



Performance Fact, Inc.
333 HEGENBERGER RD
SUITE 204
OAKLAND, CA 94621
(510)568-7944
contact@performancefact.com
www.performancefact.com

INVOICE

BILL TO

State College Area SD
ATTN: Accounts Payable
240 Villa Crest Dr.
State College, PA 16801

INVOICE # 1266

DATE 06/30/2017

DUE DATE 07/15/2017

TERMS Net 15

ACTIVITY

AMOUNT

Development - Strategic Plan

33,587.50

Development of District Strategic Plan - please refer to attached Scope of Work Exhibit A

[Invoice 2 of 2]

BALANCE DUE

\$33,587.50

[Handwritten signature]
7/26/17

For prompt payment please send all invoices in duplicate to the business office at this address.

State College Area School District
240 Villa Crest Drive
State College, PA 16801-7951

Phone No. (814) 231-1011
 Fax No. (814) 272-8790
 Tax Exempt No. 76-14800-0
 State Tax Exempt Educational Institution



PURCHASE ORDER NO.

180350

Page No. 1

The PO number must appear on all invoices, packages, packing slips, and correspondence concerning this order.
 Prepay all shipping charges.
 Ship Via: Best way unless otherwise indicated:

VENDOR: 134038
 PERFORMANCE FACT, INC
 333 HEGENBERGER ROAD
 SUITE 204
 OAKLAND CA 94621

SHIP TO: PANORAMA VILLAGE BUILDING
 240 VILLA CREST DRIVE
 STATE COLLEGE, PA 16801
 ATTN: JEANNE BELINDA

Order Date 07/25/17		Buyer JMB18		Req. No. R45269		Required Date																																						
F.O.B.				Desc.																																								
Item #	Quantity	UOM	Description					Unit Price	Extension																																			
01	1.00	EA	INVOICE #1266 DEVELOPMENT OF DISTRICT STRATEGIC PLAN PLEASE GIVE ORIGINAL PURCHASE ORDER TO JEANNE BELINDA					33587.5000	33,587.50																																			
<table border="1"> <tr> <th>Item #</th> <th colspan="7">Account</th> <th>Amount</th> <th>Project Code</th> <th>Page Total</th> <th></th> </tr> <tr> <td></td> <td>FD</td> <td>FUNC</td> <td>ORG</td> <td>BLD</td> <td>PROG</td> <td>BH</td> <td>OBJ</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>01</td> <td>10</td> <td>2810</td> <td>00</td> <td>01</td> <td>6414</td> <td>04</td> <td>330</td> <td>33,587.50</td> <td></td> <td></td> <td></td> </tr> </table>									Item #	Account							Amount	Project Code	Page Total			FD	FUNC	ORG	BLD	PROG	BH	OBJ					01	10	2810	00	01	6414	04	330	33,587.50			
Item #	Account							Amount	Project Code	Page Total																																		
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01	10	2810	00	01	6414	04	330	33,587.50																																				
										TOTAL	33,587.50																																	

Randy L. Brown

Accounts Payable Copy

APPROVED BY

Randy L. Brown
 Business Administrator



V-J

**STATE COLLEGE AREA SCHOOL DISTRICT
PANORAMA VILLAGE ADMINISTRATIVE CENTER**

**240 VILLA CREST DRIVE • STATE COLLEGE PENNSYLVANIA • 16801
TELEPHONE: 814-231-1016 -- FAX: 814023104130**

To: Board of School Directors
From: Robert J. O'Donnell, Superintendent
Date: May 18, 2017
Re: Performance Fact, Inc. Contract

Attached is the Performance Fact, Inc. Contract, which is an agreement between State College Area School District and Performance Fact, Inc. regarding the development of the District Strategic Plan.



Agreement between
STATE COLLEGE AREA SCHOOL DISTRICT
and **PERFORMANCE FACT, INC.**
regarding **DEVELOPMENT OF DISTRICT STRATEGIC PLAN**

BACKGROUND

This Agreement outlines the scope of professional services that Performance Fact, Inc. will provide to State College Area SD ("Client"). It has been prepared in order to align Performance Fact and State College Area SD on common purpose and to ensure outcomes that are for the good of all parties.

1. PARTIES

This Agreement is made, between State College Area School District and Performance Fact, Inc. The project manager for State College Area School District is Dr. Robert J. O'Donnell, the Superintendent of Schools. The project manager for Performance Fact, Inc. is Mr. Mutiu Fagbayi, President/CEO. It is generally understood that additional individuals designated by the Client 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 **\$67,175** for services according to the estimates outlined in *Exhibit A*.

The amount will cover fees for professional services and expenses, including, but not limited to: travel, lodging, meals, consultation/facilitation, development and compilation of the documents, and reviews with stakeholders and policymakers. Costs associated with participation by non-Performance Fact personnel/stakeholders, meeting expenses, AV/technology expenses, etc. are not included in the total, and are the responsibility of the Client.

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 securing meeting location, room set-up and clean-up, A/V equipment, refreshments, etc.

6. PAYMENT SCHEDULE

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

May 25, 2017	50% of contract total
June 30, 2017	50% of contract total

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.

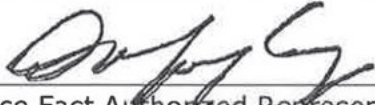
9. OWNERSHIP OF MATERIALS

Performance Fact will be using proprietary material during portions of the Contract. Such material shall remain the exclusive property of Performance Fact, and can be used internally within the District with 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:

Mutiu O. Fagbayi

Name



Performance Fact Authorized Representative

President/CEO

Title

May 12, 2017

Date

Please direct all inquiries to:

Performance Fact, Inc.

Attention: Mutiu Fagbayi

333 Hegenberger Road, Ste 204

Oakland, CA 94610

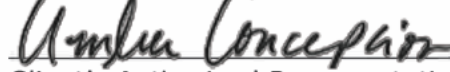
Office (510) 568-7944

Fax (510) 568-7991

mutiuf@performancefact.com

Amber Concepcion

Name (Please Print)



Client's Authorized Representative

Board President

Title

05-22-2017

Date

Telephone Number

Fax Number

Email Address

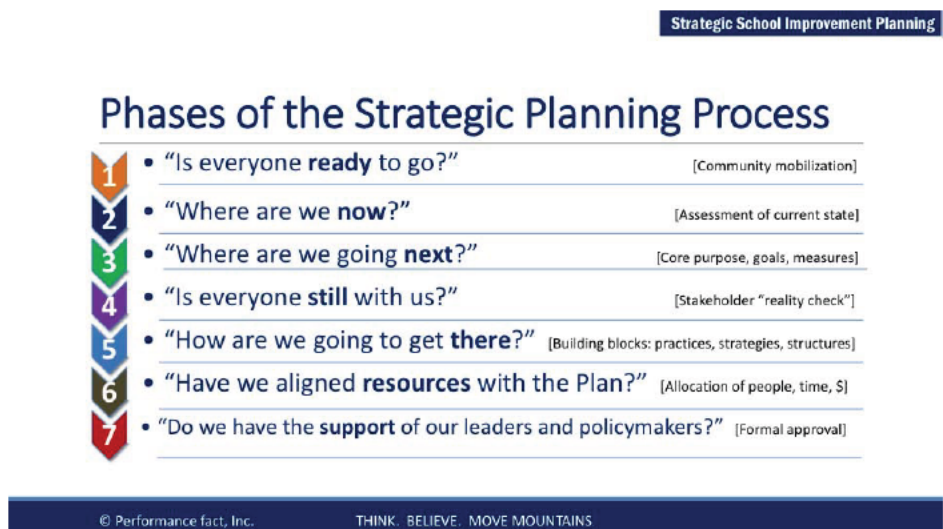
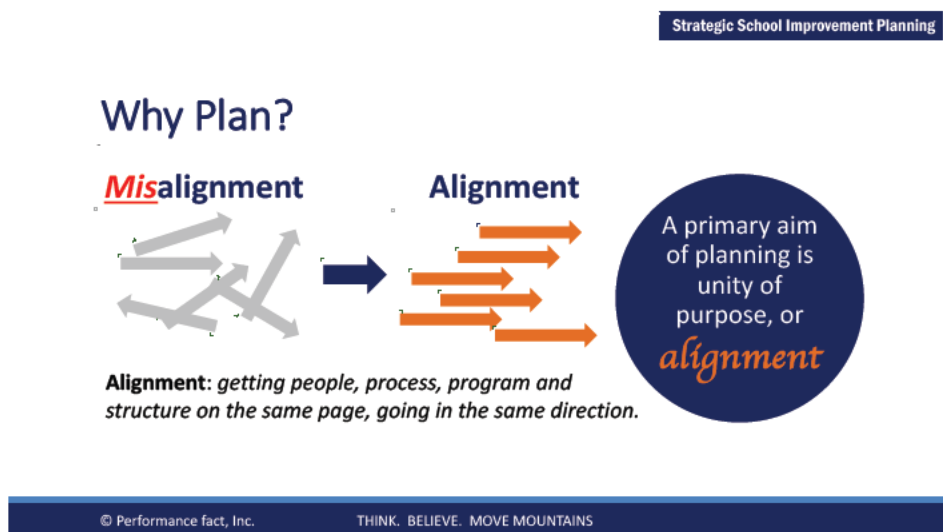


Moving Forward as One!™

Strategic Planning Process

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 or school district, thereby enabling successful accomplishment of the goals of the organization.

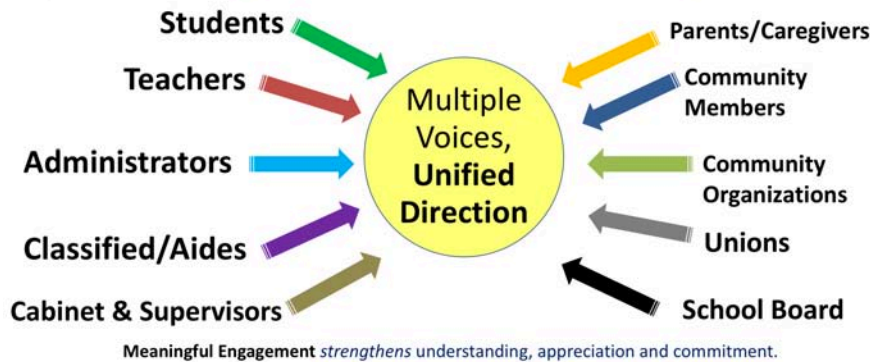
To be effective, the alignment process must proactively seek out and embrace the diverse voices of the organization's diverse stakeholders. If we want all stakeholders to be committed to and be meaningfully engaged in the implementation of the plan, it is wise to involve each stakeholder in the development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



EMBRACING VOICES OF DIVERSE STAKEHOLDERS

MOVING FORWARD AS ONE! – Performance Fact's strategic planning process – utilizes a series of stakeholder-teams to guide clients through the development of a strategic alignment plan that embraces each community's diverse voices.

Embracing Diverse Voices & Perspectives



Each school system defines its relevant stakeholders with an appreciation of the paramount importance of broad-based, equitable representation within and across groups. While the configuration of the diverse groups may vary from one system to another, four teams are required in order to ensure equitable, diverse, and informed voice and a well-developed strategic plan:

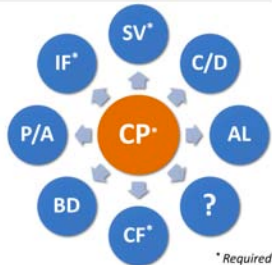
1. Student Voice Team
2. Core Planning Team
3. Instructional Focus Team
4. Community Forum

The *Core Planning Team* cuts across all stakeholder groups. The other teams offer opportunities for "reality check" or focused listening sessions with subsets of the stakeholders, as appropriate. The number and types of "reality check" sessions are customized to the unique context of each community.

Embracing Diverse Voices & Perspectives

Core Planning Team (CPT) ...

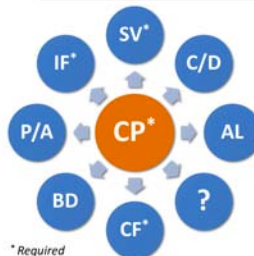
- ☐ Diverse team; includes all stakeholders
- ☐ Stewardship of the process and products
- ☐ "Integrator" of input from all perspectives
- ☐ Co-facilitator of "reality check" sessions
- ☐ 20-150 people



Embracing Diverse Voices & Perspectives

"Reality Check" Teams & Listening Sessions ...

- ☐ SV = Student Voice Team
- ☐ IF = Instructional Focus Team
- ☐ C/D = Campus/Department Team
- ☐ P/A = Principals/Administrators Team
- ☐ AL = Alignment Team
- ☐ BD = Board Review Team
- ☐ CF = Community Forums



Each Team is described more fully in the next section.

MOBILIZING DIVERSE PERSPECTIVES AROUND A UNIFIED DIRECTION: Stakeholder Planning Teams

Core Planning Team (CP) consists of a cross-section of all stakeholders, including students whenever possible. Because the team includes internal and external stakeholders, it takes the lead in setting the broad direction for the plan, including the Goals, Measures and Benchmarks of Student Success as well as the "Four Pillars" (or building blocks) of educational practices, programs and structures. This team can have 20-150 members, as appropriate.

Student Voice Team (SV) consists of 30-100+ students who represent the diversity among all students (e.g., demographic, academic, attitudinal, dropouts, graduates, etc.). The team serves as the direct voice of the entire student body. Some of the students on this team may also serve on the Core Planning Team.

Instructional Focus Team (IF) takes the lead in identifying the professional practices that will enhance instructional effectiveness. The team consists of at least one teacher from each school, all (or representative sampling) of principals and other school administrators, and district-level teaching-&-learning coaches, facilitators, support staff, etc.

Principals/Administrators Team (P/A) provides school and district-level administrators an avenue for staying abreast of and guiding the work of the other groups, particularly since these school and district leaders will be directly responsible for overseeing the implementation of the plan.

Alignment Team (AL) consists of key decision-makers or opinion shapers from the key institutions within the community (e.g., school system, parent & community leaders, union, business/higher education, community-based organizations or CBOs, governmental entities, faith-based groups, etc.). The team size, membership, scope of involvement, or formal vs. informal structure depends on the local context and need.

Community Forum (CF) provides every resident an opportunity to participate in and influence the direction of the strategic plan *prior to its completion and formal adoption* by the Board. Community Forums are "reality check" sessions that are held at multiple times and in multiple locations throughout the community. The insights from the Community Forums are shared with the Core Planning Team for integration into the strategic plan, as appropriate.

Campus/Department "Reality Check" (C/D) offers all district employees – at the school site or in district support position – an opportunity to provide input and feedback prior to the formal adoption of the plan. The structure of the "reality check" is flexible, as long as all staff (or groups broadly representative of all staff) have a chance to voice their perspective. Those perspectives are presented to the Core Planning Team for integration into the formal plan, as appropriate.

Board Review Team (BD) ensures that the school Board is continually kept abreast of the progress of the strategic planning process. The updating process could be via formal presentations at periodic intervals, or through ongoing reporting by the Superintendent or Board-designated strategic planning point-person(s). The Board is encouraged to share its views regarding the ongoing planning process and emerging outputs; however, the Board is urged to defer formal action on the strategic plan until it is presented by the Superintendent for formal adoption *at the end of the planning process*.

State College Area School District (State College, PA)

Strategic Planning Components

2

GETTING READY

Design meetings & formation of Core Steering Team (# = total hours)	⊙4
Compilation of multi-year student achievement data	⊙8
Assessment of current state of standards-aligned instructional program	⊙8
Assessment of system-wide infrastructure (HR, Fiscal, Technology, etc.)	N/A
"What do they say about it all?" – Student voice	N/A
External stakeholder perspectives (via survey or focus group sessions)	⊙1

STUDENT LEARNING

Analysis of student achievement data (using 4-Lens® protocol)	⊙
Trust: From the A-Frame to a Bridge	⊙
Goals, Measures & Benchmarks of Student Progress	⊙
Ensuring equity of access & success for <u>all</u> student-groups	⊙

INSTRUCTIONAL EFFECTIVENESS

Root-cause analysis of current state of student achievement	⊙
Clarification of the "Four Pillars" and professional practices	⊙
Identification of core educational strategies (including PD themes)	⊙

EMPOWERING INFRASTRUCTURE

Ensuring trust and commitment of stakeholders	⊙
Ensuring empowering supports for schools	⊙
Ensuring excellence in system-level operations and services	

STAKEHOLDER PARTICIPATION & "REALITY CHECK"

Facilitation of Core Steering Team meetings	⊙
Preparation of <i>Briefing Packets</i> for stakeholder "reality check"	⊙
Facilitation of stakeholder "reality check" sessions	N/A



State College Area School District (State College, PA)**Strategic Planning Components****2****COMPILATION AND ROLL-OUT**

Preparation of drafts for Core Steering Team (multiple iterations; # days)	⊙4+
Preparation of Instructional Focus (4-pager)	⊙
Preparation of Instructional Focus & educational strategies (8-12 pages)	⊙
Facilitation of strategic plan roll-out to selected audiences (# groups)	⊙1
Preparation of detailed plan report re: planning process (12+ pages)	N/A

WORKING THE PLAN: PREPARING FOR DISCIPLINED IMPLEMENTATION

Results-focused Annual Action Plan process & Cycle of Inquiry (# hours)	⊙
Making the form fit the function: District-level realignment	⊙
Needs-based resource allocation: Strategic utilization of resource	N/A
Strengthening leadership for results (late-July 2017)	⊙
Accountability for performance/Building a culture of continuous growth	⊙

FACILITATION, CONSULTATION & RESOURCES (Planning Phase)

24/7 access to Eye on the Goal™ online tools and resources	N/A
Total number of on-site visitation-days (for facilitation, consultation, etc.)	5
Total number of hours of "virtual" interactions (e.g., conference calls)	~20

Fees for Professional Services (Level 2)

Total Professional Fees = \$83,150.00

Less Discount = \$15,975.00***CONTRACT TOTAL = \$67,175.00**

Inc.



Performance Fact, Inc.
333 HEGENBERGER RD
SUITE 204
OAKLAND, CA 94621
(510)568-7944
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www.performancefact.com

INVOICE

BILL TO

Robert O'Donnell
State College Area School
District
240 Villa Crest Drive
State College, PA 16801

INVOICE # 1490

DATE 08/11/2021

DUE DATE 09/10/2021

TERMS Net 30

DESCRIPTION	QTY	RATE	AMOUNT
Professional Services Facilitation of SCASCD Administrative Retreat	1	22,383.98	22,383.98

Invoice 1 of 1

BALANCE DUE

\$22,383.98

PERFORMANCE *fact* INC.

Developing leaders. Transforming Practices. Inspiring Results.



Scope of Professional Services
State College Area School District
State College, Pennsylvania

Facilitation of the SCASD
ADMINISTRATIVE RETREAT
July 2021)

Robert J. O'Donnell, Ed.D.
Superintendent

Submitted by **Performance Fact Inc.**
Mutiu Fagbayi (President/CEO)

June 22, 2021

Scope of Professional Services

1. Pre-Retreat Preparation & Consultations, including:
 - a. Review of SCASD's Restorative Practices (RP) training status
 - b. Review of Paul Gorsky's Equity Audit report
 - c. Analysis of student learning data and survey results (PA Youth & prior Climate surveys)
 - d. Planning meetings with Superintendent's Team
2. Two-Day Administrative Team Retreat
 - a. Facilitation of 2-day retreat focused on:
 - i. Using the Restorative Practices process to debrief individual and collective COVID-19 experiences, reflect-repair-reengage the 41-member administrative team. Frame the process for replicating the key questions and learnings within each school and each department.
 - ii. Consider the Restorative Practices experience and develop plan for how we transfer this experience and collaborate with faculty and staff to reflect-repair-reengage upon their return in late August. Our goal is to provide responsive support to their work with students and families.
 - iii. Review of SCASD's equity policy, principles and priorities, including audit. Reflect on evidence, progress, challenges, as well as barriers in our schools.
 - iv. Action planning for the fall
 1. Utilize faculty, staff and parent feedback to prepare for the return to school (professional development preparation, collaboration with faculty and staff regarding safety-related procedures).
 2. Status of student handbooks and integration of Restorative Practices.
3. Post-Retreat Debrief & Path Forward
 - a. Implementation roadmap for Restorative Practices at the school, department and district levels
 - b. Equity priorities at the school, department, and district levels

Fees for Professional Services

Prep/Facilitation/Consultation	16,000 - 21,000
Expenses:	
Airfare	774.46
Car rental	311.88
Lodging	297.64
Meals	0.00
Materials Reproduction	0.00
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Sub-Total	17,383.98 - 22,383.98
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Contract Total	Not to exceed 22,383.98

PERFORMANCE FACT INC.



Mutiu Fagbayi President/CEO

06-28-2021

STATE COLLEGE AREA SCHOOL DISTRICT



Amber Concepcion, School Board President

06-28-2021

PERFORMANCE *fact*, INC.

Developing leaders. Transforming Practices. Inspiring Results.



Scope of Professional Services
State College Area School District
State College, Pennsylvania

Facilitation of the SCASD
ADMINISTRATIVE RETREAT
(July 2021)

Robert J. O'Donnell, Ed.D.
Superintendent

Submitted by: **Performance Fact, Inc.**
Mutiu Fagbayi (President/CEO)

June 22, 2021

Scope of Professional Services

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3. Post-Retreat Debrief & Path Forward
 - a. Implementation roadmap for Restorative Practices at the school, department and district levels
 - b. Equity priorities at the school, department, and district levels

Fees for Professional Services

Prep/Facilitation/Consultation	\$16,000 - \$21,000
Expenses:	
Airfare	\$ 774.46
Car rental	\$ 311.88
Lodging	\$ 297.64
Meals	\$ 0.00
Materials Reproduction	\$ 0.00
<hr/>	
Sub-Total	\$17,383.98 - \$22,383.98
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Contract Total	Not to exceed \$22,383.98

PERFORMANCE FACT, INC.



Mutiu Fagbayi (President/CEO)

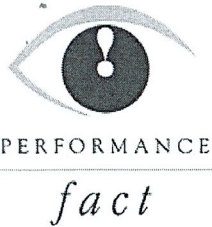
06-28-2021

STATE COLLEGE AREA SCHOOL DISTRICT



Amber Concepcion, School Board President

06-28-2021



Performance Fact, Inc.
4022 Balfour Ave
Oakland, CA 94610
(510)568-7944
contact@performancefact.com
www.performancefact.com

INVOICE

BILL TO

State College Area SD
240 Villa Crest Dr.
State College, PA 16801

INVOICE # 1564**DATE** 05/16/2022**DUE DATE** 06/15/2022**TERMS** Net 30

ACTIVITY	QTY	RATE	AMOUNT
Professional Services Strategic Planning Refresh/Retreat	1	33,320.00	33,320.00

Invoice 1 of 3

BALANCE DUE**\$33,320.00**



PERFORMANCE

fact

INVOICE

Performance Fact, Inc.

4022 Balfour Ave
Oakland, CA 94610
(510)568-7944
contact@performancefact.com
www.performancefact.com

BILL TO

State College Area SD
240 Villa Crest Dr.
State College, PA 16801

INVOICE # 1567

DATE 06/17/2022

DUE DATE 07/17/2022

TERMS Net 30

ACTIVITY	QTY	RATE	AMOUNT
Professional Services	1	33,320.00	33,320.00
Strategic Planning Refresh/Retreat			

Invoice 2 of 2

BALANCE DUE

\$33,320.00