

3/11/2021

NYC Leadership Academy  
Attn: Philip Benowitz, Associate Vice President, Client Engagement  
10-27 46<sup>th</sup> Ave, 1<sup>st</sup> Floor  
Long Island City, NY 11101

Reference: RFP# 2000003095 – Leadership Development Training

Dear Mr. Benowitz:

**Acceptance Agreement**

**Contract Number: 4400010398**

This acceptance agreement signifies a contract award to The Leadership Academy for Leadership Development Training. The period of the contract shall be from Date of Award through July 31, 2025.

The contract award shall be in accordance with:

1. This Acceptance Agreement;
2. The Terms and Conditions of RFP2000003095; Leadership Development Training, and all addenda;
3. Your Proposal dated July 20, 2020;
4. The signed Memorandum of Negotiations.

Please note that this is not an order to proceed. A purchase order, which constitutes your notice to proceed, will be issued to your firm. Please provide your Insurance Certificate according to Special Provisions Paragraph 18 within ten (10) days after receipt of this letter.

Sincerely,



for Michelle R. Pratt  
Director

MRP/jm

## MEMORANDUM OF NEGOTIATION

RFP# 2000003095 – Leadership Development Training

The County of Fairfax, Fairfax County Public Schools (hereinafter called the County or FCPS) and The Leadership Academy (hereinafter called the Contractor or LA) hereby agree to the following in the execution of Contract 4400010398. The final contract contains the following items:

- a. Fairfax County's Request for Proposal RFP# 2000003095 and all Addenda;
- b. The Leadership Academy's Technical and Business proposal as amended by this Memorandum of Negotiations;
- c. The Memorandum of Negotiations;
- d. The Leadership Academy Statement of Work Example Terms & Conditions - Attachment A;
- e. Confidentiality Provisions Employee Records - Attachment B;
- f. The Leadership Academy's Pricing Schedule - Attachment C; and
- g. All subsequent amendments to the contract.

The following are to be included in the contract:

1. The Leadership Academy Statement of Work Example Terms & Conditions will be used to create Statements of Work for each specific project/engagement LA will provide. Contract 4400010398 will serve as the master contract to govern all projects/engagements.
2. Materials provided to participants vary based on the specific training program. In most programs, participants will be provided with two (2) types of materials:
  - a. Materials to guide their learning during the program.
  - b. Resources and tools that participants will be able to use in their day-to-day work after completing the program.
3. The Leadership Academy will support FCPS with seeking cost efficiencies and savings with intentional planning about services and how they are delivered.
4. Being mindful of not jeopardizing the quality and impact of a participant's experience in trainings, there may be circumstances when FCPS desires a class size to have a different number of class participants than the recommended range. FCPS and LA will negotiate the price, as needed, when the number of participants exceeds the participant maximum.

5. Co-design and Co-implementation are equivalent to “train-the-trainer.”

For co-designing and co-facilitation/co-implementation, select FCPS staff will work with LA staff to build and practice skills and capabilities to customize the design and facilitate the program.

The costs include:

- Onboarding of FCPS staff to the project team
- Support for FCPS staff to prepare them for the co-design process
- Delivery of LA's Facilitation Training program for FCPS staff to learn and practice LA's approach to facilitating learning.
- Use of the gradual release model where FCPS staff:
  - o Co-design and co-facilitate the training program and receive feedback from LA co-designers and co-facilitators and may occur on multiple occasions.
  - o Lead the design and facilitation of the program and receive feedback from LA observers. This may occur more than once.
- The Leading Professional Learning That Sticks course is the pre-requisite course need to train an FCPS employee to facilitate courses. “Facilitation Training” is the same professional learning program as “Leading Professional Learning That Sticks.”
- There are no additional costs or requirements.

6. LA is open to providing large group training (for groups over 120 participants) and LA's willingness to agree to these large group trainings will be based upon:

- LA's experience providing professional learning and applying best practices in adult learning
- The specific training program
- FCPS objectives and context

FCPS acknowledges additional that costs for the large group training may include additional facilitators, travel, lodging, meals, materials, shipping. The Cost of large group trainings will be discussed and agreed to by FCPS and LA.

7. Customization of course content. FCPS understands that pricing for all training programs includes curriculum adaptation with minimum level of customization based on input from FCPS. Pricing for more extensive customization will be discussed and agreed upon between FCPS and LA and will be determined by:

- Specific content being customized
- Degree of customization
- Amount and type of input from FCPS

8. LA is open to developing leadership and equity learning by facilitating sessions with School Board and other related stake holders. The price is dependent on the specific structure of the professional learning program (# of sessions, length of session, # of participants, etc.). One possible example, based on equity-focused training s presented below for illustrative purposes:

**Program Structure**

- 2 2-hour virtual PD sessions with the board (~15 participants)
- 3 3-hour virtual PD sessions with the senior leadership (~25 participants)

**Sample Program Content**

History of Race and Education

In this activity participants will unpack the role of race in education. We will review major events, trends and key legislation that highlight the relationship between race and education as well as the impact of race on education. In addition, participants will be asked to connect their personal and/or professional lives to key historical moments and assess the impact of those events on them.

Leadership Dispositions and Practices that Build Culturally Responsive Leaders and Equitable Schools and Classrooms

The Leadership Academy has identified key leadership dispositions and practices that we believe are critical to the establishment of culturally responsive leaders and, in turn, equitable schools. We will discuss and explore these dispositions and practices to help participants better understand their equity related roles and responsibilities. In addition, we will examine how the dispositions and practices can help leaders manage institutional bias and personal/implicit bias.

State of Equity at FCPS

Participants will develop an understanding of disproportionality in school districts and analyze FCPS data to assess the state of equity in FCPS schools. We will review the types of data that provide insight on equity (discipline; advanced course access; special education; graduation rates; achievement gaps; gifted, honors and AP identification processes, etc.), learn how to identify patterns and issues, discuss the potential impact of bias-based beliefs, and identify potential solutions.

The price for the design and delivery of such a program would be approximately \$20,000 including professional fees and any relevant out-of-pocket expenses.

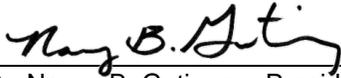
If FCPS seeks this type of leadership development, FCPS and LA agree to discuss and agree to pricing.

9. In the event of a conflict or ambiguity between or among the documents listed above, the terms and conditions of the Memorandum of Negotiations will have priority over documents referenced.
10. In the event of a conflict between The Leadership Academy Statement of Work Example Terms & Conditions (Attachment A) and any other documents, the RFP# 2000003095 and Confidentiality Provisions Employee Records (Attachment B) will prevail.

Memorandum of Negotiations 4400010398  
RFP 2000003095  
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All other prices, terms, and conditions remain the same.

ACCEPTED BY:



\_\_\_\_\_  
Dr. Nancy B. Gutierrez, President & CEO  
The Leadership Academy

\_\_\_\_\_  
March 1, 2021

Date



\_\_\_\_\_  
Kathleen Walts, Executive Director  
Professional Learning & Family Engagement

\_\_\_\_\_  
3/5/2021

Date



for \_\_\_\_\_  
Michelle R. Pratt, Director  
Office of Procurement Services

\_\_\_\_\_  
3/11/2021

Date

## **Attachment A**

# **The Leadership Academy Statement of Work Example Terms & Conditions**

This Agreement for the provision of school leadership advisory services is entered into as of by and between the LEADERSHIP ACADEMY, INC. ("LA"), and Fairfax County Public Schools (hereinafter "FCPS") and is governed by FCPS Contract #4400010398, it is mutually agreed that:

### **1. Scope of Work (SOW)**

LA will provide the following to FCPS, unless modified by the mutual written agreement of the parties:

### **2. Term**

The work shall be performed on DATE, as detailed above, unless modified by the mutual written agreement of the parties.

### **3. Methods**

LA shall determine the methods, details, and means of providing the above-referenced services in consultation with FCPS and provide the necessary personnel and resources to perform all phases of the work.

FCPS agrees to provide the LA with all necessary information and materials in its possession regarding its leadership priorities, prior FCPS developed leadership training[s] and assessment of leadership skills and areas in need of development and to provide participant contact information to facilitate the timely completion of participant surveys.

### **4. Coordination**

LA designates Mary Jo Dunnington, Chief Strategic Partnerships & Communications Officer; (646) 345-6748; mdunnington@nycleadershipacademy.org], as its representative and point of contact and notification for all purposes.

FCPS designates PERSON, TITLE, NAME, [ADDRESS; PHONE; EMAIL], as its representative and point of contact for all purposes.

### **5. Payment**

#### **a. Fees**

LA's professional fees for the Project will be \$AMOUNT. Per Contract 4400010398 Special Provisions (Special Provisions), Paragraphs 19-21, FCPS will issue a purchase order (PO) to initiate services. LA will invoice FCPS after services have been rendered to FCPS.

FCPS will make payment no later than Net 30 days from date of receipt of a correct invoice. FCPS shall submit payment to: Bernadette Pizzurro Finance Department, 10-27 46<sup>th</sup> Avenue, Suite 101, Long Island City, NY 11101.

**b. Expenses**

FCPS will also either provide or pay for all training space for work delivered in FCPS, including equipment and supplies necessary for all training sessions, including furniture, flip charts, markers, easels and AV equipment and food for the workshop.

FCPS agrees to pay for (or arrange for participant to pay for) all travel and lodging expenses for participants (if FCPS employee travel is applicable for the SOW).

**6. Consultation**

In the event that the scope of work or time-line set forth in this agreement changes due to scheduling adjustments or other circumstances that are not due to any failure, or under the reasonable control of LA, LA will immediately notify FCPS in writing regarding such change and the potential impact that change may have upon the schedule and work specifications set forth above. Moreover, LA and FCPS shall evaluate alternative resolutions in a timely manner thereafter, and agree upon a course of action that best achieves the Project's overall goals, scope of work and deliverables.

**7. Termination**

This SOW Agreement may be terminated by written notice by either Party with 30 days notice. If either party believes that the other has materially breached this Agreement (including, for example, failure to render satisfactorily to FCPS the services for which FCPS is contracting with LA), a written notice will be sent describing the breach and providing the breaching party with 10 days, after receipt of notice, to cure. If the breach is not cured, this Agreement will be terminated without any further obligation owed to the breaching party. In the unlikely event this Agreement is terminated, the LA shall receive payment for all work conducted and products delivered hereunder through the date of termination. Any such payments shall be made in accordance with Paragraph 5.

**8. Independent Contractor**

LA shall engage in performance of this contract as an independent contractor. No LA employee shall be deemed an employee, agent or representative of the FCPS and nothing contained herein shall be construed to imply or create a relationship as partners, joint ventures or of an agency between the parties hereto. LA shall be responsible for payment of all income, social security, or other taxes, or payments to third parties arising by reason of its services under this contract and shall indemnify FCPS and hold it harmless against all claims relating to such obligations.

**9. Intellectual Property**

Copyright and Intellectual Property Rights in materials created or fixed in any tangible medium of expression by LA in the performance of this Agreement shall rest in LA. However, LA grants FCPS a royalty-free, nonexclusive, perpetual, and irrevocable license to reproduce, copy, adapt, distribute, publicly display, perform, make derivative works of or otherwise use the materials created pursuant to this Agreement. FCPS agrees not to license, assign, or otherwise transfer any of the materials created by LA pursuant to this Agreement to, or permit the use of such materials by, any third person or entity.

#### **10. Confidentiality**

In the course of providing school leadership advisory services to FCPS, LA and its employees may be given access to certain documents and other materials, including confidential information not otherwise available to the general public which FCPS possesses. LA agrees not to disclose such confidential information to anyone outside of LA, unless disclosure to its own consultants and/or subcontractors, if any, is necessary to perform its consulting duties, in which case LA agrees to inform FCPS before disclosing the confidential information and to instruct those persons not to disclose confidential information.

#### **11. Disputes**

If a dispute arises, it shall be handled according to Contract # 4400010398, Appendix A of RFP 2000003095.

#### **12. Entire Agreement**

This SOW sets forth the entire agreement between the parties with respect to the subject matter hereof, and may not be modified or amended except by written agreement executed by the Parties hereto.

#### **13. No Waiver**

If in one or more instances either party fails to insist that the other party perform any of the terms of this agreement, such failure shall not be construed as a waiver by such party of any past, present, or future right granted under this agreement; the obligations of both parties under this agreement shall continue in full force and effect.

#### **14. Survival**

The termination of this agreement shall not affect any of the rights or obligations of either part arising prior to or at the time of the termination of this agreement, or which may arise by any event causing termination of this agreement.

#### **15. Severability**

If any provision, paragraph, or subparagraph of this agreement is adjusted to be void or unenforceable in whole or in part, this adjudication shall not affect the validity of the remainder of the agreement, including any other provision, paragraph, or subparagraph. Each provision, paragraph, and subparagraph of this agreement is separable from every other provision, paragraph, and subparagraph, and constitutes a separate and distinct covenant.

#### **16. Modification**

No alteration or modification to any of the provisions of this SOW shall be valid unless made in writing and signed by both parties.

#### **17. Headings**

The headings have been inserted for convenience only and are not to be considered when construing the provision of this agreement.

## Attachment B

### CONFIDENTIALITY PROVISIONS EMPLOYEE RECORDS

**THIS ADDENDUM**, executed and effective as of the \_\_\_ day of \_\_\_\_\_, 2021, by and between The Leadership Academy (LA), a corporation organized and existing under the laws of The State of New York (the "Company"), and the **FAIRFAX COUNTY SCHOOL BOARD**, a public body corporate and politic organized and existing under the laws of the Commonwealth of Virginia (the "School Board"), recites and provides as follows.

#### Recitals

The Company and the School Board are parties to a certain agreement entitled Leadership Development Training of even date herewith (the "Agreement"). In connection with the execution and delivery of the Agreement, the parties wish to enter into this Addendum in order to clarify and make certain modifications to the terms and conditions set forth therein.

The Company and the School Board agree that the purpose of such terms and conditions is (i) the identification of Company as an entity acting for the School Board in its performance of functions that a School Board employee otherwise would perform; and (ii) the establishment of procedures for the protection of confidential employee records, including procedures regarding security and security breaches.

**NOW, THEREFORE**, for good and valuable consideration, the receipt and sufficiency of which is acknowledged hereby, the parties agree as follows.

#### Agreement

The Agreement is amended hereby as follows:

1. The following provisions shall be deemed to be included in the Agreement and, in the event of a conflict or ambiguity between the Agreement and this Addendum, the terms of this Addendum will in all events govern and control:

**Confidentiality Obligations Applicable to Certain FCPS Records.** The Company hereby covenants and agrees that it shall maintain, in strict confidence and trust, all FCPS employee records whether provided by or created for FCPS pursuant to this contract (collectively, "FCPS Confidential Records").

The Company shall cause each officer, director, employee and other representative who shall have access to FCPS Confidential Records during the term of the Agreement (collectively, the "Authorized Representatives") to maintain in strict confidence and trust all FCPS Confidential Records. The Company shall take all reasonable steps to insure that no FCPS Confidential Records are disclosed to any person or entity except those who (i) are Authorized Representatives of the Company performing functions for FCPS under the Agreement and have agreed to be bound by the terms of this Addendum; (ii) are authorized representatives of FCPS, or (iii) are entitled to access such FCPS Confidential Records from the Company pursuant to federal and/or Virginia law. The Company shall use FCPS Confidential Records, and shall take all reasonable steps necessary to ensure that its Authorized Representatives shall use such records, solely for purposes related to and in fulfillment of the performance by the Company of its obligations pursuant to the Agreement.

**Other Security Requirements.** The Company shall maintain all technologies, policies, procedures and practices necessary to secure and protect the confidentiality and integrity of FCPS Confidential Records in the Company's possession, including procedures to (i) restrict access to such records in accordance with this Addendum; (ii) establish user IDs and passwords as necessary to protect such records; (iii) protect all such user passwords from detection and unauthorized use; (iv) prevent hostile or unauthorized intrusion that could compromise confidentiality, result in data corruption, or deny service; (v) prevent and detect computer viruses from spreading to disks, attachments to e-mail, downloaded files, and documents generated by word processing and spreadsheet programs; (vi) minimize system downtime; (vii) notify FCPS of planned system changes that may impact the security of FCPS Confidential Records; (viii) return or destroy FCPS Confidential Records that exceed specified retention schedules; (viii) permit periodic security audits by FCPS or designated third party using applicable regulations and industry best practice standards as benchmarks, and make commercially reasonable efforts to remediate the vulnerabilities discovered; and (ix) in the event of system failure, enable immediate recovery of FCPS records to the previous business day.

In the event of a security breach, the Company shall (i) immediately take action to close the breach; (ii) notify FCPS within 2 business days after Company's first knowledge of the breach, the reasons for or cause of the breach, actions taken to close the breach, and identify the FCPS Confidential Records compromised by the breach; (iii) return compromised FCPS Confidential Records for review; (iv) provide communications on the breach to be shared with affected parties and cooperate with FCPS efforts to communicate to affected parties by providing FCPS with prior review of press releases and any communications to be sent to affected parties; (v) take all legally required, reasonable, and customary measures in working with FCPS to remediate the breach which may include toll free telephone support with informed customer services staff to address questions by affected parties and/or provide monitoring services if necessary given the nature and scope of the disclosure; (vi) cooperate with FCPS by providing information, records and witnesses needed to respond to any government investigation into the disclosure of such records or litigation concerning the breach; and (vii) provide FCPS with notice within 2 business days after notice or service on Company, whichever occurs first, of any lawsuits resulting from, or government investigations of, the Company's handling of FCPS records of any kind, failure to follow security

requirements and/or failure to safeguard confidential information. The Company shall provide satisfactory documentation of its compliance with the security requirements of this provision prior to performing services under the Agreement. The Company's compliance with the requirements of this provision is subject to verification by FCPS personnel or its agent at any time during the term of the Agreement.

**Disposition of FCPS Confidential Records Upon Termination of Agreement**

Upon expiration of the term of the Agreement, or upon the earlier termination of the Agreement for any reason, the Company covenants and agrees that it promptly shall deliver to the School Board, and shall take all reasonable steps necessary to cause each of its Authorized Representatives promptly to deliver to the School Board, all FCPS Confidential Records. The Company hereby acknowledges and agrees that, solely for purposes of receiving access to FCPS Confidential Records and of fulfilling its obligations pursuant to this provision and for no other purpose (including without limitation, entitlement to compensation and other employee benefits), the Company and its Authorized Representatives shall be deemed to be school officials of the School Board, and shall maintain FCPS Confidential Records in accordance with all federal state and local laws, rules and regulations regarding the confidentiality of such records. The non-disclosure obligations of the Company and its Authorized Representatives regarding the information contained in FCPS Confidential Records shall survive termination of the Agreement. The Company shall indemnify and hold harmless the School Board from and against any loss, claim, cost (including attorneys' fees) or damage of any nature arising from or in connection with the breach by the Company or any of its officers, directors, employees, agents or representatives (including the Authorized Representatives) of any provision of this Addendum.

**Certain Representations and Warranties.** The Company hereby represents and warrants as follows: (i) the Company has full power and authority to execute the Agreement and this Addendum and to perform its obligations hereunder and thereunder; (ii) the Agreement and this Addendum constitute the valid and binding obligations of the Company, enforceable in accordance with their respective terms, except as such enforceability may be limited by bankruptcy or similar laws affecting the rights of creditors and general principles of equity; and (iii) the Company's execution and delivery of the Agreement and this Addendum and compliance with their respective terms will not violate or constitute a default under, or require the consent of any third party to, any agreement or court order to which the Company is a party or by which it may be bound.

**Governing Law; Venue.** Notwithstanding any provision contained in the Agreement to the contrary, (i) the Agreement, as amended hereby, shall be governed by and construed in accordance with the laws of the Commonwealth of Virginia, without reference to conflict of laws principles; and (ii) any dispute arising under or in connection with the Agreement, as amended hereby, which is not otherwise resolved by the parties hereto shall be decided by a court of competent jurisdiction located in the Commonwealth of Virginia.

**IN WITNESS WHEREOF**, the parties hereto have caused this Addendum to be executed by their duly authorized officers effective as of the date first written above.

**THE LEADERSHIP ACADEMY**

By:   
[Name] Nancy B. Gutierrez  
[Title] President & CEO

**FAIRFAX COUNTY SCHOOL BOARD**

By:   
for Michelle R. Pratt  
Director

**Attachment C  
Pricing Schedule**

**Overview of Proposed Professional Learning Services and Resources for FCPS**

Program Type	Program Name
Direct Coaching	<ol style="list-style-type: none"> <li>1. Executive Coaching</li> <li>2. School Leader Coaching</li> </ol>
Coach Training	<ol style="list-style-type: none"> <li>3. Coaching for Equitable Practice</li> <li>4. Deepening Leadership Coaching</li> </ol>
Leadership Development for School and Division Leaders	<ol style="list-style-type: none"> <li>5. Leadership Retreats</li> <li>6. New Principal Institute</li> <li>7. Foundations of Principal Supervision</li> <li>8. Facilitation Training</li> <li>9. Equity Simulations</li> <li>10. Sharpening Your Equity Lens</li> </ol> <p><i>Culturally Responsive Instructional Leadership</i>  LA offers 9 professional learning sessions that focus on key components of culturally responsive instructional leadership:</p> <ol style="list-style-type: none"> <li>11. Building School and Family Coalitions</li> <li>12. Creating a Coherent Culturally Responsive School System</li> <li>13. Leading a Culturally Responsive School</li> <li>14. Defining Culturally Responsive Curriculum</li> <li>15. Observing Culturally Responsive Instruction</li> <li>16. Setting Expectations for Student Learning</li> <li>17. Centering the Student - The Culturally Responsive Classroom Experience</li> <li>18. Creating a Plan to Build a Culturally Responsive School</li> <li>19. Supporting Students with Unfinished Teaching and Learning</li> </ol> <p>FCPS can engage LA for an individual session or can group two or more sessions together to create a customized program that meets your specific needs.</p>
Customized, Deeper Touch Professional Learning	<ol style="list-style-type: none"> <li>20. For a specific school</li> <li>21. Districtwide</li> </ol>

1. Executive Coaching	
Description	<p>One-on-one or small group coaching that provides division-level leaders with structured opportunities to:</p> <ul style="list-style-type: none"> <li>• Set leadership learning goals</li> <li>• Receive feedback and reflect on it</li> <li>• Solve problems</li> <li>• Practice skills</li> <li>• Receive regular coaching and guidance</li> </ul>
Delivery Mode	Virtual and blended
Structure and Timing	<p><u>One-on-One Coaching of Single Division-Level Leader</u></p> <ul style="list-style-type: none"> <li>• 15 total coaching hours</li> <li>• If virtual: <ul style="list-style-type: none"> <li>○ 6 1.5-hour coaching sessions</li> <li>○ 2 3.0-hour coaching sessions where the LA coach virtually observes the leader conduct a staff meeting, a PD session, etc.</li> </ul> </li> <li>• If blended: <ul style="list-style-type: none"> <li>○ 6 virtual 1.5-hour coaching sessions</li> <li>○ 2 in-person 3.0-hour coaching sessions where the LA coach observes the leader conduct a staff meeting, a PD session, etc.</li> </ul> </li> <li>• Completion of 360-degree leadership assessment prior to first coaching session.</li> </ul> <p><u>Small Group Coaching of Division-Level Leaders</u></p> <ul style="list-style-type: none"> <li>• 16 total coaching hours</li> <li>• If virtual: <ul style="list-style-type: none"> <li>○ 8 2.0-hour coaching sessions</li> </ul> </li> <li>• If blended: <ul style="list-style-type: none"> <li>○ 2 in-person 3.0-hour coaching sessions</li> <li>○ 5 virtual 2.0-hour coaching sessions</li> </ul> </li> <li>• One-on-one coaching of individual group members can be added to complement the group coaching.</li> <li>• Completion of 360-degree leadership assessments prior to first coaching session.</li> </ul> <p>Note: small group coaching can include up to 5 division leaders or 1 division leader and up to 4 direct reports.</p>
Price <sup>1</sup>	<p><u>One-on-One Coaching</u>  Virtual: \$6,700 per individual leader  Blended: \$9,100 per individual leader</p> <p>-  <u>Small Group Coaching (assumes 5 leaders)</u> Virtual: \$12,100 per group  Blended: \$14,400 per group</p>

<sup>1</sup>Price includes all LA professional fees and relevant out-of-pocket expenses and excludes any costs for FCPS travel, food, space, equipment, etc. These prices will increase by 2.0% annually starting from the one-year anniversary of the contract start date.

2. School Leader Coaching	
Description	<p>One-on-one or small group coaching of school leaders that helps leaders set and meet concrete professional goals connected to school and/or system-level outcomes. While our coaching is customized to each school leader’s individual needs, common high-leverage focus areas include:</p> <ul style="list-style-type: none"> <li>• Developing and refining specific leadership skills</li> <li>• Building powerful school leadership teams</li> <li>• Applying a systems-thinking approach to leadership decisions</li> <li>• Using data to improve student outcomes</li> <li>• Influencing school culture</li> <li>• Leading for equity and access</li> <li>• Enhancing communication with stakeholders</li> </ul>
Delivery Mode	Virtual and blended
Structure and Timing	<p><u>One-on-One Coaching of a Single School Leader</u></p> <ul style="list-style-type: none"> <li>• 20 total coaching hours</li> <li>• If virtual: <ul style="list-style-type: none"> <li>○ 10 1.5-hour coaching sessions</li> <li>○ 2 2.5-hour coaching sessions where the LA coach virtually observes the leader conduct a staff meeting, a PD session, etc.</li> </ul> </li> <li>• If blended: <ul style="list-style-type: none"> <li>○ 2 in-person 3.0-4.0-hour coaching sessions where the LA coach observes the leader conduct a staff meeting, a PD session, etc.</li> <li>○ 9 virtual 1.5-hour coaching sessions</li> </ul> </li> </ul> <p><u>Small Group Coaching of School Leaders</u></p> <ul style="list-style-type: none"> <li>• 20 total coaching hours</li> <li>• If virtual: 10 2.0-hour coaching sessions</li> <li>• If blended: 2 in-person 3.0-hour coaching sessions; 7 virtual 2.0-hour coaching sessions</li> <li>• One-on-one coaching of individual group members can be added to complement the group coaching.</li> </ul> <p>Note: a small group is defined as up to 5 people and could include members of a school leadership team, a group of principals, a group of department/functional leaders, etc.</p>
Price <sup>1</sup>	<p><u>One-on-One Coaching</u>  Virtual: \$6,800 per individual leader  Blended: \$9,200 per individual leader</p> <p><u>Small Group Coaching (assumes 5 leaders)</u> Virtual: \$7,400 per group  Blended: \$9,700 per group</p>

<sup>1</sup>Price includes all LA professional fees and relevant out-of-pocket expenses and excludes any costs for FCPS travel, food, space, equipment, etc. These prices will increase by 2.0% annually starting from the one-year anniversary of the contract start date.

3. Coaching for Equitable Practice	
Description	Coaching for Equitable Practice is a coach training program that builds the capacity of leaders to coach others to: <ul style="list-style-type: none"> <li>• Shift their mindset and behavior.</li> <li>• Transform their leadership practice in ways that advance equity.</li> </ul>
Delivery Mode	In-person and virtual
Structure and Timing	<u>In-Person</u> : 2-day workshop; 7 hours per day  <u>Virtual</u> : Elapsed time of three weeks; Weekly 4-hour real-time virtual session with 1 hour of related pre-work
Price <sup>1</sup>	<u>In-Person</u> Up to 15 participants: \$21,200 16 to 30 participants: \$22,500  <u>Virtual</u> Up to 15 participants: \$24,500 16 to 30 participants: \$30,200

<sup>1</sup>Price includes all LA professional fees and relevant out-of-pocket expenses and excludes any costs for FCPS travel, food, space, equipment, etc. These prices will increase by 2.0% annually starting from the one-year anniversary of the contract start date

4. Deepening Leadership Coaching	
Description	Deepening Leadership Coaching is an advanced coach training program for experienced coaches or leaders who regularly coach as part of their professional role. The program explores and troubleshoots common challenges while supporting leaders in strengthening their reflective practice and sustaining leadership growth. Participants also benefit from a rich set of coaching competencies against which to self-assess, and an explicit emphasis on racial equity in coaching conversations.
Delivery Mode	In-person and virtual
Structure and Timing	<u>In-Person</u> : 2-day workshop; 7 hours per day  <u>Virtual</u> : Elapsed time of three weeks; Weekly 4-hour real-time virtual session with 1 hour of related pre-work
Price <sup>1</sup>	<u>In-Person</u> Up to 15 participants: \$12,900 16 to 30 participants: \$20,700  <u>Virtual</u> Up to 15 participants: \$21,700 16 to 30 participants: \$26,800

<sup>1</sup>Price includes all LA professional fees and relevant out-of-pocket expenses and excludes any costs for FCPS travel, food, space, equipment, etc. These prices will increase by 2.0% annually starting from the one-year anniversary of the contract startdate

5. Leadership Retreats	
Description	Planning, design, and facilitation of 1-day or 2-day leadership retreat that enables an FCPS team to focus on one or more specific needs or issues – planning, team building/alignment, review of prior year, etc.
Delivery Mode	In-person and virtual
Structure and Timing	1-day or 2-day leadership retreat for: <ul style="list-style-type: none"> <li>• Up to 15 participants</li> <li>• 16-30 participants</li> </ul>
Price <sup>1</sup>	<p><u>In-Person (up to 15 participants):</u> 1-Day Leadership Retreat: \$11,600 2-Day Leadership Retreat: \$17,000</p> <p><u>In-Person (16 to 30 participants):</u> 1-Day Leadership Retreat: \$18,100 2-Day Leadership Retreat: \$26,200</p> <p><u>Virtual (up to 15 participants):</u> 1-Day Leadership Retreat: \$12,700 2-Day Leadership Retreat: \$23,400</p> <p><u>Virtual (16 to 30 participants):</u> 1-Day Leadership Retreat: \$15,700 2-Day Leadership Retreat: \$26,700</p>

<sup>1</sup>Price includes all LA professional fees and relevant out-of-pocket expenses and excludes any costs for FCPS travel, food, space, equipment, etc. These prices will increase by 2.0% annually starting from the one-year anniversary of the contract start date

6. New Principal Institute	
Description	The New Principal Institute (NPI) builds the culturally responsive leadership capacity of new and early career principals. The program centers around each participant’s development of a 90-day entry plan (including initial communications with staff, high-priority activities, and an implementation timeline that will have a positive impact on student learning) that will enable them to hit the ground running when school year starts.
Delivery Mode	In-Person and Virtual
Structure and Timing	<u>In-Person</u> <ul style="list-style-type: none"> <li>• Three consecutive full day sessions.</li> <li>• Six hours per day.</li> </ul> <u>Virtual</u> <ul style="list-style-type: none"> <li>• Three consecutive full day sessions.</li> <li>• Two 2.5-hour virtual real-time sessions per day.</li> <li>• Half-hour to one-hour of pre-work in advance of each virtual real-time session.</li> </ul>
Price <sup>1</sup>	<u>In-Person</u> Up to 15 participants: \$19,300 16 to 30 participants: \$28,600  <u>Virtual</u> Up to 15 participants: \$29,300 16 to 30 participants: \$33,400

<sup>1</sup>Price includes all LA professional fees and relevant out-of-pocket expenses and excludes any costs for FCPS travel, food, space, equipment, etc. These prices will increase by 2.0% annually starting from the one-year anniversary of the contract start date.

7 . Foundations of Principal Supervision	
Relevant Employee Group and Topic(s) (per RFP)	School-Based Employees: <ul style="list-style-type: none"> <li>• Educational Equity and Cultural Responsiveness</li> <li>• Developing the Capacity of School Personnel</li> <li>• Continuous Improvement</li> <li>• Getting Results and Affecting Student Achievement</li> </ul>
Target Audience (Role)	New and early career division leaders that supervise, oversee, and support school leaders.
Description	Foundations of Principal Supervision builds the capacity of principal supervisors as culturally responsive system leaders. The program consists of five professional learning sessions and follow-up coaching support. The professional learning sessions culminate with each principal supervisor’s development of a strategic support plan that they can implement in the new school year. After the completion of the professional learning sessions, we provide three coaching sessions to support participants as they implement their respective plan.
Delivery Mode	In-Person and Virtual
Structure and Timing	<u>In-Person</u> <ul style="list-style-type: none"> <li>• Five consecutive full-day sessions, six hours per day.</li> <li>• 3 1.5-hour follow-up coaching support sessions per team/participant.</li> </ul> <u>Virtual</u> <ul style="list-style-type: none"> <li>• Five consecutive days: <ul style="list-style-type: none"> <li>○ Two two-hour virtual real-time sessions per day.</li> <li>○ Half-hour to one-hour of pre-work in advance of each virtual real-time session.</li> </ul> </li> <li>• 3 1.5-hour follow-up coaching support sessions per participant.</li> </ul>
Price <sup>1</sup>	<u>In-Person (up to 25 participants): \$93,500 (assumes 25 participants)</u>  <u>Virtual (up to 25 participants): \$88,500 (assumes 25 participants)</u>

<sup>1</sup>Price includes all LA professional fees and relevant out-of-pocket expenses and excludes any costs for FCPS travel, food, space, equipment, etc. These prices will increase by 2.0% annually starting from the one-year anniversary of the contract start date.

8. Leading Professional Learning That Sticks	
Description	Leading Professional Learning That Sticks offers designers and facilitators of professional learning the opportunity to experience LA’s research-based approach to design and facilitation, an approach that is flexible, adaptive, and pushes the thinking of participants.
Delivery Mode	In-Person and Virtual
Structure and Timing	<p><u>In-Person</u>: Three consecutive full day sessions; Six hours per day.</p> <p><u>Virtual</u></p> <ul style="list-style-type: none"> <li>• Three consecutive days with two two-hour virtual real-time sessions per day.</li> <li>• One hour of pre-work in advance of each virtual real-time session.</li> </ul>
Price <sup>1</sup>	<p><u>In-Person</u></p> <p>Up to 15 participants:  \$13,400 16 to 30  participants: \$21,400</p> <p><u>Virtual</u></p> <p>Up to 15 participants:  \$21,800 16 to 30  participants: \$27,200</p>

<sup>1</sup>Price includes all LA professional fees and relevant out-of-pocket expenses and excludes any costs for FCPS travel, food, space, equipment, etc. These prices will increase by 2.0% annually starting from the one-year anniversary of the contract start date.

9. Equity Simulations	
Description	The equity simulations are on-line learning tools that help users build leadership skills needed to identify and address inequities in schools and school systems. Each simulation provides an authentic school-based scenario in which users are cast in the role of school or school system leader and are confronted with a variety of challenges. By interacting with a variety of stakeholders, users are asked to make leadership decisions, deal with the consequences of their decisions in real time and have the chance to explore the impact of their choices and reflect on opportunities for improvement and growth.
Delivery Mode	Virtual
Structure and Timing	<p>The equity simulations are intended to be used in pairs or small groups of school or school system leaders and/or their staff. Together, each group engages with the video simulation and then participates in a facilitated debrief discussion. It is in those conversations that the real learning takes place.</p> <p>Each simulation requires approximately one hour to complete. We recommend a debrief session for each simulation of approximately two hours. The simulations can be used as the center of a 3- to 4-hour professional learning session or can complement a longer and broader professional learning program that focuses on equity.</p>
Price <sup>1</sup>	<p>One-time license fee for one equity simulation: \$2,500 If more than one equity simulation is licensed, buyers receive a 10% discount on the one-time license fees. We offer a free 48-hour trial use of a simulation for anyone considering the equity simulations.</p> <p>The license fee includes:</p> <ul style="list-style-type: none"> <li>• 24 x 7 access to a simulation on an ongoing basis.</li> <li>• Facilitation Guide.</li> <li>• PowerPoint deck.</li> </ul>

<sup>1</sup>Price includes all LA professional fees and relevant out-of-pocket expenses and excludes any costs for FCPS travel, food, space, equipment, etc. These prices will increase by 2.0% annually starting from the one-year anniversary of the contract start date.

10. Sharpening Your Equity Lens	
Description	Sharpening Your Equity Lens is a professional learning series that builds the capacity of school and division leaders to identify, confront, and address the policies, structures, practices, and beliefs that have systematically excluded children from learning opportunities because of their race or ethnicity. The six equity leadership dispositions that we believe are required for education leaders to advance equity serve as the foundation of the design of this program.
Delivery Mode	In-Person and Virtual
Structure and Timing	<u>In-Person</u> <ul style="list-style-type: none"> <li>• 4 consecutive days</li> <li>• 6 hours per day</li> </ul> <u>Virtual</u> <ul style="list-style-type: none"> <li>• Elapsed time of 4 weeks.</li> <li>• Weekly 4-hour real-time virtual session with 1-2 hours of related pre-work.</li> </ul>
Price <sup>1</sup>	<u>In-Person</u> Up to 30 participants: \$41,200 16 to 30 participants: \$44,000  <u>Virtual</u> Up to 15 participants: \$34,100 16 to 30 participants: \$42,600

<sup>1</sup>Price includes all LA professional fees and relevant out-of-pocket expenses and excludes any costs for FCPS travel, food, space, equipment, etc. These prices will increase by 2.0% annually starting from the one-year anniversary of the contract start date.

11: Building School and Family Coalitions	
Description	Building School and Family Coalitions enables division and school leaders to: <ul style="list-style-type: none"> <li>• Develop an understanding of the types of family-teacher partnerships that support student learning inside and outside the classroom.</li> <li>• Explore innovative practices for working with families and the community.</li> </ul>
Delivery Mode	In-Person and Virtual
Structure and Timing	<u>In-Person</u> : One-day session <u>Virtual</u> : Two half-day sessions
Price <sup>1</sup>	<u>In-Person</u> Up to 15 participants: \$16,700 16 to 30 participants: \$19,000  <u>Virtual</u> Up to 15 participants: \$14,500 16 to 30 participants: \$16,900

<sup>1</sup>Price includes all LA professional fees and relevant out-of-pocket expenses and excludes any costs for FCPS travel, food, space, equipment, etc. These prices will increase by 2.0% annually starting from the one-year anniversary of the contract start date.

12: Creating a Coherent Culturally Responsive School System	
Description	Creating a Coherent Culturally Responsive School System enables division and school leaders to: <ul style="list-style-type: none"> <li>• Develop an understanding of the roots of inequities in school systems.</li> <li>• Identify the characteristics of a culturally responsive school system.</li> <li>• Understand the steps required to create a culturally responsive school system.</li> <li>• Analyze data to identify current inequities.</li> </ul>
Delivery Mode	In-Person and Virtual
Structure and Timing	<u>In-Person</u> : One-day session <u>Virtual</u> : Two half-day sessions
Price <sup>1</sup>	<u>In-Person</u> Up to 15 participants: \$16,700 16 to 30 participants: \$19,000  <u>Virtual</u> Up to 15 participants: \$14,500 16 to 30 participants: \$16,900

<sup>1</sup>Price includes all LA professional fees and relevant out-of-pocket expenses and excludes any costs for FCPS travel, food, space, equipment, etc. These prices will increase by 2.0% annually starting from the one-year anniversary of the contract start date.

13: Leading a Culturally Responsive School	
Description	<p>Leading a Culturally Responsive School enables school and division leaders to:</p> <ul style="list-style-type: none"> <li>• Identify the skills and dispositions required to lead a culturally responsive school.</li> <li>• Develop understanding of how bias impacts perceptions of students, teachers, families, and communities.</li> <li>• Develop and practice strategies to anticipate and manage resistance to change.</li> </ul>
Delivery Mode	In-Person and Virtual
Structure and Timing	In-Person: One-day session Virtual: Two half-day sessions
Price <sup>1</sup>	<p><u>In-Person</u>  Up to 15 participants: \$16,700  16 to 30 participants: \$19,000</p> <p><u>Virtual</u>  Up to 15 participants: \$14,500  16 to 30 participants: \$16,900</p>

<sup>1</sup>Price includes all LA professional fees and relevant out-of-pocket expenses and excludes any costs for FCPS travel, food, space, equipment, etc. These prices will increase by 2.0% annually starting from the one-year anniversary of the contract start date

14: Defining Culturally Responsive Curriculum	
Description	Defining Culturally Responsive Curriculum enables school and division leaders to: <ul style="list-style-type: none"> <li>• Develop an understanding of culturally responsive curriculum.</li> <li>• Learn to audit curriculum with a culturally responsive lens.</li> <li>• Design and implement a process to review, edit, and revise curricula to ensure cultural responsiveness.</li> </ul>
Delivery Mode	In-Person and Virtual
Structure and Timing	In-Person: One-day session Virtual: Two half-day sessions
Price <sup>1</sup>	<u>In-Person</u> Up to 15 participants: \$16,700 16 to 30 participants: \$19,000  <u>Virtual</u> Up to 15 participants: \$14,500 16 to 30 participants: \$16,900

<sup>1</sup>Price includes all LA professional fees and relevant out-of-pocket expenses and excludes any costs for FCPS travel, food, space, equipment, etc. These prices will increase by 2.0% annually starting from the one-year anniversary of the contract start date.

15: Observing Culturally Responsive Instruction	
Description	<p>Observing Culturally Responsive Instruction enables school and division leaders to:</p> <ul style="list-style-type: none"> <li>• Deepen their comprehension of culturally responsive classroom instruction.</li> <li>• Develop an understanding of low inference evidence in the observation process.</li> <li>• Practicing observing for culturally responsive instruction through facilitated culturally responsive classroom walks.</li> <li>• Identify high leverage areas for feedback to support the cultivation of culturally responsive classrooms.</li> </ul> <p>Culturally responsive classroom walks provide a structure for leaders to conduct culturally responsive-focused classroom observations, gather low-inference data, generate questions, and plan next steps to improve student learning.</p>
Delivery Mode	In-Person and Virtual
Structure and Timing	<p><u>In-Person</u></p> <ul style="list-style-type: none"> <li>• Consecutive one-day and one-half day sessions: <ul style="list-style-type: none"> <li>○ Day 1: Observing Culturally Responsive Instruction and Facilitated Culturally Responsive Classroom Walk and Group Debrief #1</li> <li>○ Day 2: Facilitated Culturally Responsive Classroom Walk and Group Debrief #2</li> </ul> </li> </ul> <p><u>Virtual</u></p> <ul style="list-style-type: none"> <li>• Three consecutive half-day sessions: <ul style="list-style-type: none"> <li>○ Half-day 1: Observing Culturally Responsive Instruction</li> <li>○ Half-day 2: Facilitated Virtual Observation and Debrief#1</li> <li>○ Half-day 3: Facilitated Virtual Observation and Debrief#2</li> </ul> </li> </ul>
Price <sup>1</sup>	<p><u>In-Person (up to 15 participants): \$20,200</u></p> <p><u>Virtual (up to 15 participants): \$22,600</u></p>

<sup>1</sup>Price includes all LA professional fees and relevant out-of-pocket expenses and excludes any costs for FCPS travel, food, space, equipment, etc. These prices will increase by 2.0% annually starting from the one-year anniversary of the contract start date.

16: Setting Expectations for Student Learning	
Description	Setting Expectations for Student Learning enables school and division leaders to: <ul style="list-style-type: none"> <li>• Learn the three tenets of culturally responsive practice.</li> <li>• Identify the characteristics of a culturally responsive school system, school, and classroom.</li> <li>• Develop understanding of the important role of standards in a culturally responsive classroom.</li> </ul>
Delivery Mode	In-Person and Virtual
Structure and Timing	In-Person: One-day session Virtual: Two half-day sessions
Price <sup>1</sup>	<u>In-Person</u> Up to 15 participants: \$16,700 16 to 30 participants: \$19,000  <u>Virtual</u> Up to 15 participants: \$14,500 16 to 30 participants: \$16,900

<sup>1</sup>Price includes all LA professional fees and relevant out-of-pocket expenses and excludes any costs for FCPS travel, food, space, equipment, etc. These prices will increase by 2.0% annually starting from the one-year anniversary of the contract start date.

17: Centering the Student - The Culturally Responsive Classroom Experience	
Description	Centering the Student – The Culturally Responsive Classroom Experience enables school and division leaders to: <ul style="list-style-type: none"> <li>• Develop strategies for reimagining the teacher/student relationship in a culturally responsive classroom.</li> <li>• Discuss strategies to center students in the learning experience.</li> <li>• Determine the required skills and dispositions for teachers in a culturally responsive classroom.</li> </ul>
Delivery Mode	In-Person and Virtual
Structure and Timing	In-Person: One-day session Virtual: Two half-day sessions
Price <sup>1</sup>	<u>In-Person</u> Up to 15 participants: \$16,700 16 to 30 participants: \$19,000  <u>Virtual</u> Up to 15 participants: \$14,500 16 to 30 participants: \$16,900

<sup>1</sup>Price includes all LA professional fees and relevant out-of-pocket expenses and excludes any costs for FCPS travel, food, space, equipment, etc. These prices will increase by 2.0% annually starting from the one-year anniversary of the contract start date.

18: Creating a Plan to Build a Culturally Responsive School System	
Description	<p>Creating a Plan to Build a Culturally Responsive School System enables school and division leaders to:</p> <ul style="list-style-type: none"> <li>• Develop a vision and action plan to create culturally responsive school system.</li> <li>• Develop a professional learning plan aligned with the system-wide action plan.</li> </ul>
Delivery Mode	In-Person and Virtual
Structure and Timing	<p>In-Person: One-day session  Virtual: Two half-day sessions</p>
Price <sup>1</sup>	<p><u>In-Person</u>  Up to 15 participants:  \$16,700 16 to 30  participants: \$19,000</p> <p><u>Virtual</u>  Up to 15 participants:  \$14,500 16 to 30  participants: \$16,900</p>

<sup>1</sup>Price includes all LA professional fees and relevant out-of-pocket expenses and excludes any costs for FCPS travel, food, space, equipment, etc. These prices will increase by 2.0% annually starting from the one-year anniversary of the contract startdate.

19: Supporting Students with Unfinished Teaching and Learning	
Description	<p>Supporting Students with Unfinished Teaching and Learning enables school and division leaders to:</p> <ul style="list-style-type: none"> <li>• Define unfinished teaching and learning while acknowledging inequities faced by many students.</li> <li>• Conduct root cause analysis to identify needs of students with unfinished learning in ELA and Math.</li> <li>• Discuss practices to support students with varying needs including required supports and the role of the school leadership team.</li> </ul> <p>Leaders will leave this session with specific strategies for students and staff to address unfinished teaching and learning.</p>
Delivery Mode	In-Person and Virtual
Structure and Timing	In-Person: One-day session Virtual: Two half-day sessions
Price <sup>1</sup>	<p><u>In-Person</u>  Up to 15 participants: \$16,700  16 to 30 participants: \$19,000</p> <p><u>Virtual</u>  Up to 15 participants: \$14,500  16 to 30 participants: \$16,900</p>

<sup>1</sup>Price includes all LA professional fees and relevant out-of-pocket expenses and excludes any costs for FCPS travel, food, space, equipment, etc. These prices will increase by 2.0% annually starting from the one-year anniversary of the contract startdate.

20: Example of a Customized, Deeper Touch Professional Learning Engagement for a Specific School	
Description	<p>An example of a customized, deeper touch professional learning engagement for a specific school is the creation of a strategic equity plan and related professional development with school leader coaching to support the implementation of the plans.</p> <p>While we would expect to consult with FCPS on the actual scope of services, such an engagement could include the following major activities:</p> <ul style="list-style-type: none"> <li>• Stakeholder engagement to better understand local context: <ul style="list-style-type: none"> <li>○ Interviews with division and school leaders</li> <li>○ Focus groups with leaders, staff, students, families, and community groups</li> </ul> </li> <li>• Data collection and analysis</li> <li>• Facilitated equity goal definition</li> <li>• Facilitated strategic equity plan development</li> <li>• Facilitated professional learning plan development</li> <li>• Coaching for the principal</li> </ul>
Delivery Mode	In-Person and Virtual
Structure and Timing	<p>Stakeholder engagement:</p> <ul style="list-style-type: none"> <li>• Eight one-hour interviews</li> <li>• Five two-hour focus groups</li> </ul> <p>Facilitated equity goal definition:</p> <ul style="list-style-type: none"> <li>• One half-day session to develop draft plan</li> <li>• Review of draft goal by key stakeholders</li> <li>• One half-day session to review feedback from stakeholders and to finalize the goal</li> </ul> <p>Facilitated strategic plan development:</p> <ul style="list-style-type: none"> <li>• One-day session to develop content of draft plan (goals, strategies, actions, etc.)</li> <li>• Creation of draft plan by LA</li> <li>• Review of draft plan by key stakeholders</li> <li>• One half-day session to review feedback from stakeholders and to finalize the plan</li> </ul> <p>Facilitated professional learning plan development:</p> <ul style="list-style-type: none"> <li>• One half-day session to develop content of draft plan</li> <li>• Creation of draft plan by LA</li> <li>• Review of draft plan and feedback</li> <li>• Finalization of plan by LA</li> </ul> <p>One-on-one Coaching for the school principal:</p> <ul style="list-style-type: none"> <li>• Nine 1.5-hour coaching sessions</li> </ul>
Estimated Price <sup>1</sup>	In-Person/Virtual: \$90,000 to 110,000

<sup>1</sup>This estimated price includes all LA professional fees and relevant out-of-pocket expenses and excludes any costs for FCPS travel, food, space, equipment, etc. We have provided an estimate because the scope of this customized engagement will need to be discussed and agreed to by FCPS and LA.

21: Example of a Division-wide Customized, Deeper Touch Professional Learning Engagement	
Description	<p>An example of a district-wide customized, deeper touch professional learning engagement is the design and facilitation of an equity-focused professional learning program for division and school leaders. To help build the capacity of FCPS, a member of the Office of Professional Learning and Family Engagement joins the NYCLA to co-design and co-facilitate the professional learning sessions.</p> <p>While we would expect to consult with FCPS on the actual scope of services, such an engagement could include the following major activities:</p> <ul style="list-style-type: none"> <li>• Stakeholder engagement to better understand local context: <ul style="list-style-type: none"> <li>○ Interviews with division and school leaders</li> <li>○ Focus groups with leaders, staff, students, families, and community groups</li> </ul> </li> <li>• Data collection and analysis</li> <li>• Administration of NYCLA Equity Leadership Instrument, an online assessment that enables leaders to self-assess against the leadership dispositions required to lead for equity</li> <li>• Design of professional learning sessions</li> <li>• Facilitation of professional learning sessions</li> <li>• Administration of NYCLA Equity Leadership Instrument after the completion of the professional learning to assess the impact of the professional learning</li> </ul>
Delivery Mode	In-Person and Virtual
Structure and Timing	<p>Stakeholder engagement:</p> <ul style="list-style-type: none"> <li>• Eight one-hour interviews</li> <li>• Six two-hour focus groups</li> </ul> <p>Administration of Equity Leadership Instrument (online) with reporting Co-design of professional learning sessions development:</p> <ul style="list-style-type: none"> <li>• Five half-day sessions to co-design professional learning</li> <li>• Co-design supplemented by NYCLA</li> </ul> <p>Co-facilitation of professional learning sessions:</p> <ul style="list-style-type: none"> <li>• Five full-day sessions</li> <li>• 120 total leader participants <ul style="list-style-type: none"> <li>○ One cohort of 20 division leaders</li> <li>○ Four cohorts of school leaders with 25 leaders per cohort</li> <li>○ Two of the five sessions will mix division and school leaders</li> </ul> </li> </ul> <p>Administration of Equity Leadership Instrument (online) with comparative reporting</p>
Estimated Price <sup>1</sup>	In-Person/Virtual: \$240,000 to \$280,000

<sup>1</sup> This estimated price includes all NYCLA professional fees and relevant out-of-pocket expenses and excludes any costs for FCPS travel, food, space, equipment, etc. We have provided this estimate because the scope of this customized engagement will need to be discussed and agreed to by FCPS and LA.