

This Consulting Agreement (the "Agreement") is made and entered into by and between Santa Barbara Unified School District ("Client"), and Insight Education Group, LLC, a California corporation ("Insight"), and is dated for reference purposes and is effective, notwithstanding the actual date of execution, as of 09/06/2022 [September 6, 2022] ("Effective Date").

NOW, THEREFORE, in consideration of the covenants and agreements contained herein and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, Client and Insight agree as follows:

1. Services to be provided. During the term of this Agreement, Insight shall perform the services specified in Exhibit A, attached hereto (the "Services").

2. Term. The term of this Agreement is set forth in Exhibit A, which is attached hereto and is hereby made part hereof.

3. Fees. In consideration for the services to be performed for Client by Insight, Client agrees to pay, promptly and fully, the fees described in Exhibit A ("Fees"), attached hereto and made a part hereof, in accordance with the provisions set forth therein. Insight shall invoice Client according to the terms outlined below and in the attached Exhibit "A". Invoices shall include a description of the services rendered and shall be payable within thirty (30) days of receipt.

Client understands and acknowledges that resources (including consultant time) may be held or encumbered in advance to ensure timely completion of Services in accordance with Exhibit A. Any changes in Services or delays due to Client actions shall not result in any reduction, cancellation or waiving of Fees without written approval from Insight.

4. Nondisclosure by Insight. All confidential information which Insight may receive from Client, its employees or consultants, respecting its inventions, designs, methods, systems, improvement, and other private matters shall for all time and for all purpose be regarded as strictly confidential and shall not be directly or indirectly disclosed by Insight to any person or entity without Client's permission.

Insight shall have the right to disclose Client's name as a client of Insight in Insight's marketing materials, including but not limited to Insight's website, proposals and presentations to potential clients.

5. Intellectual Property. Insight shall have and retain all right, title, and interest in and to any intellectual property invented, developed or otherwise created by Insight during the term of this Agreement, including, without limitation, lessons, plans, units, software, and similar items.

6. Assignment. Client may not assign or transfer the rights, duties, or obligations under this Agreement without the prior written consent of Insight. Insight may assign, without restriction, its right to payment to a third party.

7. Notices. All notices and other communications hereunder must be in writing and shall be deemed to have been duly given when personally delivered or when placed in the United States mail, first class, postage prepaid, addressed to the party to whom such notice is being given at the address set forth in this Agreement. A party may change the address to which such notices shall be given by notifying the other party in accordance with this Paragraph of such change of address.

8. Non-Solicitation of Insight Employees. During the term of this Agreement and any renewals thereof, and for one year after the expiration of the initial and any applicable renewal periods, Client agrees that neither Client nor any of its personnel will retain/hire or attempt to retain/hire, directly or indirectly, for itself or for another party, any of Insight's employees to which Client has been

introduced, has received information about, or has worked with, as a result of Insight's work in accordance with this Agreement. Client acknowledges that Insight recruits, trains and heavily invests in its professional personnel in order to provide the quality and type of services called for in this Agreement. Should Client wish, within one (1) year following the termination of this Agreement – measured from the last extension thereof, if any – to directly or indirectly employ any Insight employee covered by this paragraph, Client shall first pay Insight the sum of \$10,000.00 per covered employee hired. Client acknowledges and agrees that this sum reflects the costs and expenses associated with Insight's recruitment, training and investment per covered employee, and further agrees that such costs and expenses are reasonable.

9. Indemnification for Evaluation Services. Client recognizes that evaluations provided by Insight pursuant to this Agreement will result in recommendations only, and Client maintains the sole discretion and responsibility for any decisions related to the evaluations. Accordingly, Client shall indemnify, defend and hold harmless, Insight, its partners, parent, subsidiaries, affiliates, agents, distributors, contractors and licensors, including, without limitation, Insight Software Solutions, Inc. (collectively, the "Insight Affiliates"), and each of their respective officers, directors, employees, agents, licensors, representatives, and third party providers (collectively, the "Indemnified Parties") from and against all claims, actions, demands, causes of action, and other proceedings (collectively, a "Claim" or "Claims"), and all losses, expenses, fees, fines, damages and costs, including reasonable attorneys' fees and court costs, arising out of or relating to any evaluation conducted by any of the Indemnified Parties.

10. Termination. Either Party may terminate without cause by providing 30-days' prior written notice to the other Party. Either Party may terminate this Agreement with cause immediately by providing written notice to the other Party if the other Party materially breaches this Agreement.

11. Compensation upon Termination. Upon Termination, Insight will be entitled to compensation for Services performed, resources (including consultant time) held or allocated for Services prior to Termination, and expenses incurred, including any non-refundable out-of-pocket expenses, prior to Termination, provided that Insight stops performing Services or incurring expenses as soon as reasonably possible after receiving or issuing a notice of termination. Neither Party shall be responsible for damages resulting solely from terminating this Agreement as permitted in this Agreement.

12. Severability. Should any provision of this Agreement or part thereof be held under any circumstances in any jurisdiction to be invalid or unenforceable, such invalidity or unenforceability shall not affect the validity or unenforceability of any other provision of this Agreement or other part of such provision.

13. Governing Law; Venue. This agreement shall be deemed to have been made and entered into in the State of California, and the construction, validity and enforceability of this Agreement shall be governed by the laws of the State of California. Venue shall lie only in the County of Los Angeles, California.

14. Entire Agreement. This Agreement, including the attached Exhibit "A" constitutes the entire agreement between the parties with respect to the subject matter hereof. All prior contemporaneous or other oral or written statements, representations or agreements by or between the parties with respect to the subject matter hereof are superseded.

15. Binding Arbitration. Any controversy or claim arising out of or relating to this Agreement, or any alleged breach thereof, will be settled by binding arbitration in accordance with the Commercial Rules of the American Arbitration Association and judgment upon the award rendered by the arbitrator(s) may be entered in any court having jurisdiction thereof. In no event will the arbitration

of any controversy or the settlement thereof, delay the performance of this Agreement. Arbitration hearings will be held in the County of Los Angeles, California.

16. Attorneys' Fees. In the event either party shall commence any action or proceeding (including arbitration) against the other party by reason of any breach in the performance of this Agreement, the prevailing party in such action shall be entitled to recover reasonable attorneys' fees, costs, and expenses, including, without limitation, the arbitrator's fees.

17. Authority. Each party represents that the individual signing this Agreement on its behalf has the authority to do so and to so legally bind the party. The Company represents that the execution, delivery and performance of this Agreement by the Company has been fully and validly authorized by all necessary corporate action.

18. Miscellaneous. This Agreement shall inure to the benefit of the parties hereto and their respective permitted successors and assigns. This Agreement shall not be changed or modified unless the parties agree in a writing which specifically identifies the document as an amendment to this Agreement. Any provision of this Agreement that contemplates performance or observance subsequent to termination or expiration of this Agreement shall survive termination or expiration of this Agreement and continue in full force and effect.

Insight and Client have entered into this Agreement to be effective as of the Effective Date.

Agreed by Client:

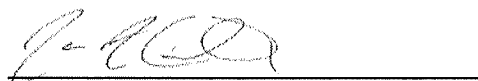
Santa Barbara Unified School District
720 Santa Barbara St,
Santa Barbara, CA 93101



Kim Hernandez
Assistant Superintendent of Business
Services

Agreed by Insight:

Insight Education Group, LLC
2805 Dodd Road, Suite 200
Eagan, MN 55121



Jason Culbertson
Chief Executive Officer

Approved by the Board
SEP 27 2022
Santa Barbara Unified School District

Exhibit A: Scope and Terms of Services

I. Statement of Services

Outlined in Insight Education Group's Proposal to RFP #111: Anti-Blackness and Racial Climate Assessment and Analysis dated July 8, 2022.

II. Fees

The table below represents the projected fees based upon our current understanding of the work and the approach presented in Section 2. However, it is our practice to engage with partners to determine the appropriate scope to meet specific budgets. Should the specifications of the project change, fees will be adjusted accordingly. All pricing is subject to final terms and conditions.

SERVICE	COST
Anti-Blackness & Racial Climate Assessment & Analysis + Final Report and Recommendations <ul style="list-style-type: none">• Examination of each of the 5 domains• Thorough analysis of district, including qualitative and quantitative data review, focus groups, surveys, interviews, and document analysis.• Final Report and Recommendations including detailed description of methodology, leverageable assts in the district, areas of growth, and detailed, strategically sequenced short- and long-term recommendations• Presentation of Final Report and Recommendations to district leaders with Q&A	\$66,500
TOTAL	\$66,500

* Note: Travel costs (airfare, lodging, meals, ground transportation, etc.) will be incurred by consultants in compliance with Insight's travel policy. A copy of Insight's travel policy will be made available to Client upon request. Travel costs do not include any printing and reproduction or facilities costs. Client shall be directly responsible for any printing and reproduction or facilities costs unless otherwise agreed upon.

III. Term

Pursuant to Section 2 of the Agreement, the term of this Agreement shall begin on the Effective Date and continue through February 28, 2023 ("Completion Date").

IV. Payment

Client will be invoiced in full upon completion of training

MONTH OF SERVICE	INVOICE AMOUNT
September 2022	\$11,083.33
October 2022	\$11,083.33

November 2022	\$11,083.33
December 2022	\$11,083.33
January 2023	\$11,083.34
February 2023	\$11,083.34
TOTAL INVOICES	\$66,500.00

Payment[s] shall be made in accordance with the terms set out in Section 3. of the Agreement.

V. Modifications to Services/Schedules

The parties may mutually agree in writing to modify the services or schedules discussed above for the convenience of one or both of the parties. To be effective, the written agreement must be entered into between the Assistant Superintendent of Business Services on behalf of Client and the CEO on behalf of Insight Education Group. For purposes of this Paragraph V. only, an e-mail shall be considered a "writing." Unless explicitly stated therein, the modification shall not affect the payment terms set forth above.

Section 2: Description of Service

Introduction

There is an active discussion on the impacts of equity, diversity, inclusion and racial justice in our society today. But without moving into action, and without finding ways to permanently impact how inequities determine outcomes, we will never see progress.

Schools and school districts are uniquely situated to impact both educator and student views and actions related to equity. However, without thoughtful planning, clear objectives, and an honest assessment of the current situation, we cannot expect districts to have the impact they desire.

Insight Education Group has made equity a core mission of our organization as we work to support schools, districts, and other organizations with their equity work. We would never ask a partner to consider addressing a situation in a manner that we, ourselves, would not. As a diverse group of practitioners, we strive to promote equitable policies and practices from the classroom level to the macro district-level. Insight's equity offerings help educators and school systems examine root causes of inequitable practices creating barriers to full educational opportunities for all students. Insight strives to create environments that give individuals the courage (and space) to face their biases head on and embrace a structure for exploring and dismantling them amongst supportive accountability partners. Through our equity audits and on-going supports, we provide an honest assessment of the current situation in the district and provide clear recommendations for a path forward to ensure an equitable education for all students.

Insight is pleased to present this proposal to support the district in conducting a district-wide equity audit. Our equity audit process does a deep dive into a district's quantitative and qualitative data, collects new data from key stakeholders through surveys, interviews, and focus groups, and thoroughly analyzes the data to examine disparities and trends. We use the findings of the audit to create a comprehensive and digestible report that includes both short- and long-term recommendations to implement and sustain equitable practices.

The Insight Equity Framework

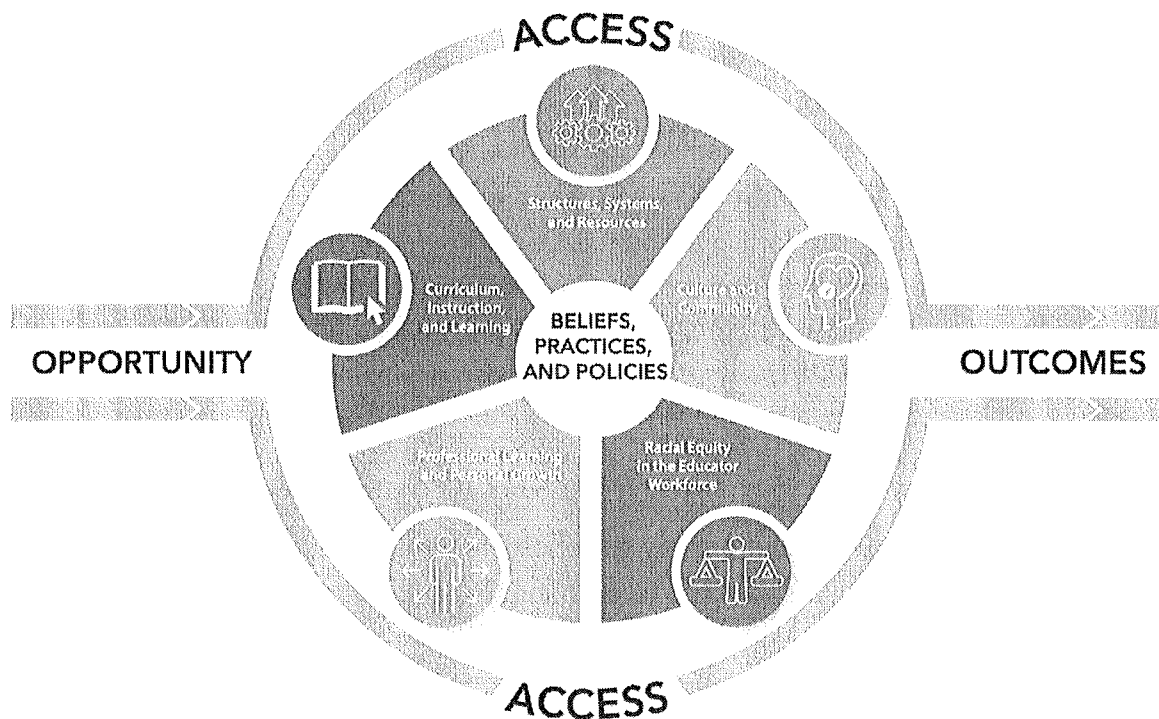
The Insight Equity Framework (please reference an excerpt of the framework in Appendix A) was developed to support the evaluation of equitable practices in a district through the lenses

of opportunity, access, and outcomes. The framework is designed to provide a concrete and cohesive foundational structure while remaining flexible enough to be used to focus on a district's specific needs and goals. At its core, the framework is a guiding set of expectations. These expectations can be used for many purposes, including (but not limited to):

- Reflection and Self-Analysis of Practices
- Guidance for Strategic Planning
- Development of Professional Learning
- Comprehensive Audit of Equity Practices

To be effective, reflection and self-assessment must be systematic, analytic, intentional, and ongoing. Ensuring equitable practices and outcomes throughout the district requires examination and implementation across all departments and should involve all district employees and stakeholders.

The Insight Equity Framework supports organizations in examining key processes, structures, and practices in five comprehensive domains that span all departments and stakeholders:



While the needs of the organization will dictate how those areas are examined, the process for assessing a district's competence will include:

- Analysis of available quantitative and qualitative data;
- conducting interviews and focus groups;
- administering stakeholder surveys;
- observing meetings, classes, school common areas;
- curriculum review; and
- and reviewing policies, processes, and relevant documents.

DOCUMENT & PROCESS REVIEW	STAKEHOLDER FEEDBACK	QUANTITATIVE DATA
<ul style="list-style-type: none"> • Strategic plan • Equity statement • Organizational chart • Meeting agendas • Various policies • PD and coaching plans • Course catalog • Schedules 	<ul style="list-style-type: none"> • District leaders • School leaders • Board of Education members • Community members • Caregivers • Students • Teachers and staff 	<ul style="list-style-type: none"> • Budgets • Staff and student demographics • Teacher and staff performance • Student performance • Attendance and discipline • RTI / MTSS

Program Evaluation - Approach to Equity Audits, Research, and Methodology

To examine each of the five domains outlined above, our audit team will conduct a deep dive into the district's qualitative and quantitative data and the community context students and teachers individually and collectively face. This includes:

- Examination of achievement disparities by race and other factors including students identified for inclusion in special education, gifted education, and participation in Advanced Placement, Dual Enrollment, or Early College Experience opportunities.
- Examination of discipline data by race.
- Examination of existing equity initiatives or practices and an analysis of their success.
- Analysis of curriculum through an equity lens.
- Self-assessments, stakeholder feedback sessions, and individual interviews that measure how your students, teachers, and parents perceive their daily experiences.
- Assessment of environmental factors impacting your students which your team may not be currently addressing.
- Review of teacher quality and access to high-quality teachers.

- Review of teacher and leadership demographics to analyze whether the percentage of teachers and leaders of color is representative of the student body.

Once the district's qualitative and quantitative data is gathered and analyzed, Insight will create a comprehensive and digestible report that includes findings and recommendations to implement and sustain equitable practices. The report will include a detailed description of methodology, leverageable assets in the district, areas of growth, and detailed, strategically sequenced short- and long-term recommendations. Please see an excerpt of a sample equity audit report in Appendix B.

Schools and districts conduct equity audits to analyze data in three key areas: programmatic equity, teaching quality equity, and achievement equity (Skrla, McKenzie & Scheurich, 2009). Insight would employ the equity audit aligned to these three overarching areas. The equity audit methodology that we adopt is a customized research-based approach utilizing the work of Skrla, McKenzie & Scheurich (2009) and their work on *Using Equity Audits to Create Equitable and Excellent Schools* as well as research from the Intercultural Development Research Association. For each overarching area we would examine several research questions that would guide our work. The equity audit would require input from a variety of stakeholders and several pieces of qualitative and quantitative data from a variety of sources including: focus groups with key district leadership; classroom and campus observations; focus group interviews with teachers, parents, and community members; an examination of school discipline policies and codes of conduct; information provided on the district website and other communications; school climate surveys, graduation, attrition and retention reports; and accountability data including state report cards and other assessment data. By triangulating data across multiple sources we will be able to glean valuable insights regarding the opportunities students have and how their success can vary by race, language, income, zoning, mobility, ability, etc.

While there is no methodological consensus about the "right" way to go about the process of conducting equity audits, there are distinct aspects of equity audits consistently mentioned in the literature. Among these are the conceptual definition of the equity audit, the goals of equity audits, and some salient school characteristics that equity audits should consider. The research-based practices for our equity audit process are grounded in a combination of these aspects and found in research from the following:

1. Skrla, L. et.al. (2009) *Using Equity Audits to Create Equitable and Excellent Schools*. Corwin Press, Thousand Oaks, CA.
2. Skrla, L. et.al (2004). *Equity Audits: A Practical Leadership Tool for Developing Equitable and Excellent Schools (Twelve Indicators)*. Education Administration Quarterly, Volume: 40 issue: 1, page(s): 133-161, February 1, 2004

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3. Diamond, J. & Lewis, A. (2015) *Despite the Best Intentions: How Racial Inequality Thrives in Schools*. Oxford University Press, New York, NY. Five-year study that found hall monitors and teachers tended to call out black students for dress code and other minor rule violations significantly more than white students.
 4. IDRA. (2020). *Using Equity Audits to Assess and Address Opportunity Gaps Across Education*. San Antonio, Texas: Intercultural Development Research Association.

Additionally, we ensure that no findings are based on one single source of data. While the process of our equity audits is described above, it is important to note that the process is designed to identify trends across at least three data points for any finding or recommendation. This is based on the concept of triangulation. Triangulation involves the careful reviewing of data collected through different methods in order to achieve a more accurate and valid estimate of qualitative results for a particular construct. The following include research based practices related to triangulation:

1. Meijer, P. (2002). *Multi-Method Triangulation in a Qualitative Study on Teachers' Practical Knowledge: An Attempt to Increase Internal Validity*. *Quality and Quantity* 36, 145-167.
2. Park, V. (2018) *Leading Data Conversation Moves: Toward Data-Informed Leadership for Equity and Learning*. *Education Administration Quarterly*. Volume 54: Issue 4. page(s): 617-647, October 1, 2018
3. Nelson, K. (2010). *Triangulation in the Assessment of Student Learning Outcomes*. Austin College.

Optional – Professional Learning Content Development & Delivery

After the equity audit is complete, Insight can additionally work with SB Unified to develop a professional development scope and sequence that will foster continual growth and development of district staff and community members. In order to provide professional learning to district staff and community members, Insight recommends grouping based on the following stakeholder groups: 1) district leadership, 2) district staff, 3) students, and 4) families and community members. It is important to note that the following PD design is based on our initial understanding of the goals for this engagement. Please note that upon contract award, we would work with district leadership to identify the ideal training structure, timing, and differentiation for different stakeholder groups. Therefore, what is proposed below would be modified/customized to meet the exact needs of the district.

District Leadership

District leadership professional development will focus on capacity building to sustain equitable practices and strategies in the district for the long-term. Insight will collaborate with district leadership to develop their understanding of how to use an equity lens to review systems, structures, and policies that act as barriers to full educational opportunities for all students. This will occur during the Equity Institute, which will take place over 3 days.

The Equity Institute is a multi-day opportunity for district leadership members to participate in sessions focused on courageous conversations, individual reflections and self-assessments, and equity leadership. The Equity Institute will also include dedicated time to determine appropriate and actionable next steps for the equity work in the district. The Equity Institute is designed for district leaders to:

- Gain a deeper understanding of the inequities across the district
- Establish common language and understanding of district's commitment to equity
- Examine and revise structures and processes based on their learning in order to improve equitable access, opportunities, and outcomes for all students

During this Equity Institute, district leadership will also collaborate with Insight to make decisions about the professional learning for other stakeholder groups. This process will allow district leadership and Insight to work shoulder to shoulder to customize and tailor the learning sessions for all stakeholders.

Additionally, district leadership will meet monthly to continue to move the equity work forward across the district. During this time, Insight and district leadership can discuss project progress, share feedback, and make any modifications as necessary to the ongoing professional learning. Monthly sessions will be designed for district leaders to:

- Develop/deepen understanding of the impact of inequities on access, opportunities, and outcomes for students
- Participate in deep study and discussion of core materials related to equity, including books, articles, podcasts, videos, etc.
- Examine a variety of student data sources and the inequities that are evidenced within
- Develop/reimagine district structures in order to provide equitable access, opportunities, and outcomes for all students

To ensure continuous learning between sessions, district leadership will have the opportunity to participate in additional learning modalities, including equity triads, equity choice boards, book studies, and accountability partners.

District Staff

Insight understands SB Unified does not tolerate hate or racism, and the district's goals to respond swiftly and decisively to dismantle intolerance, inequity, and bias on school campuses. Insight's equity trainings are designed to unpack systemic practices that reinforce inequities and lead to improved practices, initiatives, and processes that prioritize diversity, equity, and inclusion—with the intent of improving the academic achievement of students and eradicating the gaps that exist. The trainings will focus on advancing systemic change by developing participants' cultural competence, racial literacy, and equity lens. Insight will also provide resources to support inclusive practices that support positive identity development where all students feel seen, valued, and respected.

Insight proposes all SB Unified staff participate in a 2 day training that will include the following learning goals:

- Unpacking the concepts of equity and current research in sources of disciplinary and academic disparities.
- Leveraging a rigorous understanding of one's own identity.
- Building an understanding of the cycles of socialization and the cultural elements that unconsciously shape our values and biases.
- Building knowledge of strategies with documented results for involving all stakeholders in the equity improvement and reform process.
- Developing fluency with equity focused practices and actions to develop authentic relationships across all lines of difference.

An example scope and sequence for these trainings is included in Appendix C. However, Insight is committed to working in partnership with SB Unified and using data collected from the equity audit to develop a scope and sequence that is tailored to the unique needs and priorities of SB Unified and its staff. Therefore, these training sessions and their content can be easily modified or adjusted.

We understand that teachers have full schedules and limited availability for full-day trainings. Therefore, Insight is very flexible in how we schedule and structure teachers' professional learning experiences. We can easily modify our trainings to fit half-day, full-day, and multi-day trainings and can accommodate existing district professional development schedules.

Insight recognizes the importance of providing multiple opportunities for continued growth and development. We also recognize that individuals will be entering the learning experiences with different perspectives and at different places in their equity journeys. To further SB Unified

staff's learning, Insight will also provide learning opportunities as a whole group, small groups, and individually. The initial 2 day training will be delivered to the staff in a whole group. For small groups, SB Unified staff will work in school-based Equity Triads. Triads will meet monthly to engage in activities intended to deepen learning and ensure on-going reflection and continued engagement. Finally, each staff member is invited to complete individual learning through the use of a choice board and equity journal. The choice board includes articles, videos, and current events that each member can react to individually. An example choice board is also included in Appendix D. To ensure accountability for individual learning activities, each staff member will be assigned an accountability partner to discuss assignments and connect virtually throughout the school year.

Students

Additionally, Insight will work with SB Unified to provide monthly workshops and learning experiences for its students. Insight understands that during the 2021-2022 school year, there were a series of racially motivated and biased incidents against Black/African-American students and staff in SB Unified schools. This is a critical component of this partnership, as it has the potential to have the greatest overall impact.

To gain additional baseline and understanding of students' current perceptions and experiences, all students will complete an initial student survey. A sample student survey is included in Appendix E. The sessions will be customized and tailored to the district's local context and demographics, and will also be informed by the results of the student survey. Insight will collaborate with SB Unified in choosing topics and activities that lend to impactful equity conversations and learning experiences.

The learning experiences will be interactive and include application activities. Rather than a "sit and get" learning experience, monthly workshops will allow for students to engage with these important topics in a safe space. We will utilize an "Equity Circle" model, where students have the time and space to engage in equity conversations. Additionally, we recommend a smaller group model to allow students to engage with the trainings on a deeper level, with sessions no larger than 25 students. Insight can work with SB Unified to establish these participant groups.

While we are able to lead these workshops for students, district staff members are best suited to deliver these sessions to their students. Trust and vulnerability will be the key to the success of these sessions, and we believe district staff are best positioned to create a safe space for students given their already established relationship. Insight will design and develop all content for the students' learning experiences; the district staff will facilitate the sessions.

We recommend that Insight staff trains district staff to deliver these learning experiences for students. This will build district capacity to carry on this work in perpetuity and will lead to sustainability of these efforts. Insight can lead “train the trainer” sessions to ensure SB Unified staff are prepared to deliver effective workshops and learning experiences. Insight will continuously provide trainers the opportunity to reflect on their facilitation of the student learning experiences. Through a variety of methods and modalities, trainers will practice their facilitation in smaller groups by moderating discussions, sharpening their probing or follow-up questions, and role playing how to manage potentially tricky situations.

Insight’s facilitators are experienced and well-known school, district, and state leaders with track records of success. Our team has coached educators at all levels—from teachers to superintendents. It is also important to note that our organization has engaged in our own equity work over the years. Our team members have been “learners” in this equity work as well as facilitators. Additionally, they have been trained in a highly effective coaching model, Coaching for Change² that has been tested in the field for over a decade with numerous examples of significantly improving leaders’ performance and student achievement. Insight’s coaches employ a variety of skills and strategies to offer fresh perspectives, co-create solutions, reflect on practices, and celebrate successes.

Families and Community Members

Insight is committed to engaging all stakeholders in the SB Unified community, including parents, caregivers, family members, and community members. We will collaborate with SB Unified to provide monthly workshops to support the development of an equity-focused community.

Again, Insight seeks to build content and professional learning in collaboration with SB Unified to ensure it is aligned to its unique context and needs. The topics for these workshops will be informed by the results of the equity audit, particularly the findings of the focus groups and surveys. As with the student learning experiences, we believe SB Unified staff are best positioned to deliver these workshops to ensure a trusting and authentic experience. As with the student learning sessions, Insight staff will design the learning experience and train district staff to deliver these learning experiences for family and community members. This will build district capacity to carry on this work in perpetuity and ensure ongoing sustainability of these types of learning experiences.

² Moody, Michael and Stricker, Jason. (2008). *Coaching for Change: A Practical Guide to Instructional Coaching*. Encino, CA: Insight Education Group, Inc.

Insight will lead “train the trainer” sessions to ensure SB Unified staff are prepared to deliver effective monthly workshops. Insight will continuously provide trainers the opportunity to reflect on their facilitation of the training materials. Through a variety of methods and modalities, trainers will practice their facilitation in smaller groups by moderating discussions, sharpening their probing or follow-up questions, and role playing how to manage potentially tricky situations.

We will work in collaboration with SB Unified to ensure that we:

- Develop engaging community opportunities that allow for parents/caregivers, patrons, students, and businesses to engage in continual growth together so that the community as a whole benefits.
- Provide research-based and proven strategies to move the work of building equitable systems forward and sustaining them beyond the life of the trainings.

In order to maximize accessibility and reach as many parents, caregivers, and community members as possible, Insight recommends offering monthly workshops in both a virtual webinar format and in an in-person workshop format. While the content for both the virtual webinar and in-person workshop will be the same, this will allow for parents and family members the option to choose what works best for them and increase the reach of the trainings.

Anticipated Timeline

Please see the proposed timeline on the pages that follow. Note that the timeline represents Insight’s recommendations based on the RFP and may be adapted following a kickoff meeting with SB Unified.

Task/Deliverable	August 2022	September 2022	October 2022	November 2022	December 2022	January 2023	February 2023	March 2023	April 2023	May 2023	June 2023	July 2023
Kickoff Meeting with SB Unified to align priorities, establish goals, solidify timeline, and develop metrics for success												
Insight provides weekly progress updates to district team/project leaders												
Equity Audit and Report												
District provides requested data to Insight for initial review and analysis - thorough review of district data, policies, and practices to understand district's context												
Administer stakeholder surveys and focus groups												
Examine existing equity initiatives / practices												

Conduct detailed data analysis and highlight trends												
Final audit report with recommended strategies delivered to the district leadership												
<i>Optional - Professional Learning Content and Delivery</i>												
Conduct district leadership Equity Institute (3 days)												
Monthly district leadership equity meetings / triads												
Develop tailored scope and sequence of equity trainings for SB Unified staff/students/families and community aligned to findings of equity audit												
Coordinate with SB Unified leaders to establish participant groups												
Prepare training session agendas, materials, and resources and deliver 2 day professional learning for all staff												

