenticeship opportunities.
2. Proactively engage aviation and aerospace industry stakeholders to identify and secure experiential learning opportunities, including mentorships, internships, and industry-led workshops.
3. Prepare and deliver an annual Industry Partnership Report summarizing collaboration activities, partnership outcomes, challenges, and strategic recommendations.

Proposer Response:

Please confirm your understanding by checking Yes or No.

<input checked="checked" type="checkbox"/> Yes	<input type="checkbox"/> No
If no, please explain:	

E. Student Engagement & Exposure Events

The selected vendor is required to:

1. Co-design and support district-led student exposure opportunities such as aviation career days, site visits, industry panels, and hands-on learning experiences.
2. Develop and disseminate comprehensive toolkits and planning guides to enable districts to execute high-quality student-facing events independently.
3. Curate student success stories, highlight pathways, and develop marketing materials to promote student engagement in aviation careers.

Proposer Response:

Please confirm your understanding by checking Yes or No.

<input checked="checked" type="checkbox"/> Yes	<input type="checkbox"/> No
If no, please explain:	

F. Funding Strategy & Sustainability

The selected vendor is required to:

1. Provide quarterly financial reviews that track alignment with program milestones, expenditure accuracy, and funding gaps.
2. Research and identify viable funding opportunities, including state, federal, and philanthropic sources.
3. Prepare and submit at least one grant application to support the sustainability and growth of the program.
4. Develop a comprehensive Legislative & Funding Strategy Report with actionable recommendations for securing long-term funding, including state appropriations, federal grants, and private investments.
5. Collaborate with Wayne RESA to identify, cultivate, and secure commitments from industry and philanthropic partners to co-fund key program components such as equipment, student experiences, professional development, and infrastructure enhancements.

Proposer Response:

Please confirm your understanding by checking Yes or No.

<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If no, please explain:	

G. Deliverables

The selected vendor is required to provide:

1. Four quarterly project plan updates.
2. Annual Legislative & Funding Strategy Report (June 2026).
3. Annual Industry Partnership Report (June 2026).
4. Agendas, materials, and meeting summaries for all advisory, consortia, and stakeholder meetings.
5. Multi-year implementation roadmap with district readiness indicators.
6. At least one completed grant application.
7. Student engagement toolkits and promotional materials.
8. Technical assistance documents and resources aligned to district and program-specific needs.

Proposer Response:

Please confirm your understanding by checking Yes or No.

<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If no, please explain:	

1.4 Statewide Cooperative Contract

Wayne RESA is working with the Michigan Association of Counties CoPro+ program on this bid solicitation. If your bid meets the minimum qualifications, is responsive and responsible and offers competitive pricing you may be considered and approached to extend a term agreement and pricing to other public entities within the county, the region, and the state, in accordance with Michigan Compiled Laws

124.504. This process is called “piggybacking”; it offers tremendous value to public ordering entities regarding the cost and time to manage an end-to-end purchasing event. This process also offers exceptional value to selected vendors in terms of their company’s resources and time to respond to multiple solicitations from various public entities who have a similar need for their products or services.

All pricing submitted to Wayne RESA and its participating entities shall include a **2% administrative fee** to be remitted to CoPro+ by the contractor on a quarterly basis. Administrative fees will be paid against actual sales volume for each quarter. It is the contractor’s responsibility to keep all pricing up to date and on file with Wayne RESA/CoPro+. All price changes shall be presented to Wayne RESA/CoPro+ for acceptance, using the same format as was accepted in the original contract.

Proposer Response:

Please confirm your understanding by checking Yes or No.

<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
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1.5 Subcontractor

Please indicate the names, addresses and degree of utilization of any and all subcontractors which would be used in the performance of this Contract. Any person or vendor undertaking a part of the work under the terms of the contract, by virtue of an agreement with the Proposer, must receive the approval of the designated WRESA staff prior to any such undertaking. WRESA may terminate the contract if subcontracting is done without this approval.

Proposer Response:

N/A

1.6 Service Capabilities

1.6.1 Communication Plan/Contract Management

Proposer must identify their company standards of communication as they relate to contract performance, issue management, and change management. An issue is an identified event that, if not addressed, may affect schedule, scope, service, delivery, quality, or budget. A change is identified as a change in corporate leadership, structure, merger or acquisition.

Proposer Response:

Contract Performance: Describe how your company maintains communication to ensure the project stays on schedule, within scope, and aligned with expectations.

ILO Group will maintain weekly check-ins, shared project trackers, and quarterly progress reports to ensure projects stay on schedule, within scope, and aligned with Wayne RESA's goals.

Issue Management: Outline your process for identifying, addressing and resolving issues that impact the schedule, budget or quality.

We log, prioritize, and respond to issues within 48 hours using a structured protocol that includes root cause analysis, resolution planning, and clear documentation.

Change Management: Explain your approach to handling significant organizational changes to ensure continuity during the contract.

Significant changes trigger immediate notification, impact assessment, and collaborative replanning to ensure continuity and minimize disruption.

1.6.2 Primary Account Representatives

Proposer must identify by name, email address, and phone number for the following:

1. Contract performance – Single point of contact to troubleshoot any and all potential problems or issues.
2. Contract documents – Responsible for signing and negotiating Contract.
3. Reports – Responsible for reports.

Proposer Response:

1. Contract performance: *Sabrina Solares-Hand, ssolares-hand@ilogroup.com, 401.441.3464*
2. Contract documents: *Cerena Parker, cparker@ilogroup.com, 305.202.2410*
3. Reports: *Sabrina Solares-Hand, ssolares-hand@ilogroup.com, 401.441.3464*

1.6.3 Key Personnel

Proposer must identify Key Personnel assigned to the project, including resumes and an organizational chart showing roles and responsibilities.

Proposer Response:

Please list the name(s) of Key Personnel and their job titles. Be sure to include their resumes as a separate, combined attachment titled, “Resumes”

Please either submit your company’s organizational chart as a separate attachment titled, “Exhibit 2 – Org Chart” or paste a copy in this Proposer Response Box.

1.7 Customer Service

It is preferred that the Proposer have an accessible customer service department with an individual specifically assigned to Wayne RESA. Customer inquiries should be responded to with forty-eight (48) hours or two (2) business days unless it is an emergency issue. Describe your company’s Customer

Service Department (hours of operation, number and location of service centers, regular and emergency response times, etc.).

Proposer Response:

Customer Service Contact: *Sabrina Solares-Hand*
 Customer Service Phone#: *401.441.3464*
 Hours of Operations: *24/7*
 Address: *Rhode Island*
 Regular Response Times: *Within 1 hour*
 Emergency Response Times: *Immediate*

1.8 Purchase Orders

Requests for quotes will be initiated by participating agencies as specific needs arise. Participating agencies will issue individual detailed specifications to the pre-qualified vendor pool along with specific response information required, deliverables, and any special terms and conditions. The vendors will respond directly to the requesting agency within the timeframe specified in the request for quote. The participating agency will evaluate the responses and determine the Proposer that will be awarded a purchase order (PO). Resulting orders are to be shipped and billed directly to these institutions.

Proposer Response:

Please confirm your understanding by checking Yes or No.

<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
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1.9 Delivery and Acceptance

The awarded Proposer (Contractor) shall deliver all materials, products, and services per the agreed schedule. Physical materials must be securely packaged and shipped FOB destination, while digital resources must be provided via secure electronic transfer. The Contractor bears all shipping, handling, and packaging costs. Risk of loss remains with the Contractor until final acceptance by WRESA.

Acceptance is contingent upon:

- Conformance to requirements.
- Successful training and implementation as per the Contract.
- Functionality of digital components and system integrations.

If deficiencies are found, the Contractor must correct them within five (5) business days at no additional cost. Non-compliance may result in rejection, withheld payment, or Contract termination if unresolved.

Proposer Response:

Understood

1.9.1 Invoice and Payments

All pricing must reflect net 30 payment terms.

Proposer Response:

All pricing must reflect net 30 payment terms. Agree? Yes or No - Yes, agreed

1.10 Criminal Background Check

WRESA is committed to providing a safe and secure environment for all staff, students, and clients that conduct business or visit any WRESA operated campus. Prior to any individual servicing WRESA operated campuses, a criminal history records check shall be conducted in accordance with state law. Individuals seeking access to WRESA operated campuses will be held to a similar standard of review as WRESA employees and contractors, including the requirement that any criminal conviction will require the individual to provide requested documentation so that WRESA can conduct a targeted review and individualized assessment. Background checks must be fully completed prior to starting work on any WRESA campus, and only individuals authorized in writing by Wayne RESA utilizing a DETERMINATION FOR ASSIGNMENT form will be accepted as qualified for placement.

Proposer will be responsible for working with WRESA to run proper background checks. WRESA will process background checks for a fee of seventy-five dollars (\$75.00) for each CHRI record initiated by the Proposer. The Proposer is responsible for all processing costs and fees associated with background checks, including WRESA processing fees. Wayne RESA shall issue an invoice to the Proposer detailing the fees owed to Wayne RESA during each month of the Term. The Proposer must remit payment within thirty (30) days of receipt of such invoice. Any invoices unpaid after that thirty (30) day period shall be deducted from amounts due from WRESA to the Proposer.

1.11 Pricing Schedule

Respondents will provide pricing information on the price sheet (**Attachment A**) that will be utilized when evaluating price competitiveness.

1.11.1 RESERVED

1.11.2 Bid Pricing

Proposers have the option to provide high-volume pricing. Proposers who offer high-volume pricing may be evaluated more favorably than those who do not. Proposers should specify this discount option within their cost proposal and at what level.

1.11.3 Quantity Term

Proposer agrees to supply the complete quantity and products that each customer requires.

1.11.4 Tax Excluded from Price

(a) Sales Tax: Wayne RESA and local units of government are exempt from sales tax for direct purchases. The Proposer's prices must not include sales tax.

(b) Federal Excise Tax: Wayne RESA may be exempt from Federal Excise Tax, or the taxes may be reimbursable, if articles purchased under any resulting Contract are used for Wayne RESA's exclusive use. Certificates showing exclusive use for the purposes of substantiating a tax-free, or tax-reimbursable sale will be sent upon request. If a sale is tax exempt or tax reimbursable under the Internal Revenue Code, the Proposer's prices must not include the Federal Excise Tax.

Proposer Response:

Include any comments regarding pricing, discounts being offered, and information on other cooperative contracts held by respondent.

N/A

1.12 Price Assurance

The awarded Proposer agrees to provide pricing to Wayne RESA and its participating entities that are the lowest pricing available, and the pricing shall remain so throughout the duration of the contract. The awarded Proposer agrees to promptly lower the cost of any product purchased through Wayne RESA following a reduction in the manufacturer or publisher's direct cost. If respondent has existing cooperative contracts in place, Wayne RESA requests equal or better than pricing to be submitted.

All pricing submitted to Wayne RESA shall include a 2% administrative/remittance fee to be remitted to CoPro+ by the awarded Proposer. It is the awarded Proposer's responsibility to keep all product listings up to date and on file with Wayne RESA/CoPro+.

Proposer Response:

Please confirm your understanding by checking Yes or No.

☒ Yes ☐ No

If "NO" was answered on any item in this RFP, please explain:

SECTION 2.0 – PROPOSER INFORMATION AND ACCEPTANCE

1. The undersigned declares that the bid documents, including, without limitation, any RFP Addenda and Exhibits have been read.

The undersigned is authorized, offers, and agrees to furnish the articles and/or services specified in accordance with the Specifications, Terms & Conditions of the bid documents of this RFP.

2. The undersigned has reviewed the bid documents and fully understands the requirements in this bid and that each proposer who is awarded a contract shall be, in fact, a prime contractor, not a subcontractor, and agrees that its bid, if accepted by Wayne RESA, will be the basis for the Proposer to enter into a contract with Wayne RESA in accordance with the intent of the bid documents.
3. The undersigned acknowledges receipt and acceptance of all addenda.
4. The undersigned agrees to the following terms, conditions, certifications, and requirements listed in Section 2.3:
 - Contractor's Employment Eligibility
 - Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion
 - Certification Regarding Nondiscrimination Under Federally and State Assisted Programs
 - Assurance Regarding Access to Records and Financial Statements
 - Iran Economic Sanctions Act
 - Certificate of Independent Price Determination
 - Certifications/Disclosure Requirements Related to Lobbying
 - U.S. Department of Energy Assurance of Compliance Non-Discrimination in Federally Assisted Programs
5. The undersigned acknowledges that proposer will be in good standing in the State of Michigan, with all the necessary licenses, permits, certifications, approvals, and authorizations necessary to perform all obligations in connection with this RFP and associated bid documents.
6. It is the responsibility of each proposer to be familiar with all of the specifications, terms and conditions and, if applicable, the site conditions. By the submission of a bid, the proposer certifies that if awarded a contract they will make no claim against Wayne RESA based upon ignorance of conditions or misunderstanding of the specifications.
7. Patent indemnity: Vendors who do business with the Wayne RESA shall hold Wayne RESA, its officers, agents and employees, harmless from liability of a nature or kind, including cost and expenses, for infringement or use of any patent, copyright or other proprietary right, secret process, patented or unpatented invention, article or appliance furnished or used in connection with the contract or purchase order.
8. Insurance certificates are not required at the time of submission. However, if awarded, the Contractor agrees to meet the minimum insurance requirements posted in the terms and conditions. This documentation must be provided to Wayne RESA, prior to award, and shall include an insurance

certificate and additional insured certificate, naming Wayne RESA, which meets the minimum insurance requirements, as stated in the terms and conditions.

2.1 Company Profile

Company Profile
Legal Company Name of Proposer: ILO Group LLC
Street Address: 10 Dorrance Street, Suite 700
City: Providence
State: Rhode Island
Zip Code: 02903
Website: https://www.ilogroup.com/
Primary Contact Name: Cerena Parker
Primary Contact Phone Number: 305-202-2410
Primary Contact Email Address: cparker@ilogroup.com
Dun & Bradstreet (D&B) Number (if applicable):
Type of Entity/Organization (Corporation, LLC, Non-Profit, etc.): LLC
Has your company been debarred by the Federal and/or State Government? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <i>If yes, has it been lifted and if so, when?</i>
Have you ever been in bankruptcy or in reorganization proceedings? No.
Brief history of your company, including the year it was established: ILO Group was founded in 2021 as a women-owned strategy and policy consulting firm focused on supporting public education systems across the country. Since its inception, ILO has partnered with state agencies, school districts, regional service centers, and mission-driven organizations to provide hands-on support in strategic planning, implementation, operations, and leadership development. The firm brings deep expertise in managing complex, multi-stakeholder initiatives and has supported efforts reaching over one-third of public school students nationwide. ILO's team includes experienced education leaders and former system-level executives who help clients design and execute solutions that drive measurable results.
Signature: 
Name and Title of Signer: Cerena Parker, COO
Date: July 2, 2025

2.2 References

Provide a minimum of three (3) customer references for commodities and/or services of similar scope dating within the past five (5) years. Please identify any experience relevant to the services you propose to provide through this RFP within the Scope of Work:

Entity Name: Middletown City School District	
Contact Name: Deborah Houser	Title: Superintendent
City: Middletown	State: Ohio
Phone Number: 937-304-7034	Years Served: June 2023 - October 2024
Description of Services: ILO supported Middletown City School District in defining a north star for its high school redesign, piloting implementation plans, and facilitating a knowledge visit to inform redesign of their course catalog and bell schedule. We also provided professional development and technical assistance to help staff pilot a new schedule integrating experiential learning into the school day.	
Annual Volume: 400 hr/yr	

Entity Name: Rush-Henrietta Central School District	
Contact Name: Dr. Barbara Mullen	Title: Superintendent
City: Henrietta	State: New York
Phone Number: 425-223-8123	Years Served: April 2023 - present
Description of Services: ILO has supported the development and implementation of Rush-Henrietta's strategic plan, while also facilitating key stakeholder engagements including steering committee meetings, student advisory sessions, and focus groups. We drafted and finalized the district's mission, vision, values, goals, and targets, and support implementation through metrics development, progress monitoring, and strategic communications.	
Annual Volume: 400 hr/yr	

Entity Name: La Joya Independent School District	
Contact Name: Dr. Marcey Sorensen	Title: Superintendent
City: La Joya	State: Texas
Phone Number: (956)-323-2005	Years Served: February 2024 - present
Description of Services: ILO supported La Joya ISD with an initial systems and culture assessment, followed by leadership development for the superintendent's cabinet and principals. We partnered with the district to implement the Texas Education Agency's System of Great Schools strategy, co-developing plans that secured significant grant funding, and facilitated robust community engagement through surveys, town halls, and advisory groups.	
Annual Volume: 800 hr/yr	

2.3 Assurances and Certifications

CONTRACTOR'S EMPLOYMENT ELIGIBILITY

By entering the contract, Contractor warrants compliance with ARS subsection 41-4401, ARS subsection 23-214, the Federal Immigration and Nationality Act (FINA), and all other federal immigration laws and regulations. The Contractor further warrants that it is in compliance with the various state statutes of the states it will operate this contract in.

Participating Government Entities including School Districts may request verification of compliance from any Contractor or subcontractor performing work under this Contract. These Entities reserve the right to confirm compliance in accordance with applicable laws. Should the Participating Entities suspect or find that the Contractor or any of its subcontractors are not in compliance, they may pursue any and all remedies allowed by law, including, but not limited to: suspension of work, termination of the Contract for default, and suspension and/or debarment of the Contractor. All costs necessary to verify compliance are the responsibility of the Contractor.

The Proposer complies and maintains compliance with FINA, ARS 41-4401 and 23-214 which requires compliance with federal immigration laws by State employers, State contractors and State subcontractors in accordance with the E-Verify Employee Eligibility Verification Program.

Contractor shall comply with governing board policy of the Wayne RESA Participating entities in which work is being performed.

Cerena Parker

Printed Name of Respondent



Signature of Respondent

ILO Group LLC

Company Name

July 2, 2025

Date of Signature

Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion

The prospective contractor certifies, by submission of this proposal, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded for from participating in this transaction by any Federal department of agency. Where the prospective contractor is unable to certify to any of the statements in this certification, such prospective contractor shall attach an explanation to this proposal.

Certification Regarding Nondiscrimination Under Federally and State Assisted Programs

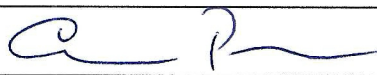
The applicant hereby agrees that it will comply with all federal and Michigan laws and regulations prohibiting discrimination and, in accordance therewith, no person, on the basis of race, color, religion, national origin or ancestry, age, sex, marital status or handicap, shall be discriminated against, excluded from participation in, denied the benefits of, or otherwise be subjected to discrimination in any program or activity for which it is responsible or for which it receives financial assistance from the U.S. Department of Education or the MDE.

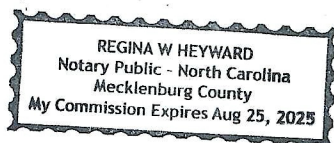
Assurance Regarding Access to Records and Financial Statements

The applicant hereby assures that it will provide the pass-through entity, i.e., the Wayne County Regional Educational Service Agency, and auditors with access to the records and financial statements as necessary for the pass-through entity to comply with 2 CFR, Part 200, Subpart F and Compliance Supplement for the U.S. Department of Education.

Iran Economic Sanctions Act

The prospective contractor certifies that its organization, by submission of this proposal, is not an Iran Linked Business. Please refer to the "Iran Economic Sanction Act" Public Act 517 for clarifications or questions. Wayne RESA as a Michigan public entity is required to follow Public Act 517 of 2012.

Proposer Signature:	
Date:	7/7/25



Notary	
State of	NC
County of	Mecklenburg
Sworn to and subscribed before me, a notary public in and for the above state and county, on this 7 day of July, 2025.	
Notary Public	Regina W Heyward
My commission expires:	8/25/2025

CERTIFICATE OF INDEPENDENT PRICE DETERMINATION

(A) By submission of this offer, the offeror certifies each party thereto certifies as to its own organization, that in connection with this procurement:

- (1) The prices in this offer have been arrived at independently, without consultation, communication, or agreement, for the purpose of restricting completion, as to any matter relating to such prices with any other offeror or with any competitor;
- (2) Unless otherwise required by law, the prices which have been quoted in this offer have not been knowingly disclosed by the offeror and will not knowingly be disclosed by the offeror prior to bid opening in the case of an advertised procurement or prior to award in the case of a negotiated procurement, directly or indirectly to any other offeror or to any competitor; and
- (3) No attempt has been made or will be made by the offeror to induce any person or firm to submit or not to submit an offer for the purpose of restricting competition.

(B) Each person signing this offer on behalf of the manufacturer or processor certifies that:

- (1) He or she is the person in the offeror's organization responsible within the organization for the decision as to the prices being offered herein and has not participated, and will not participate, in any action contrary to (A)(1) through (A)(3) above; or
- (2) He or she is not the person in other offeror's organization responsible within the organization for the decision as to the prices being offered herein, but that he or she has been authorized in writing to act as agent for the persons responsible for such decision in certifying that such persons have not participated and will not participate, in any action contrary to (A)(1) through (A)(3) above, and as their agent does hereby so certify; and he or she has not participated, and will not participate, in any action contrary to (A)(1) through (A)(3) above.

To the best of my knowledge, this manufacturer or processor, its affiliates, subsidiaries, officers, directors, and employees are not currently under investigation by any governmental agency and have not in the last three years been convicted or found liable for any act prohibited by State or Federal law in any jurisdiction, involving conspiracy or collusion with respect to bidding on any public contract, except as follows:

Cerena Parker, COO

Company's Authorized Representative / Position Title



Signature of Company Representation

ILO Group LLC

Company Name

July 2, 2025

Date of Signature

CERTIFICATIONS/DISCLOSURE REQUIREMENTS RELATED TO LOBBYING

Section 319 of Public Law 101-121 (31 U.S.C.), signed into law on October 23, 1989, and imposes new prohibitions and requirements for disclosure and certification related to lobbying on recipients of Federal contracts, grants, cooperative agreements, and loans. Certain provisions of the law also apply to Federal commitments for loan guarantees and insurance; however, it provides exemptions for Indian tribes and tribal organizations.

Effective December 23, 1989, current and prospective recipients (and their subtier contractors and/or subgrantees) will be prohibited from using Federal funds, other than profits from a Federal contract, for lobbying Congress and any Federal agency in connection with the award of a particular contract, grant, cooperative agreement, or loan. In addition, for each award action in excess of \$100,000 (or \$150,000 for loans) on or after December 23, 1989, the law requires recipients and their subtier contractors and/or subgrantees to: (1) certify that they have neither used nor will use any appropriated funds for payment to lobbyists; (2) disclose the name, address, payment details, and purpose of any agreements with lobbyists whom recipients or their subtier contractors or subgrantees will pay with profits or non-appropriated funds on or after December 23, 1989; and (3) file quarterly updates about the use of lobbyists if material changes occur in their use. The law establishes civil penalties for noncompliance. If you are a current recipient of funding or have an application, proposal, or bid pending as of December 23, 1989, the law will have the following immediate consequences for you:

You are prohibited from using appropriated funds (other than profits from Federal contracts) on or after December 23, 1989, for lobbying Congress and any Federal agency in connection with a particular contract, grant, cooperative agreement or loan; You are required to execute the attached certification at the time of submission of an application or before any action in excess of \$100,000 is awarded; and You will be required to complete the lobbying disclosure form if the disclosure requirements apply to you.

Regulations implementing Section 319 of Public Law 101-121 have been published an Interim Final Rule by the Office of Management and Budget as Part III of the February 26, 1990, Federal Register (pages 6736-6746).

CERTIFICATION REGARDING LOBBYING CONTRACTS, GRANTS, LOANS, AND COOPERATIVE AGREEMENTS

The undersigned certifies, to the best of his or her knowledge and belief, that:

No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of a Federal contract, the making of any Federal grant, the making of a Federal loan, the entering into a cooperative agreement, and the extension, continuation, renewal, amendment, or modification of a Federal contract, grant, loan, or cooperative agreement;

If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions;

The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Cerena Parker, COO

Company's Authorized Representative / Position Title



Signature of Company Representation

ILO Group LLC

Company Name

July 2, 2025

Date of Signature

SECTION 3.0 – BIDDING, EVALUATION, SELECTION & AWARD PROCESS

This section contains a description of activities as well as instructions to proposers on how to prepare and submit their proposal:

3.1 Wayne RESA Responsibility

Wayne RESA is not responsible for representations made by any of its officers or employees prior to the execution of the Master Agreement unless such understanding or representation is included in the Master Agreement.

3.2 Truth and Accuracy of Representations

False, misleading, incomplete, or deceptively unresponsive statements in connection with a proposal shall be sufficient cause for rejection of the proposal. The evaluation and determination in this area shall be at Wayne RESA Administrator/Purchasing agent designee's sole judgment and his/her judgment shall be final.

3.3 Proposers Questions

Proposers may submit written questions regarding this RFP by e-mail to the address identified below. All questions must be received by no later than the date identified on the cover page of this RFP. All questions, without identifying the submitting company, will be compiled with the appropriate answers and issued as an addendum to the RFP.

When submitting questions please specify the RFP section and paragraph number and quote the language that prompted the question. This will ensure that the question can be quickly found in the RFP. Wayne RESA reserves the right to group similar questions when providing answers. Questions should be addressed to:

E-mail address: purchasing@resa.net

Wayne RESA may modify the RFP at any time during the bid process. All changes to the RFP will be posted under the bid number and each posting officially revises the RFP.

3.4 Preparation of the Proposal

Each Proposer must submit a complete proposal in response to this RFP. The proposal must remain valid for at least 120 days from the due date for responses to this RFP.

The Proposer will be responsible for completing and submitting the following sections of this RFP:

Section 1.0 – Bid Responses to Scope of Work - The Proposer's proposal must include detailed responses to each of the specifications and requirements listed in Section 1.3.1 by using the designated Proposer Response Boxes. There is no requirement or limitation on the number of words for the Proposer's responses.

Section 2.0 – Proposer Information and Acceptance – The Proposer will be required to complete the information in this section and provide required signatures and notarization.

Attachment A – Pricing Sheet – The Proposer will be required to complete the tables that make up the pricing sheet.

3.5 Bid Submission Deadline

See Cover Page for the Bid Submission Deadline (the "Due Date").

1. **Submit an electronic version of your Bid to BidNet** not later than the **Due Date** identified on the cover page. Wayne RESA has no obligation to consider any proposal that is not timely received. Proposals will not be accepted via U.S. mail or any other delivery method.

Steps to Access Full RFP on BidNet:

- a) Go to www.bidnetdirect.com/mitn/resa.
- b) Register or log in if you are already a member.
- c) Navigate to the RFP section and search for the solicitation number or title.
- d) Download all relevant documents and follow the instructions specified in the RFP to submit your response.

WRESA Contact Information

For any queries related to this bid, please contact:

- **Contact Person:** Stacey Shaw
- **Email:** purchasing@resa.net

3.6 Adherence to Minimum Mandatory Requirements (Pass/Fail)

Wayne RESA Administrator or designee shall review Section 2.2 References and determine if the Proposer meets the minimum mandatory requirements as outlined in this RFP.

Failure of the proposer to comply with the minimum mandatory requirements may eliminate its proposal from any further consideration. Wayne RESA may elect to waive any informality in a proposal if the sum and substance of the proposal is present.

3.7 Evaluations Process

All Bids will be reviewed for compliance with the minimum mandatory requirements stated within this RFP. Bids not meeting the minimum mandatory requirements will be deemed non-responsive and eliminated from further consideration. Wayne RESA may elect to waive any informality in a proposal if the sum and substance of the proposal is present.

- A. Wayne RESA may contact the Proposer for clarification of the Proposer's Bid.
- B. Wayne RESA may use other sources of information to perform the evaluation.
- C. Wayne RESA may require the Proposer to submit additional and/or supporting materials.

Responsive bids will be evaluated on the factors identified in this RFP. The Proposer(s) whose bid is advantageous to the Eligible Agencies, taking into consideration the evaluation factors, will be recommended for award approval.

After a prospective Proposer has been selected, Wayne RESA and the prospective Proposer(s) will negotiate a Master Agreement. If a satisfactory Master Agreement cannot be negotiated, Wayne RESA may, at its sole discretion, begin negotiations with the next qualified proposer who submitted a proposal.

3.8 Evaluation Criteria

	Technical Evaluation Criteria	Points
1.	Sections 1.3.1 – SPECIFICATIONS & REQUIREMENTS	40
3.	Section 2.2 - References	20
4.	Pricing – Attachment A - Pricing	25
5.	Adherence to Terms & Conditions - https://www.resa.net/administrative-support/purchasing/request-for-proposal as (DOC) CoPro+ Contract Terms and Conditions	15
	Total Points Possible	100

Award shall be made to the most responsible Proposer whose proposal is determined to be best value to Wayne RESA taking into consideration the terms and conditions set forth in this RFP. A valid and enforceable Contract exists when an agreement is fully executed between Wayne RESA and the Proposer.

In determining the best value, Wayne RESA will review and consider the technical evaluation criteria and pricing. Proposals receiving **80** or more technical evaluation points (see table above) will have pricing evaluated and considered for award.

3.9 Optional Tools to Enhance Evaluation Process

Wayne RESA during the evaluation of proposals may find it necessary to utilize one or multiple tools, as listed below, to facilitate their understanding of the proposal(s) in order to select the best offering to Wayne RESA.

- Clarifications
- Deficiency Report
- Oral Presentation
- Site Visit
- Best and Final Offer (BAFO)

- Negotiations

3.10 Wayne RESA Option to Reject Proposals

Wayne RESA may, in its sole and absolute discretion, reject any or all proposals submitted in response to this RFP. Wayne RESA shall not be liable for any costs incurred by the Proposer in connection with the preparation and submission of any proposal. Wayne RESA reserves the right to waive inconsequential disparities in a submitted proposal.

3.11 Freedom of Information Act

This Contract and all information submitted to Wayne RESA by the Contractor and Proposers is subject to the Michigan Freedom of Information Act (FOIA), 1976 PA 442, MCL 15.231, et seq.

Wayne RESA shall not, in any way, be liable or responsible for the disclosure of any such record or any parts thereof, if disclosure is required or permitted under the Michigan Freedom of Information Act or otherwise by law. The Proposer(s) must specifically label only those provisions of the proposal, which are actually trade secrets, confidential, or proprietary in nature. A blanket statement of confidentiality or the marking of each page of the proposal as "Trade Secret", "Confidential", or "Proprietary" shall not be permitted. Any such designation will be disregarded.

By submitting a response to this RFP, the Proposer shall be deemed to have agreed to indemnify and hold harmless Wayne RESA for any liability arising from or in connection with Wayne RESA's failure to disclose, in response to a request under the Michigan Freedom of Information Act, any portion or portions of the Proposer's response to this RFP which have been marked "Trade Secret," "Confidential," or "Proprietary."

3.12 Contacts with Wayne RESA Personnel

All contact with Wayne RESA regarding this RFP or any other matter relating thereto must be emailed as follows:

Email address: purchasing@resa.net

If it is discovered that a Proposer contacted and received information regarding this solicitation from any Wayne RESA personnel other than the Procurement Contact, Wayne RESA, in its sole discretion, may disqualify its proposal from further consideration. Only those communications made by Wayne RESA in writing will be binding with respect to this RFP.

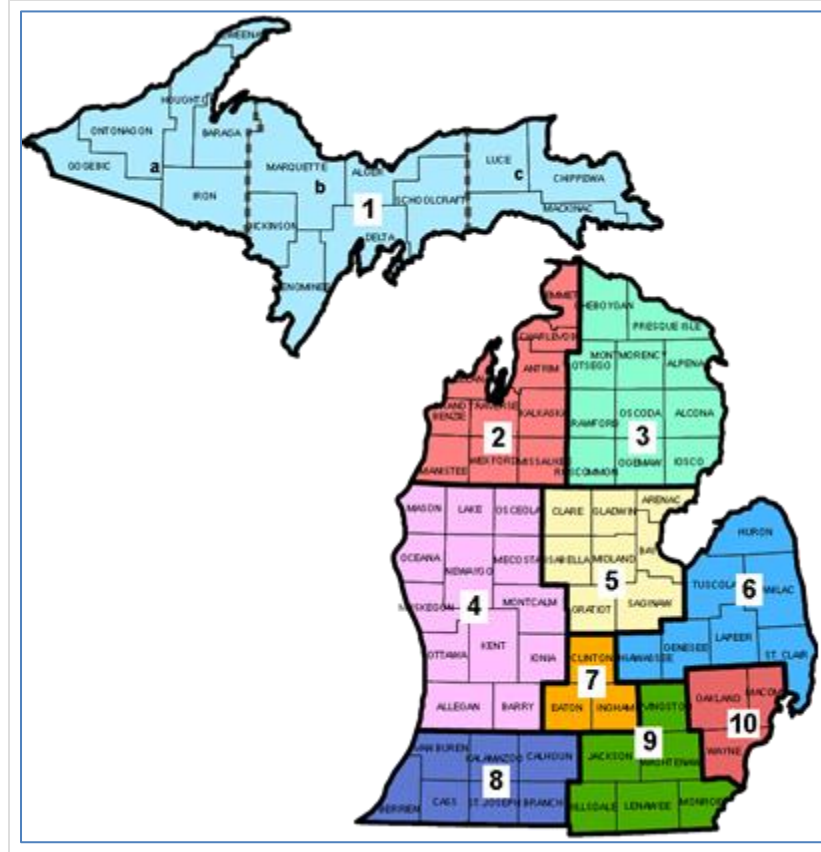
3.13 Final Agreement Award Determination

Wayne RESA reserves the right to make one total award, one award for each section, multiple awards, or a combination of awards, and to exercise its judgment concerning the selection of one or more proposals, the terms of any resultant agreement(s), and the determination of which, if any, proposal(s) best serves the interests of Wayne RESA.

3.14 Cancellation of Invitations for Bids or Requests for Proposals

An IFB, a RFP, or other solicitation may be cancelled, or any or all bids or proposals may be rejected in whole or in part as may be specified in the solicitation, when it is in the best interest of the County in accordance with regulations.

APPENDIX A – Regional Map



1. Upper Peninsula
2. Northwest
3. Northeast
4. West
5. East Central
6. East
7. South Central
8. Southwest
9. Southeast
10. Detroit Metro

Proposer Response:
Please list which Regions you will service.

We will service all regions.

ATTACHMENT A – PRICING

1. The Proposer must provide pricing for the deliverables stated in this RFP using the table below. You may add additional rows as needed. Failure to complete the pricing schedule may result in the disqualification of your proposal.
2. Price proposals must include all costs, including but not limited to, any one-time or set-up charges, fees, travel, maintenance, and potential costs that the vendor may charge (e.g., shipping and handling, per piece pricing, and palletizing).

Service Component	Unit Description	Estimated Volume	Unit Cost (\$)	Extended Cost (\$)
Strategic Check-in & Project Management	Weekly meetings (virtual or in-person)	48/year	\$1,763	\$84,600
Quarterly Roadmap and Progress Reports	Written reports	4/year	\$3,173	\$12,690
Advisory Council Facilitation	Meetings planned and executed	5/year	\$8,460	\$42,300
Regional Consortia Facilitation	In-person or hybrid meetings	6/year	\$14,100	\$84,600
All-District Mid-Year Retreat	Event planning and execution	1/year	\$25,380	\$25,380
End-of-Year Summit & Showcase	Multi-day conference	1/year	\$21,150	\$21,150
Technical Assistance Sessions	Customized virtual/in-person sessions	25/year	\$3,384	\$84,600
Site Visit Coordination and Peer Learning Events	Coordinated visits, including logistics	6/year	\$4,935	\$29,610
Grant Application Support	Research, writing, submission	1/year	\$4,230	\$4,230

Service Component	Unit Description	Estimated Volume	Unit Cost (\$)	Extended Cost (\$)
Legislative & Industry Partnership Reports	Final deliverables	2/year	\$6,345	\$12,690
Student Event Toolkits & Marketing Collateral	Designed and delivered	3/year	\$7,050	\$21,150
TOTAL ESTIMATED ANNUAL COST				\$423,000
TOTAL ESTIMATED CONTRACT COST (3 YEAR)				\$1,269,000

Request for Proposal #WRESA-40-2025-2026-06

CTE/Dual Enrollment Aviation & Aeronautics Program Support

July 2025



ILO Group

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Section 1: Executive Summary



About ILO Group

This proposal outlines a strategic, scalable approach designed to position Wayne RESA as a state and national leader in Aviation and Aeronautics CTE programming, driving measurable student success and impactful regional economic development.

At ILO Group, we believe in the power and importance of leaders in moving the needle. We also believe that for leaders to succeed, they must be supported in their work. ILO Group is a proudly women-owned education strategy and advocacy firm. We are a dedicated team of strategic partners and specialists who support school Districts and states in executing their biggest bets and their highest priority efforts. Our name, ILO Group, stands for In the Life Of: we work as members of our partners' teams, operating side-by-side with the country's leading educators, experts, and government partners.

Our work is as diverse as our partners' ambitions are bold: we provide leadership development, comprehensive project management and implementation support, systems transformation, and more. We enable education leaders to be the catalyst for enduring change that benefits their students, schools, and communities. **We've proudly supported state and district leaders who serve 1 in 3 students in America.**

Key Differentiators in Service Offerings and Value-Added

What differentiates ILO Group is its deeply embedded approach, serving not just as a vendor but as a thought partner and implementation team working side-by-side with Wayne RESA's leadership. ILO's team brings unmatched expertise in Career and Technical Education (CTE) system-building, aviation and aeronautics programming, cross-sector facilitation, and stakeholder engagement.

Over the past year, ILO Group has successfully partnered with Wayne RESA to establish foundational elements of the Aviation and Aeronautics CTE Dual Enrollment Program. Through rigorous strategic planning, targeted stakeholder engagement, and comprehensive technical assistance, we've supported Wayne RESA's transformational efforts, including:

- Launching the Wayne County Coalition for Future Aviation and Aeronautics Professionals
- Conducting a knowledge visit with key partners and stakeholders to deepen the Coalition's understanding about national best practices in aviation and aeronautics education
- Securing commitment from districts across Wayne County to participate in regional consortiums that represent Detroit Metro, Greater Detroit, Central Wayne and Downriver
- Designing and facilitating several cross-sector convenings with districts, industry representatives and postsecondary institutions
- Developing of a robust three-year roadmap to achieve scale across the region
- Authoring legislative memos and grant application language to diversify funding streams

We have offered value-added services such as:

- Cross-district knowledge exchange structures
- Legislative strategy for sustainability
- A turnkey roadmap framework with implementation stages and readiness indicators
- Partnership development strategies with critical cross-sector stakeholders
- Expert project management, program development and facilitation support

Our approach is uniquely scalable, designed not only to fulfill immediate milestones but also to lay the foundation for long-term sustainability and growth. We provide comprehensive strategic planning tools, proven frameworks for system-wide alignment, and customized industry partnership models that ensure enduring program success and replication potential statewide.

Understanding the Scope and Responsiveness to Requirements

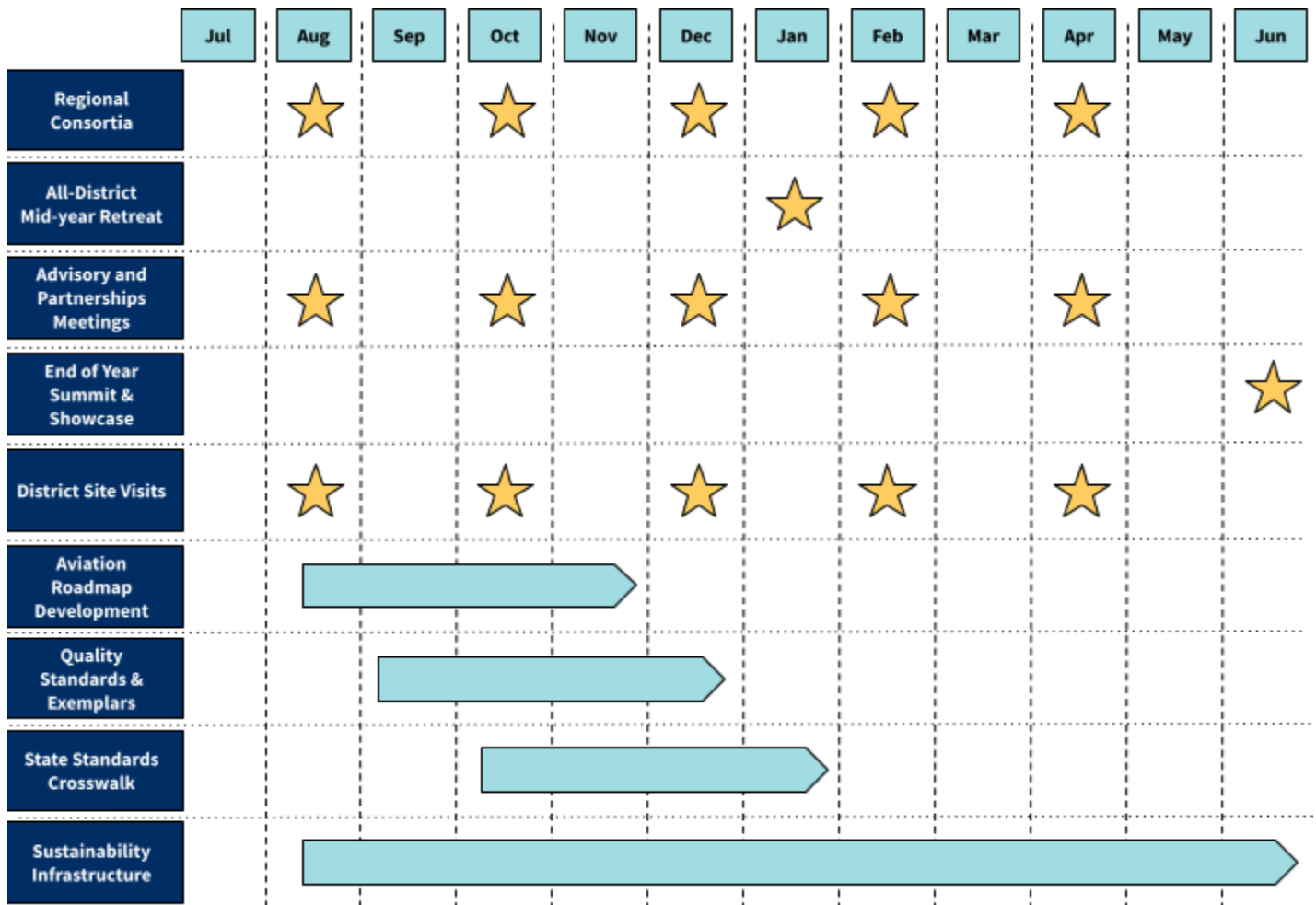
ILO Group's proposal fully addresses the RFP specifications, including strategic planning, stakeholder engagement, technical assistance, industry and postsecondary partnerships, student engagement, and sustainability planning. We have developed a multi-pronged approach aligned with the Three-Year Implementation Plan that supports not only program design but also builds system-level infrastructure across Wayne County to ensure longevity.

Execution Plan and Year One Timeline

Execution will follow a structured, milestone-based approach. Our milestone-driven execution approach includes embedded adaptability through structured feedback loops, enabling real-time adjustments and rapid response to challenges. Our team's expert project management and proactive communication practices ensure clarity, accountability, and continuous progress.

Our team specializes in delivering large-scale, complex projects involving multiple stakeholders and demanding timelines. Through proven project management methodologies, we consistently ensure high-quality execution, on-time deliverables, and successful outcomes even in high-stakes environments. Our approach integrates disciplined planning, proactive communication, clear accountability measures, and rigorous progress monitoring to effectively manage complexity and maintain stakeholder confidence throughout the project's lifecycle.

The following visual represents the major stakeholder engagement and facilitation deliverables as well as the technical assistance with implementation support. Within this twelve month timeline (e.g., Year One), ILO Group will provide a series of reports, toolkits, and regular progress meetings.



Risk Management Considerations

ILO will proactively manage risk through:

- Weekly check-ins with Wayne RESA leadership
- Detailed project timelines and dependency mapping
- Risk mitigation strategies for delays in district engagement, funding availability, or scheduling
- Real-time adjustment of facilitation and technical support schedules if timelines shift

Value and Outcomes Delivered to Wayne RESA

Our engagement ensures:

- Increased district and student participation in aviation pathways
- Strengthened cross-district collaboration infrastructure
- Quality-assured technical assistance and exemplars
- Enhanced industry and postsecondary partnerships
- Clear metrics for sustainability and funding acquisition
- A sustainable, scalable program by 2027 that is built for replication

Section 2: Scope of Proposed Solution

Overview

ILO Group proposes a comprehensive, multi-tiered support strategy for the development, expansion, and sustainability of a region-wide Career and Technical Education (CTE)/Dual Enrollment Aviation & Aeronautics program in Wayne County. Our methodology is grounded in deep partnership with Wayne RESA, cross-sector facilitation, student access, and system-building for long-term impact.

Our proposed solution fully addresses all six service categories in the RFP Scope of Work:

1. Strategic Planning & Project Management
2. Stakeholder Engagement & Facilitation
3. Technical Assistance & Implementation Support
4. Postsecondary and Industry Partnership Development
5. Student Engagement & Exposure Events
6. Funding Strategy & Sustainability

Each service area includes clearly defined deliverables and timelines, a structured methodology for delivery, and mechanisms for continuous improvement.

Detailed Description of Services and Methodology

1. Strategic Planning & Project Management

ILO Group will serve as Wayne RESA's strategic partner throughout the life of the project. Our services include:

- **Weekly Strategic Check-ins**
Regularly scheduled meetings with Wayne RESA's project manager and leadership team to monitor progress, navigate challenges, and adapt strategies.
- **Quarterly Project Plan Updates**
Comprehensive progress assessments aligned to the Three-Year Implementation Plan, including analysis of achievements, risks, and necessary adjustments. ***This multi-year roadmap builds upon our previously developed comprehensive project plan, which defined clear milestones, deliverables, and sustainability benchmarks, ensuring Wayne RESA's aviation initiative meets and exceeds state and industry standards for successful CTE implementation***
- **Multi-Year Roadmap Development and Maintenance**
A living project roadmap with district readiness indicators, milestones, timelines, deliverables, and sustainability benchmarks to guide implementation.
- **Project Timeline and Task Management**

A centralized timeline that tracks all activities and assigns responsibilities, dependencies, and deadlines.

- **Risk Management**

Anticipatory planning with risk mitigation strategies to address potential barriers to success (e.g., delays, engagement gaps, funding shifts).

2. Stakeholder Engagement & Facilitation

ILO Group will lead all facilitation and stakeholder convening efforts to foster collaboration and ensure shared ownership. We will:

- **Plan and Facilitate Meetings with Key Groups**

- Up to 5 Advisory Council meetings (which may include Partnership Group members)
- Up to 5 update newsletters to the broader Partnership Group
- Up to 6 in-person Regional Consortia meetings, including site-based meetings to encourage localized collaborative planning
- One full-day Mid-Year Retreat (in-person) involving all stakeholder groups
- One multi-day Year-End Summit & Showcase (up to 3 days) for celebrating progress and sharing learnings
- Up to 8 virtual stakeholder forums or working groups to address critical topics in real time

- **Develop All Meeting Artifacts**

Meeting agendas, facilitation guides, presentation materials, and post-meeting summaries to ensure transparency and accountability.

- **Support Cross-District Collaboration**

Maintain systems for resource-sharing, updates, and communication (e.g., digital library, shared templates, progress dashboards).

- **Participate in Industry Events**

Attend and collaborate in at least one regional industry airports conference to deepen engagement with key stakeholders and learn from the broader aviation ecosystem.

3. Technical Assistance & Implementation Support

Our team will provide responsive and differentiated technical assistance to all participating districts, including:

- **Implementation Guidance**

- Support on program design and implementation stages, tailored to each district's context.
- Help developing student pathways, credentialing plans, and aligned coursework.
- Assistance with logistics: facility upgrades, transportation planning, and shared services models.

- **Peer Learning and Site Visits**

Recommend, coordinate, and facilitate site visits and cross-district learning opportunities to spread innovation and strengthen local capacity.

- **Quality Standards and Exemplars**

Provide benchmarks for program design and implementation, including documented best practices, rubrics, and model materials.

- **CTE and Graduation Requirements Crosswalk**
Develop and deliver a crosswalk aligning aviation coursework and certification options to Michigan CTE frameworks and graduation requirements.
- **District Roadmap Development**
Create a multi-stage implementation roadmap with clearly defined stages and readiness indicators to track district progress across the region.

4. Postsecondary and Industry Partnership Development

ILO Group will serve as a convener and catalyst for strengthening and expanding partnerships with colleges, universities, and aviation industry stakeholders:

- **Articulation and Dual Enrollment Agreements**
Facilitate the creation and/or expansion of dual enrollment, articulation, and apprenticeship pathways.
- **Industry Engagement**
Proactively cultivate relationships with employers and aerospace partners to offer:
 - Mentorship and internship programs
 - Site-based learning
 - Industry-led events or workshops
- **Annual Industry Partnership Report**
A detailed, outcomes-focused report capturing partnership activities, barriers, and strategic recommendations.

5. Student Engagement and Exposure Events

To increase student awareness and enthusiasm for aviation careers, ILO Group will:

- **Co-Design Student-Facing Experiences**
Work alongside districts to create and support events such as:
 - Aviation career days
 - Facility and airport site visits
 - Industry panels and hands-on learning activities
- **Develop Toolkits and Planning Resources**
Provide materials and checklists that enable districts to independently replicate and scale student events.
- **Promotional Materials and Student Spotlights**
Curate and produce content to highlight student success stories and communicate the value of aviation pathways to students, families, and the community.

6. Funding Strategy and Sustainability

ILO Group's approach ensures that this initiative is not only impactful but sustainable beyond initial investment. Services include:

- **Quarterly Financial Reviews**
Joint planning sessions to monitor spending, funding gaps, and fiscal alignment with project milestones.
- **Research and Identification of Funding Streams**
Proactive scanning of federal, state, philanthropic, and private sources to support program expansion.
- **Grant Development**
Prepare and submit at least one competitive grant application to secure funding for key program components.
- **Legislative and Funding Strategy Report**
An annual report with concrete strategies for long-term sustainability, including potential appropriations and legislative actions.
- **Partnership Development**
Support Wayne RESA in cultivating funders and in-kind contributors for equipment, curriculum, and capacity-building.

Client Relationship Management Approach

ILO Group's client relationship strategy is grounded in continuous collaboration, responsiveness, and transparency. It includes:

- **Designated Project Executive**
Sabrina Solares-Hand, one of two Principal consultants at ILO Group, will serve as the primary point of contact, ensuring alignment with Wayne RESA's evolving needs.
- **Weekly Coordination Touchpoints**
Strategic check-ins that enable real-time decision-making and adjustment.
- **Quarterly Reporting & Roadmapping**
Reports with progress metrics, risks, and updated implementation timelines delivered to Wayne RESA leadership and stakeholders.
- **Shared Digital Infrastructure**
Centralized access to shared documents, meeting notes, templates, and project plans to ensure transparency and facilitate collaboration.
- **In-Person Collaboration**
Regular presence at regional meetings and events, allowing ILO to support facilitation and provide just-in-time technical assistance.

Section 3: Comprehensive List of Assumptions



Assumption	Relevant Section	Explanation
Wayne RESA will complete its assigned tasks on time	RFP Section 1.3.1.A (Project Management)	Timely completion is necessary to meet interdependent project deadlines
Wayne RESA will facilitate or permit ILO Group's access to districts and partners	RFP Section 1.3.1.B and D (Stakeholder Engagement, Partnerships)	Access ensures timely and efficient facilitation, technical assistance, and communications
ILO Group will receive sufficient lead time to plan in-person meetings	RFP Section 1.3.1.B (Facilitation)	In-person convenings require venue booking, material preparation, and travel
Sufficient public/private funds will be available to support the work	RFP Section 1.3.1.F (Funding & Sustainability)	This impacts the feasibility of implementation, equipment, and staffing plans
Active participation of all districts is maintained	RFP Section 1.3.1.B, C, E	Program expansion and peer learning depend on regular district engagement
Timelines and deliverables will remain stable once agreed upon	RFP Section 1.3.1.A	Schedule adherence ensures deliverable quality and timely project reviews

Project Team & Staffing

Our project team brings deep expertise in program implementation, stakeholder engagement, and system-building to support the development and expansion of a regional CTE and dual enrollment program for aviation and aeronautics. Each member of our team has experience supporting cross-sector partnerships, facilitating regional collaboration, and delivering technical assistance that enables districts to design, launch, and sustain high-quality CTE programs. Together, we are committed to working closely with Wayne RESA and participating districts to achieve the goals of this initiative efficiently and effectively.



Sabrina Solares-Hand
Principal, ILO Group
Project Executive



Claire Torno
Senior Consultant, ILO Group
Project Manager



Ashley Gilson
Director, ILO Group
Project Director



Quinn Iriye
Consultant, ILO Group
Project Support

Team Member Bios

Sabrina Solares-Hand

Principal and Project Executive, ILO Group

Sabrina Solares-Hand is a strategic leader in school transformation, communications, and project management, with extensive experience in charter schools, District strategy, and public engagement. Throughout her career, she has helped K-12 systems strengthen their messaging, branding, and stakeholder engagement while optimizing policies and operational initiatives. At ILO Group, Sabrina leads work focused on school redesign, secondary transformation, industry-aligned education (CTE), education talent pathways, edtech, and capital improvement. She specializes in helping Districts craft compelling narratives, align strategic planning with community needs, and build strong stakeholder coalitions to support education initiatives.

Before joining ILO Group, Sabrina served as the Chief Operating Officer and Senior Adviser for the Mayor of Providence, Rhode Island, where she oversaw cross-functional teams in communications, policy implementation, and infrastructure development. She managed public relations, branding, and external engagement for major citywide initiatives, including broadband expansion, GIS mapping, and minority and women business enterprise support.

Her background in education communications further strengthens her expertise in strategic messaging and stakeholder engagement. As an External Affairs Associate at Blackstone Valley Prep Mayoral Academy, she was

responsible for communications, branding, and marketing for a network of schools. She led social media strategy, press relations, and digital communications while overseeing a website redesign and content strategy to enhance public engagement. She also played a key role in development and fundraising initiatives, including producing annual reports and donor outreach campaigns.

Sabrina holds a Master's in Education Policy from Johns Hopkins University and a certificate in Leadership Decision-Making from the Harvard Kennedy School for Executive Education.

Ashley Gardiner Gilson

Director and Project Director, ILO Group

Ashley has 15 years of experience in public education policy, program management and design that spans across a range of cradle to career efforts, both domestically and internationally.

Prior to joining ILO Group, Ashley served as the Senior Advisor for an international NGO where she oversaw the launch of career and technical education programs for underserved adults across six countries, including migrants and refugees, with a specific focus on accelerating opportunities for women. Domestically, Ashley has supported various education-to-career initiatives. At the Council for Chief State School Officers, she managed the New Skills for Youth initiative, a \$35M investment from J.P Morgan Chase to transform education-to-career pathways in ten states. At America Achieves, Ashley led the labor market analysis on behalf of the organization's university and industry partners to develop prototypes for credit -bearing, non-degree pathways that accelerate people into high-demand, high-opportunity jobs with family-sustaining wages.

Ashley earned a bachelor's degree in sociology and dance performance from Elon University and a master's in public policy from Duke University. She also holds a certificate in Education Finance from Georgetown University.

Claire Torno

Senior Consultant and Project Manager, ILO Group

Claire Torno is passionate about developing practical solutions that help education leaders turn ambitious goals into lasting impact. Throughout her career, she has supported school systems, state agencies, nonprofits, and other education organizations to improve student outcomes through strategic planning, implementation, and stakeholder engagement.

Prior to joining ILO Group, Claire was a Senior Consultant at Alvarez & Marsal, where she partnered with state education agencies and school districts on initiatives ranging from high-impact tutoring implementation to academic return-on-investment (ROI) analysis of ESSER-funded programs. Previously, at Public Impact, Claire led the design and implementation of Opportunity Culture models in districts across the country, helping schools rethink strategic staffing, teacher leadership, and student support. Claire began her career as an elementary school teacher through Teach For America in Washington, DC.

Claire holds a B.B.A. in Finance from the University of Texas at Austin, an M.S.Ed. from Johns Hopkins University, and an Ed.M. in Education Policy and Management from the Harvard Graduate School of Education.

Quinn Iriye

Consultant and Project Support, ILO Group

Quinn Iriye is passionate about leading systems-level initiatives in K-12 education to improve student outcomes and help systems run efficiently. While at the Harvard Graduate School of Education, Quinn worked with the Winooski School District to adapt new state policies on student safety into actionable procedures for school leaders. She also partnered with Teach for America's national organization to develop a guide for integrating AI into classrooms and teacher training, designed for use by corps members across regions. Previously, Quinn taught middle school math in Denver, Colorado, where she led grade-level content meetings and developed collaborative instructional strategies in response to student data. Her emphasis on family partnerships and supportive, rigorous instruction helped her students excel academically, surpassing schoolwide GPA targets. She is a Teach for America alumna.

Quinn holds a bachelor's degree in human health from Emory University and a master's in education leadership, organizations, and entrepreneurship from Harvard University.

Pricing Sheet



Budget Categories - Units and Cost Breakdown	Units	Unit Cost	Total Cost
Strategic Check-in & Project Management	48	\$1,763	\$84,600
Advisory Council Facilitation	5	\$8,460	\$42,300
All district mid-year retreat	1	\$25,380	\$25,380
Grant Application Support	1	\$4,230	\$4,230
Regional Consortia Facilitation	6	\$14,100	\$84,600
Student Event Toolkits and Marketing Collateral	3	\$7,050	\$21,150
Technical Assistance sessions	25	\$3,384	\$84,600
Quarterly Roadmap and Progress Reports	4	\$3,173	\$12,690
End of Year Summit and Showcase	1	\$21,150	\$21,150
Legislative and Industry Partnerships Reports	2	\$6,345	\$12,690
Site Visit Coordination & Peer Learning Events	6	\$4,935	\$29,610
	Total Estimated Annual Cost		\$423,000
	Total Estimated Contract Cost (3 Year)		\$1,269,000

The proposed budget outlined above reflects our current understanding of the project scope and deliverables. We remain open to discussing adjustments to the scope and corresponding budget to ensure alignment with your strategic priorities, financial parameters, and desired outcomes. We welcome the opportunity to refine this proposal collaboratively as needed.