



**Agreement between**  
**BREMERTON SCHOOL DISTRICT** (Bremerton, WA)  
*and* **PERFORMANCE FACT, Inc.**  
*regarding* **LEADERSHIP FOR RESULTS & LEADING WITH**  
**DATA IMPLEMENTATION OF THE STRATEGIC PLAN**

## **BACKGROUND**

This Agreement outlines the scope of professional services that Performance Fact, Inc. will provide to **BREMERTON SCHOOL DISTRICT** (BSD or “Client”). It has been prepared in order to align Performance Fact and **BSD** for a common purpose and to ensure outcomes that are good and just for all parties.

### **1. PARTIES**

This Agreement is made in August 2024, between **BSD** and Performance Fact, Inc. The project manager for **BSD** is Iva Scott, Assistant Superintendent of Schools. The project manager for Performance Fact, Inc. is Mutiu Fagbayi, President/CEO. The Agreement covers the period September 2024 - June 2025; or the duration of the Implementation phase of the Strategic Plan, as mutually agreed to by the parties to this Contract. It is generally understood that additional individuals designated by the **BSD** and Performance Fact project managers may play significant roles during certain phases of this project.

### **2. SCOPE OF WORK**

(See Exhibit A, attached)

### **3. PAYMENT/EXPENSES**

The Client will pay Performance Fact a total of **\$95,000** for base professional services according to the estimates, scope of work, and conditions outlined in *Exhibit A*. The base amount will cover fees for professional services and expenses.

### **4. RESCHEDULING/CANCELLATION POLICY**

Rescheduling/Cancellations of Specific Events/Activities per Contract:

- More than 30 days prior to scheduled date: No additional charge
- Less than 30 days before scheduled date: \$500 additional fee payable by Client.

### **5. LOGISTICS**

The Client or its designee(s) will oversee all logistics related to meetings, workshops and other gatherings associated with this project, including participants’ access to zoom (or equivalent) web conferencing, when applicable.

**6. PAYMENT SCHEDULE**

Performance Fact will invoice the Client according to the following schedule:

September 15, 2024	40% of Contract Total	\$38,000
December 15, 2024	20% of Contract Total	\$19,000
February 15, 2025	20% of Contract Total	\$19,000
April 15, 2025	20% of Contract Total	\$19,000

**7. DISPUTE RESOLUTION**

If a dispute arises out of or relates to this Agreement or a breach of this Agreement, and that dispute cannot be settled through negotiation, the parties agree first to try in good faith to settle the dispute by mediation through the Commercial Mediation Rules of the American Arbitration Association, before resorting to arbitration.

In the event the dispute is not resolved by mediation, the parties agree to resolve the conflict through arbitration under the rules of the American Arbitration Association.

**8. EQUAL EMPLOYMENT OPPORTUNITY**

Performance Fact does not discriminate against any employee or applicant for employment because of race, creed, color, sex, national origin, age, disability, or marital status.

**9. OWNERSHIP OF MATERIALS**

Performance Fact will be using propriety material during portions of the Contract. Such material shall remain the exclusive property of Performance Fact and shall not be further disseminated without the express written consent of Performance Fact. In the event written permission is granted, acknowledgement of source for all Performance Fact proprietary materials, tools, processes, etc. is required.

**CONTRACT TERMS ACCEPTED:**

**PERFORMANCE FACT SIGNATORY**

MUTIU FAGBAYI

*Name*



*Signature*

President/CEO

*Title*

August 13, 2024

*Date*

**BREMERTON SD SIGNATORY**

\_\_\_\_\_  
*Name (Please Print)*

\_\_\_\_\_  
*Signature*

\_\_\_\_\_  
*Title*

\_\_\_\_\_  
*Date*

## EXHIBIT A

### SY 2024-2025 THEME 1: LEADERSHIP FOR RESULTS & LEADING WITH DATA

Performance Fact's district-level professional services will focus primarily on strengthening **LEADERSHIP FOR RESULTS** and building a **DATA CULTURE**.

The focus includes the following outcomes: Key milestones/activities include:

- a. Participate in the planning, preparation, and execution of the *Management/Leadership Team* rollout of the Strategic Plan in August 2024. **\$20,000**
- b. Design the *Dashboard* of key indicators and measures outlined in the Strategic Plan and assist in the compilation of baseline data for the Dashboard. *NOTE: This does not include the build-out of the dynamic Dashboard. Performance Fact will collaborate with the district-selected organization that will operationalize the design.* **\$5,000**
- c. Articulate *department-level annual priorities and milestones* of progress aligned to the Strategic Plan and provide training and technical assistance to department-level teams, as needed. **\$15,000**
- d. Compile a consolidated annual plan across all departments and create a process for tracking *progress on the annual milestones* within and across departments. **\$15,000**
- e. Conduct *monthly "critical friend" check-in* with the leadership team, focused on the priorities and milestones in the implementation plan. **\$15,000**
- f. Prepare *evidence-based progress report to the Board* (two times during the SY). **\$10,000**
- g. Prepare a comprehensive *annual report* to be shared with stakeholders and to inform priorities for the next school year. **\$15,000**

## THEME 1 Implementation Roadmap Step-by-Step

The Leadership for Results Process ensures that district and school leaders engage in the most effective practices related to improving outcomes. These practices, listed below, are articulated using the **Roadmap for Implementation**.

START OF THE SCHOOL YEAR	Chart the Course
Strategic Plan Rollout to Stakeholders	Participate in the design and rollout of the 5-year Strategic Plan with multiple stakeholders at Summer engagements (3 meetings on-site, August).
District-level / Department-level Plans	Define and consolidate annual district-level/ department-level priorities and milestones, aligned to school-level and system-wide needs.
Vital Signs Scorecard™ (Baseline)	Design the Vital Signs Scorecard, or a dashboard of key indicators of progress regarding student learning, teaching practices, leadership practices, and organizational practices, as outlined in the strategic plan. Collaborate with district teams to gather baseline data and to set performance targets.
CPR Card™ (Baseline)	Compile the milestones of progress (key tasks) across all department plans. Use the CPR Card ( <b>C</b> ontinuous <b>P</b> rogress <b>R</b> eport <b>C</b> ard) to monitor the timeliness and quality of implementation of the day-to-day activities as well as long-term projects and priorities.

EVERY MONTH	Learn & Collaborate
Capacity-building for District Leadership Team (or Cabinet)	Facilitate capacity-building for the Leadership Team/ Cabinet, including: <ul style="list-style-type: none"> <li>• Ongoing monitoring of progress regarding District-level Annual Operational Plan</li> <li>• Strengthening alignment, collaboration and collegial accountability across Department lines, focused on the annual priorities</li> <li>• Setting monthly priorities</li> <li>• Updating Dashboard and CPR Card</li> </ul>

EVERY 6-12-WEEKS	Reflect & Plan
Vital Signs Scorecard (Update)	Collaborate with the Leadership Team to update data on student outcomes, practices, and strategies.
Evidence-based Review of Progress (Board Review)	Conduct data-informed assessment of progress regarding student learning, professional practices, and department-level priorities, and prepare updates for Board review (2 times per SY)

MID-YEAR & END-OF-YEAR	Evaluate & Celebrate
Annual Progress Report to the Community	(At EOY only) Prepare a comprehensive annual report to be shared with stakeholders and inform the identification of priorities for the next school year.

**Professional Fees: Leadership for Results/Data Culture \$95,000**

# INVOICE

**Performance Fact, Inc.**  
4022 Balfour Ave  
Oakland, CA 94610

contact@performancefact.com  
(510)568-7944  
www.performancefact.com



**Dr. James Crawford**

**Bill to**  
Dr. James Crawford  
Bremerton School District  
134 Marion Avenue N  
Bremerton, WA 98312

**Ship to**  
Dr. James Crawford  
Bremerton School District  
134 Marion Avenue N  
Bremerton, WA 98312

**Invoice details**  
Invoice no.: 1662  
Terms: Net 30  
Invoice date: 12/14/2023  
Due date: 01/13/2024

#	Date	Product or service	SKU	Qty	Rate	Amount
1.		<b>Development - Strategic Plan</b> Strategic Planning Services		1	\$46,875.00	\$46,875.00

**Total** **\$46,875.00**

**Note to customer**  
Invoice 1 of 3

OK to pay

PO # 8022300017

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#### Ship to

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Bremerton, WA 98312

#### Invoice details

Invoice no.: 1671  
Terms: Net 30  
Invoice date: 02/16/2024  
Due date: 03/17/2024

#	Date	Product or service	SKU	Qty	Rate	Amount
1.		Development - Strategic Plan Strategic Planning Services		1	\$23,437.50	\$23,437.50
					<b>Total</b>	<b>\$23,437.50</b>

#### Note to customer

Invoice 2 of 3

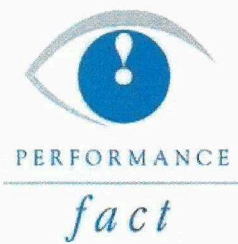


OK to pay  
PO # 8022300017

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Bremerton, WA 98312

Invoice details  
Invoice no.: 1678  
Terms: Net 30  
Invoice date: 04/15/2024  
Due date: 05/15/2024

#	Date	Product or service	Description	Qty	Rate	Amount
1.		Development - Strategic Plan	Strategic Planning Services	1	\$23,437.50	\$23,437.50

Total \$23,437.50

Note to customer  
Invoice 3 of 3



ok to pay m2.  
Po # 8022400001

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Iva Scott  
Bremerton School District  
134 Marion Avenue N  
Bremerton, WA 98312  
United States

**Ship to**  
Iva Scott  
Bremerton School District  
134 Marion Avenue N  
Bremerton, WA 98312  
United States

**Invoice details**  
Invoice no.: 1707  
Terms: Net 30  
Invoice date: 11/21/2024  
Due date: 12/21/2024

#	Date	Product or service	Description	Qty	Rate	Amount
1.		Services - Implementation Strategic Plan		1	\$2,500.00	\$2,500.00

**Total** **\$2,500.00**

**Note to customer**  
Invoice 1 of 2



**Agreement between**  
**BREMERTON SCHOOL DISTRICT** (Bremerton, WA)  
*and* **PERFORMANCE FACT, Inc.**  
*regarding* **Development of the District Strategic Plan**

## **BACKGROUND**

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### **1. PARTIES**

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### **2. SCOPE OF WORK**

(See Exhibit A, attached)

### **3. PAYMENT/EXPENSES**

The Client will pay Performance Fact a total of **\$93,750** for base professional services according to the estimates, scope of work, and conditions outlined in *Exhibit A*. This amount includes fees for additional optional services (primarily online surveys) that the Client has requested as outlined in Exhibit A.

The base amount will cover fees for professional services and expenses, including, development and compilation of presentation materials and ongoing communication with the Superintendent and the Board (including Board Study Sessions related to the strategic planning exercise).

### **4. RESCHEDULING/CANCELLATION POLICY**

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October 30, 2023	50% of Contract Total
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**CONTRACT TERMS ACCEPTED:**

**PERFORMANCE FACT SIGNATORY**

MUTIU FAGBAYI

*Name*



*Signature*

President/CEO

*Title*

August 18, 2023

*Date*

**BREMERTON SD SIGNATORY**

Dr. James Crawford

*Name (Please Print)*



*Signature*

Superintendent

*Title*

September 1, 2023

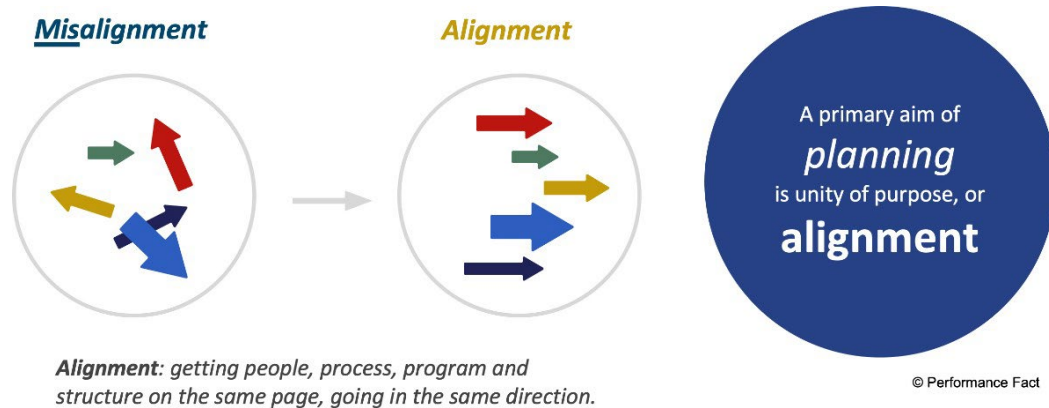
*Date*

# MOVING FORWARD AS ONE®

## STRATEGIC PLANNING & ALIGNMENT

### I. Why Plan? | The Power of Alignment

A primary purpose of planning is to facilitate unity of purpose, or *alignment*. Alignment is the process of reaching mutual understanding about common goals. It gives shared meaning to the work of the school district, thereby enabling successful accomplishment of the goals of the organization.



To be effective, the alignment process must proactively seek out and embrace the *diverse voices* of the organization's diverse stakeholders. If we want all stakeholders to be committed to and be meaningfully engaged in the *implementation* of the plan, it is wise to involve each stakeholder in the *development* of the plan itself.

### Embracing Diverse Voices & Perspectives

#### Embracing Diverse Voices & Perspectives

*Meaningful engagement* strengthens understanding, appreciation and commitment.

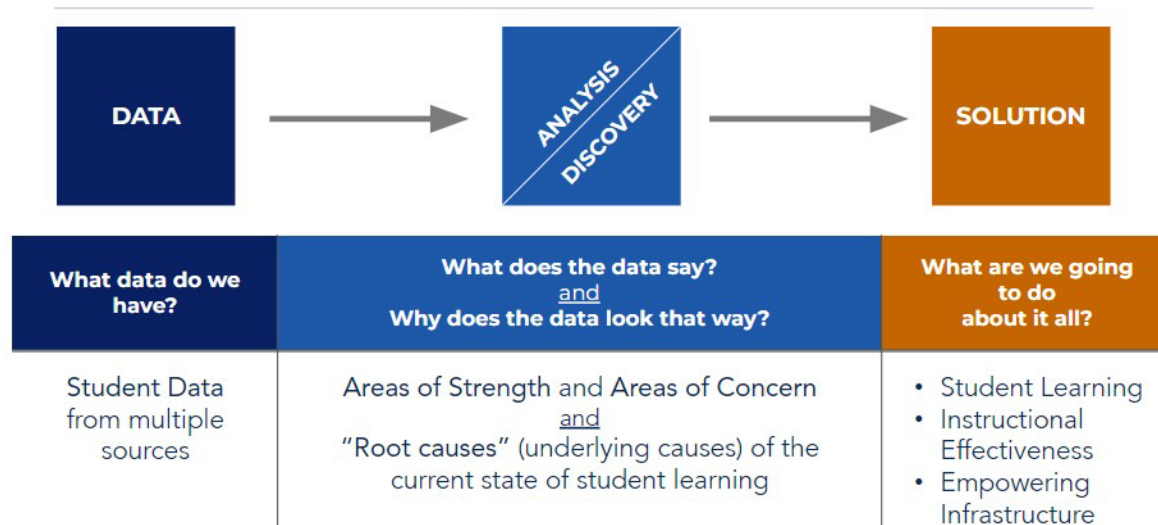


A Core Planning Team (CPT), comprised of representatives of all relevant stakeholder-groups works closely with the Performance Fact team to ensure that the process and outcomes of the strategic planning process are responsive to local needs and realities. The Core Planning Team serves as an “integrator” of all input from all participants; it provides a “reality check” throughout all phases of the planning exercise.

## Phases of the Strategic Planning Process

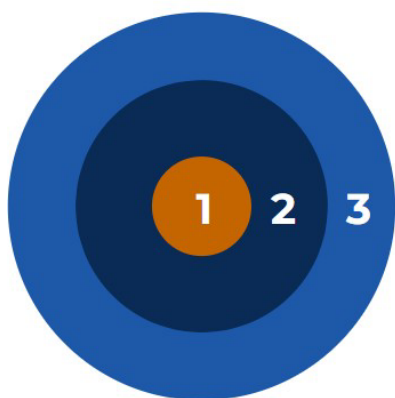
Phases	Purpose, Process, Participants
<b>Phase 1: Is everyone <u>ready</u> to go?</b>	<i>Mobilization of the community</i> <ul style="list-style-type: none"> <li>Finalize project scope and calendar with Superintendent/Board</li> <li>Define planning teams, participants, and communication plan</li> <li>Conduct orientation and listening sessions with selected stakeholders</li> </ul>
<b>Phase 2: Where are we <u>now</u>?</b>	<i>Assessment of the current state</i> <ul style="list-style-type: none"> <li>Conduct focus groups or surveys to capture student voice and stakeholder voice</li> <li>Analyze student data using the 4-Lens™ data analysis protocol</li> <li>Conduct root-cause analysis of current state of student learning and professional practices</li> </ul>
<b>Phase 3: Where are we going next?</b>	<i>Purpose, student outcomes, and benchmarks</i> <ul style="list-style-type: none"> <li>Reaffirm purpose: vision, mission, core values, equity statements</li> <li>Clarify outcomes for students: goals and measures of success</li> <li>Set performance benchmarks: achievement targets</li> </ul>
<b>Phase 4: Is everyone still with us?</b>	<i>Reality check</i> <ul style="list-style-type: none"> <li>Conduct reality check with students</li> <li>Conduct reality check with family/community stakeholders</li> <li>Conduct reality check with school-level and district-level staff</li> </ul>
<b>Phase 5: How are we going to get there?</b>	<i>Building blocks, practices, strategies</i> <ul style="list-style-type: none"> <li>Articulate the Four Pillars (building blocks), or theory of action</li> <li>Define Professional Practices for Instructional Effectiveness</li> <li>Define Educational Strategies and Key Actions</li> </ul>
<b>Phase 6: Have we aligned resources to the plan?</b>	<i>Allocation of resources</i> <ul style="list-style-type: none"> <li>Identify major resource implications (people, time, money)</li> <li>Define guidelines for acquiring and allocating resources</li> <li>Realign organizational structure, as appropriate</li> </ul>
<b>Phase 7: Do we have a clear pathway for follow-through?</b>	<i>Roadmap for Disciplined implementation</i> <ul style="list-style-type: none"> <li>Secure formal approval of the plan (by the board)</li> <li>Develop Roadmap for disciplined implementation</li> <li>Define Year 1 priorities and develop implementation plan</li> </ul>

## A Data-Informed, Equity-focused Planning Process



## Student-centered Strategic Planning

*"Keeping ends and means in proper sequence."*



### 1. Student Learning

- ▶ Our Promise
- ▶ Beliefs, Mission, Vision
- ▶ Portrait of a Graduate
- ▶ Goals for Student Success
- ▶ Measures of Student Progress
- ▶ Excellence Targets/Performance Benchmarks

### 2. Instructional Effectiveness

- ▶ "Four Pillars" (the building blocks)
- ▶ Professional Practices for Effective Instruction
- ▶ Strengthening Equitable Access to the Instructional Core

### 3. Empowering Infrastructure

- ▶ Strategy Map & Strategic Priorities
- ▶ Key Actions
- ▶ Roadmap for Disciplined Implementation
- ▶ Aligned Resources, Supports, & Services
- ▶ Leadership for Results

## FEEES FOR PROFESSIONAL SERVICES

Base Professional Fees & Expenses	\$93,500
<i>Less 12% discount</i>	<i>(\$11,000)</i>

<b><u>Base Contract Total</u></b>	<b><u>\$82,500</u></b>
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*Additional Services:*

Student Survey (Grades 3-12)	\$ 3,400
Parent Survey	\$ 2,150
Staff Survey	\$ 3,800
Community Survey	\$ 1,900
<b>Total Additional Services</b>	<b>\$11,250</b>

<b><u>Contract Total</u></b>	<b><u>\$93,750</u></b>
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Agreement between  
**BREMERTON SCHOOL DISTRICT** (Bremerton, WA)  
and **PERFORMANCE FACT, Inc.**  
regarding **IMPLEMENTATION OF THE DISTRICT STRATEGIC PLAN**

## BACKGROUND

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### 2. SCOPE OF WORK

Performance Fact to provide leadership coaching for BSD leadership team through 2-3 “critical friend” check-ins focused on the priorities and milestones in the 2024-2025 annual implementation plan. The critical friend check-in will focus principally on evidence-based monitoring of progress:

- Using the Vital Signs Scorecard® to monitor progress on the **student learning** metrics outlined in the Strategic Plan; data will be compiled and shared by BSD, for analysis and feedback by Performance Fact
- Using the CPR Card® to monitor the **milestones** outlined in the 2024-2025 work plan of the Teaching for Learning team; evidence of progress on the milestones will be compiled and shared by BSD, for analysis and feedback by Performance Fact

All critical-fiend engagements/meetings will be held virtually (e.g., zoom or phone conference)

### 3. PAYMENT/EXPENSES

The Client will pay Performance Fact a total amount **NOT-TO-EXCEED \$5,000** for professional services according to the scope of work outlined in *Exhibit A*.

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**PERFORMANCE FACT SIGNATORY**

MUTIU FAGBAYI

*Name*



*Signature*

President/CEO

*Title*

October 1, 2024

*Date*

**BREMERTON SD SIGNATORY**

*Name (Please Print)*

*Signature*

*Title*

*Date*