



NEW HAVEN PUBLIC SCHOOLS

AGREEMENT COVER SHEET

Cover Sheet is an Internal Document for Business Office Use

Please Type

Contractor full name: Focused Schools

Doing Business As, if applicable:

Business Address: 1517 North Point Street Suite #341 San Francisco, CA. 94123

Business Phone: 1-844-957-2466

Business email:

SS# OR Tax ID #:

Funding Source & Acct # including location code: Title 1 2531-0062-56694

Principal or Supervisor: Glen Worthy

Agreement Effective Dates: From 08/30/21. To 06/17/22.

Hourly rate or per session rate or per day rate. \$1110 per day

Total amount: \$44,400

Description of Service: Please provide a one or two sentence description of the service. *Please do not write "see attached."* Executive coaching for school administrators along with professional development with the Instructional Leadership Team which consist of teachers.

Submitted by: _____

Phone: 475-220-7000



Memorandum

To: New Haven Board of Education Finance and Operations Committee
From: Glen Worthy
Date: July 26, 2021
Re: Focused Schools

Please **answer all questions and attach any required documentation as indicated below.** Please have someone **ready to discuss** the details of each question during the Finance & Operations meeting or this proposal might not be advanced for consideration by the full Board of Education.

1. Contractor Name: Focused Schools

Description of Service: Increase teachers' capacity to engage students in instructional strategies that promote deep learning and increased school leadership capacity to high-leverage instructional strategies that promote deep learning.

2. Amount of Agreement and hourly or session cost: \$1110 per day for a total of \$44,400

3. Funding Source and account number: Title 1 2531-0062-56694

4. Continuation/renewal or new Agreement?

Answer all questions:

- a. If continuation/renewal, has the cost increased? If yes, by how much? **Continuation price has increased the last three years that cost was at a discount when there was two school participating in the professional development.**
- b. What would an alternative contractor cost: **Have not look for an alternative contractor we are very satisfied with the service they provide.**
- c. If this is a continuation, when was the last time alternative quotes were requested? We have not searched for alternate quotes because Hillhouse has experienced success with Focused Schools around instructional practices that has yielded improved student achievement.
- d. For new or continuation: is this a service existing staff could provide. If no, why not? There is not a person in our district that can provide continuous professional development for the ILT and school leaders.

5. Type of Service:

Answer all questions:

- a. Professional Development? Yes

- i. If this is a professional development program, can the service be provided by existing staff? If no, why not? There is not a person in our district that can provide continuous professional development for the ILT and school leaders
 - b. After School or Extended Hours Program? No
 - c. School Readiness or Head Start Programs? No
 - d. Other: (Please describe)
- 6. **Contractor Classification:**
Answer all questions:
 - a. Is the Contractor a Minority or Women Owned Business? No
 - b. Is the Contractor Local? Yes
 - c. Is the Contractor a Not-for-Profit Organization? If yes, is it local or national? For profit.
 - d. Is the Contractor a public corporation? No
 - e. Is this a renewal/continuation Agreement or a new service? Continuation
 - f. If it is a renewal/continuation has cost increased? If yes, by how much? Yes. \$4600
 - g. Will the output of this Agreement contribute to building internal capabilities? This will continuation of our work to support Hillhouse to provide differentiated coaching and targeted feedback. Focused Schools will continue to work with the instructional leadership team to take more an ownership in the turnaround process.
- 7. **Contractor Selection:**
Answer all questions
 - a. What specific skill set does this contractor bring to the project? If a new contractor, please attach a copy of the contractor's resume. Executive coaching for administration and teacher leaders.
 - b. How was the Contractor selected? Quotes, RFP/RFQ, Sealed Bid or Sole Source? Previous work in the district is why they were selected.
 - c. Please describe the selection process including other sources considered and the rationale for selecting this Contractor: Previous work in the district is why they were selected.
- 8. **Evidence of Effectiveness & Evaluation**
Answer all questions
 - a. What specific need will this contractor address and how will the contractor's performance be measured and monitored to ensure that the need is met? Executive coaching, PD, technical assistance with data teams.
 - b. If this is a renewal/continuation service attach a copy of the evaluation or archival data that demonstrates effectiveness.
 - c. How is this service aligned to the District Continuous Improvement Plan? It aligns by providing targeted professional development to increase teachers' instructional capacity to improve student achievement.
- 9. Why do you believe this Agreement is fiscally sound? Targeted professional development will allow for our teachers to focus on strategies that will improve students' comprehension.
- 10. What are the implications of not approving this Agreement? The goal of the district is to ensure our teachers prepare our students to be college and career ready. This targeted professional development will allow our teachers to provide our students with researched-based instruction that will improve reading comprehension and ultimately make our students college and career ready.

Rev: 8/10/2020



NEW HAVEN PUBLIC SCHOOLS

AGREEMENT
By And Between
The New Haven Board of Education
AND

Focused Schools

FOR DEPARTMENT/PROGRAM:
James Hillhouse High School

This Agreement entered into on the 19 day of August 2021, effective (*no sooner than the day after Board of Education Approval*), the 13 day of September, 2021, by and between the New Haven Board of Education (herein referred to as the “Board” and, Focused Schools at, 1517 North Point Street Suite #341 San Francisco, CA. 94123 (herein referred to as the “Contractor”).

Compensation: The Board shall pay the contractor for satisfactory performance of services required the amount of \$1110 per day, hour or session, for a total of 40 days, hours or sessions.

The maximum amount the contractor shall be paid under this agreement: sixty thousand (\$44,400). Compensation will be made upon submission of an itemized invoice which includes a detailed description of work performed and date of service.

Fiscal support for this Agreement shall be by Title 1. Program of the New Haven Board of Education, **Account Number:** Title 1 2531-0062-56694 **Location Code:** 0062

This agreement shall remain in effect from 9/13/21 to 6/17/22.

SCOPE OF SERVICE: *Please provide brief summary of service to be provided.*

Executive coaching for school administrators along with professional development with the Instructional Leadership Team which consist of teachers.

Exhibit A: Scope of Service: Please attach contractor's detailed Scope of Service on contractor letterhead with all costs for services including travel and supplies, if applicable.

Exhibit B: Student Data and Privacy Agreement: Attached

APPROVAL: This Agreement must be approved by the New Haven Board of Education ***prior to service start date***. Contractors may begin service no sooner than the day after Board of Education approval.

HOLD HARMLESS: The Contractor shall insure and/or indemnify the Board and its members, employees and agents against all claims, suits, and expenses, including reasonable attorney's fees, in connection with loss of life, bodily injury or property damage arising from any neglect act or omission of the Contractor or its employees or agents. Further, the Contractor covenants and agrees that it shall hold the Board and its members, employees and agents harmless against any and all claims, suits judgments of any description whatsoever caused by the Contractor' breach of this agreement or based upon the conduct of the Contractor, or its agents or its employees or arising out of in connection with their activities under this agreement.

TERMINATION: The Board may cancel this agreement for any reason upon thirty (30) days' written notice sent to the Contractor by certified U.S. mail, return receipt requested; provided however, that the Board shall be responsible to the Contractor for all services rendered by the Contractor through the last day of thirty (30) day notice period, as long as the Agreement was approved by the Board prior to the start date of service.



Contractor Signature

President

New Haven Board of Education

8.19.21

Date

Date

Focused Schools
Dillon Rogers, Finance & Operations Manager
Contractor Printed Name & Title

Revised: 11/27/19



NEW HAVEN PUBLIC SCHOOLS

EXHIBIT B

**STUDENT DATA PRIVACY AGREEMENT
SPECIAL TERMS AND CONDITIONS**

For the purposes of this Exhibit B "directory information," "de-identified student information," "school purposes," "student information," "student records," "student- generated content," and "targeted advertising" shall be as defined by Conn. Gen. Stat. §10-234aa.

1. All student records, student information, and student-generated content (collectively, "student data") provided or accessed pursuant this Agreement or any other services agreement between the Parties are not the property of, or under the control of, the Contractor.
2. The Board shall have access to and the ability to delete student data in the possession of the Contractor except in instances where such data is (A) otherwise prohibited from deletion or required to be retained under state or federal law, or (B) stored as a copy as part of a disaster recovery storage system and that is (i) inaccessible to the public, and (ii) unable to be used in the normal course of business by the Contractor. The Board may request the deletion of any such student information, student records or student- generated content if such copy has been used by the operator to repopulate accessible data following a disaster recovery. The Board may request the deletion of student data by the contractor within two (2) business days of receiving such a request and provide to the Board confirmation via electronic mail that the student data has been deleted in accordance with the request, the date of its deletion, and the manner in which it has been deleted. The confirmation shall contain a written assurance from the Contractor that proper disposal of the data has occurred in order to prevent the unauthorized access or use of student data and that deletion has occurred in accordance with industry standards/practices/protocols.
3. The Contractor shall not use student data for any purposes other than those authorized pursuant to this Agreement.
4. A student, parent or legal guardian of a student may review personally identifiable information contained in student data and correct any erroneous information, if any, in such student data. If the Contractor receives a request to review student data in the Contractor's possession directly from a student, parent, or guardian, the Contractor agrees to refer that individual to the Board and to notify the Board within two (2) business days of receiving such a request. The Contractor agrees to work cooperatively with the Board to permit a student, parent, or guardian to review personally identifiable information in student data that has been shared with the Contractor, and correct any erroneous information therein.

5. The Contractor shall take actions designed to ensure the security and confidentiality of student data.
6. The Contractor will notify the Board, in accordance with Conn. Gen. Stat. § 10-234dd, when there has been an unauthorized release, disclosure or acquisition of student data. Such notification will include the following steps:

Upon discovery by the Contractor of a breach of student data, the Contractor shall conduct an investigation and restore the integrity of its data systems and, without unreasonable delay, but not more than thirty (30) days after such discovery, shall provide the Board with a more detailed notice of the breach, including but not limited to the date and time of the breach; name(s) of the student(s) whose student data was released, disclosed or acquired; nature of and extent of the breach; and measures taken to ensure that such a breach does not occur in the future.

7. Student data shall not be retained or available to the Contractor upon expiration of the contract between the Contractor and Board, except a student, parent or legal guardian of a student may choose independently to establish or maintain an electronic account with the Contractor after the expiration of such contract for the purpose of storing student-generated content.
8. The Contractor and Board shall each ensure their own compliance with the Family Educational Rights and Privacy Act of 1974, 20 U.S.C. § 1232g, as amended from time to time.
9. The Contractor acknowledges and agrees to comply with the above and all other applicable aspects of Connecticut's Student Data Privacy law according to Connecticut General Statutes §§ 10-234aa through 10-234dd.
10. The Parties agree that this Agreement controls over any inconsistent terms or conditions contained within any other agreement entered into by the Parties concerning student data.

Revised: 10/2/18

Focused — Schools —

Every Student Deserves
Equitable Opportunities to
Reach Their Full Potential

FOCUSEDSCHOOLS.COM

Founded by Educators

Owned by Educators

Run by Educators





New Haven Public Schools

James Hillhouse High School

Glen Worthy, Principal

Proposal of Services: 2021 - 2022

Submitted on: June 23, 2021



Leadership Solutions

THAT STRENGTHEN SYSTEMS AND STRUCTURES
to build every educator's capacity and support continuous improvement.

Because Every Student
DESERVES EQUITABLE OPPORTUNITIES
to reach their full potential.

Fast Facts

1. Guarantee continued **GROWTH**.
2. Develop systems and structures to support continuous **IMPROVEMENT**.
3. Use **DATA** to drive the decisions leaders make.
4. Ensure **EQUITABLE** access for every student to reach their full potential.
5. Foster a culture that promotes bounded **AUTONOMY**.
6. Customize services to meet your **SPECIFIC NEEDS**.
7. Build **CAPACITY** to work ourselves out of a job.

Our team of expert practitioners is ready to serve you!

About.

Focused Schools believes what makes for successful improvement in schools is not a simple matter of new programs or practices, but the implementation of focused strategies with proven results over time. We believe our job is to equip district leaders, principals, assistant principals, and teachers to become focused on their primary role: ensuring equitable access to high-quality teaching and learning for every student, every day -- no exceptions.

Each of our consultants has a strong track record in continuous improvement - resulting in significant growth for every student.

100%

OF OUR

CONSULTANTS

ARE

EDUCATORS

Services.

- Capacity Building for District Presenting/Writing Teams
- District Leadership Development
- Instructional Coach Support
- Impact Coaching
- New Leader Support
- Principal Leader Support
- School Leadership Development
- School Improvement/Turnaround Planning
- Strategic Planning

20+

YEARS

SERVING
CLIENTS

Impact.

Focused Schools guarantees growth in all of our partnerships.

We support districts and schools through our targeted and customized professional development, coaching, facilitation and technical assistance. With a laser-like focus on enhancing teaching and learning, we help educators find their "main thing", raise expectations, embrace data, and implement effective systems and structures.

All of these shifts in practice and mindset lead to equitable access for every student to optimize their learning.

2+

MILLION

STUDENTS

IMPACTED

Your Project Team

Brett Bishop, Senior Consultant: Brett is a Senior Consultant with Focused Schools and an expert facilitator of professional development, executive coach, and technical assistance provider to school and district leaders across the country. Brett has provided support to hundreds of school leadership teams, district office leaders, and instructional coaches as they work to develop strong systems and structures that get results.

Brett began his education career in the Springfield Massachusetts Public Schools. During twelve years in the district, Brett served as a teacher and assistant principal before becoming the principal of the East Street School in Ludlow, MA. Under his leadership, the school made significant gains in student achievement and was removed from In Need of Improvement status and the district was one of only two in the state to move out of Corrective Action. The school was also recognized by the Massachusetts Legislature for outstanding work in creating trauma-sensitive learning environments. Brett received his Master's Degree in educational administration from Springfield College and spent two years on the teacher preparation faculty teaching methods courses and supervising student teachers.

Your Project Team

Dillon Rogers, Finance and Operations: Dillon is the Finance and Operations Manager and a member of the Leadership Team with Focused Schools. As Finance and Operations Manager, Dillon handles accounting and operations for Focused Schools. He manages budgeting, forecasting, contracting, AR/AP, and systems management for the company, while providing support to all team members and Focused Schools' clients.

Dillon has significant operations and management experience. Prior to joining Focused Schools, he worked in finance for multiple investment firms and conducted project management for small- and medium-sized corporations.

JoAnne Kostluk, Senior Program Manager: JoAnne is the Senior Program Manager with Focused Schools and plays a key role on the Leadership Team. She is involved in marketing, design and communications, is a member of the writing team, and provides technical assistance in the development of media presentations and digital resources used with our curriculum. She is a direct liaison to both the Focused Schools team and clients, and also offers high-level conference planning and execution. JoAnne has managed more than 40 Focused Schools projects geographically dispersed throughout the US and Canada.

Your Project

Your needs.

How Focused Schools will meet them.

Need

School administration are moving towards but not yet dedicating a minimum of 50% of their time as turnaround leaders.

How we meet this

We will continue to work to support building administration in their efforts to manage the urgent to enable them to focus on the main thing. This will be accomplished with Phase 3 professional development, differentiated coaching, and targeted feedback.

Need

School-based Instructional Leaders Teams (ILTs) have completed much of the "identification" work required in Phase 2. The shift to full implementation will take bold leadership - which is still in development.

How we meet this

Instructional Leaders Teams (ILTs) will take more ownership in the turnaround work. We will guide them to full implementation while addressing the need of using data to make decisions.

Need

Evidence of growth using various data points is being recognized. The school is moving towards, but not yet arrived, at 100% of students showing growth.

How we meet this

Data is just a number unless we do something with it. Therefore, leaders will continue to use a robust data cycle to identify good news and urgent news that will drive bold next steps.

Your Needs

Process: Address the Learning Gaps

Summer Boost:

In response to some implementation gaps due to the pandemic, leaders will be afforded the opportunity to engage in learning, collaboration, and action planning to ensure all elements of Phase 2 are in place.

Services will include:

- professional learning related to leadership decision making in times of change, strategies to close the learning gaps, building targeted professional learning plans for staff, rethinking the use of resources, etc.; and
- follow-up coaching and support for district and school administration.

Process: Phase 3

Phase 3

- PD, technical assistance, and coaching at beginning of Phase 3 to ensure all expectations of Phase 2 are in place - despite the obstacles of the pandemic;
- ILT professional development sessions focused on Phase 3 Leadership Expectations and Quality Indicators;
- School administrators professional development sessions focused on Phase 3 Leadership Expectations for turnaround leadership;
- Executive coaching for school and district leadership; and
- Differentiated support for identified leaders at Hillhouse to equip and empower (i.e., support for teacher leaders, coaching for coaches, work with data teams, etc.)
- Other assignments as deemed appropriate and approved as needed by the Supt.

Cost

Cost: Phase 3

Services Provided (refer to pages 12 and 13 for a breakdown of services)	Total Days Per Year	Rate	Total
Direct Service	9	\$2,300	\$20,700
Service Preparation	9	\$2,300	\$20,700
Total Consultative Services	18	\$2,300	\$41,400
Total Administration Services	4	\$750	\$3,000
Total 2021-2022 Service Proposal - James Hillhouse High School			\$44,400

- Our proposal has highlighted the areas of service Focused Schools will deliver during Phase 3. These services were determined based on our conversations. Note that we added 1 additional direct service day to this proposal to conduct some summer booster work. In light of the pandemic, as discussed, we have a little "catch-up" work to complete. In collaboration with the Superintendent, principals, and other key stakeholders, we will determine how to allocate the recommended days currently shown above as a "Bank of Direct Service Days". This allows for the district and FS to partner together to design a customized service plan, ultimately leading to change in practice and impact on growth and achievement for all learners.
- Focused Schools is committed to delivering a comprehensive service plan in a variety of settings - remote, hybrid and in-person. We stand by our guarantee that our services will meet the needs of the district, schools and all students. The above proposed budgets totals 9 days of direct service from July 1, 2021 to June 30, 2022.

Terms & Agreements

Terms & Agreements

This Consulting Services Agreement between New Haven Public Schools - James Hillhouse High School ("JHHS") and Focused Schools ("FS") confirms the terms previously discussed between both parties.

JHHS has requested the services of FS from July 1, 2021 to June 30, 2022 ("TERM") and FS agrees to provide the requested consulting services based on the following terms:

All these shifts in practice and mindset lead to better opportunities for every student to access teaching and optimize their learning.

- I. FS will deliver additional support to supplement the ongoing work of JHHS and accelerate their school improvement efforts and deepen instructional leadership by:
 - a. Designing and delivering a bank of 9 direct service days to achieve the greatest impact for JHHS.
- II. The Budget on page 15 of this document includes all associated fees for FS consultation services, including all onsite consultation, remote coaching and professional development, service preparation days, administrative fees and travel costs (to deliver onsite services) for a total cost of \$44,400.
- III. Monthly invoices based on FS services provided will be prepared and sent by email:

New Haven Public Schools
James Hillhouse High School
Attention: Glen Worthy, Principal
480 Sherman Parkway
New Haven, CT 06511
Email: glen.worthy@new-haven.k12.ct.us Phone: xxx-xxx-xxxx

Terms & Agreements (continued)

- IV. JHHS shall pay all FS invoices within 30 days of receipt. Payments will be by check or ACH per the directions below:

Checks are to be made payable to: Focused Schools, LLC	If paying by ACH, use the following instructions:
Mailing Address: Focused Schools 1517 North Point Street, #341 San Francisco, CA 94123	Bank Name: Digital Federal Credit Union (DCU) Bank Routing #: 211391825 Bank Account Name: Focused Schools LLC Bank Account #: xxx1100 – Upon Request

- V. All related operating expenses, including but not limited to communications and materials, are included in FS Consulting Administrative Services fee.
- VI. Either party may terminate this Agreement for any reason and without cause, including changes to district funding allocations upon thirty (30) days written notice.
- VII. In the event this Agreement is terminated:
- JHHS will compensate FS for all documented expenses, and the reasonable value of all services completed by FS up to the date of termination, and;
 - FS will refund any JHHS funds for FS consultative and administrative services that have been paid but not delivered prior to the Agreement termination notice.
- VIII. Focused Schools is committed to delivering every contracted Direct Service day. However, in the case of "snow days" or other situations that arise without advanced notice that do not permit the Consultant to deliver a scheduled service day, FS reserves the right to charge for this session.
- IX. Focused Schools has a team of highly qualified Consultants, each capable of delivering our Focused Framework. Though we believe in consistency between Consultant and Client for our work, there may be a rare instance that requires a change of Consultant. Focused Schools maintains the right to change any Consultant working with a client but will always work with the client to ensure the change to a new Consultant is mutually agreeable with the client.

Terms & Agreements (continued)

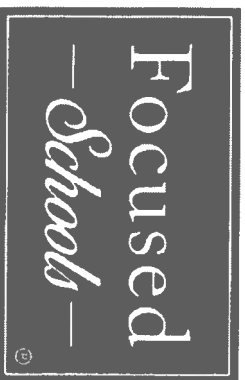
By signing below, all parties agree to the terms in this agreement.

Glen Worthy, Principal James Hillhouse High School	Date
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Dillon Rogers, Finance / Operations Manager Focused Schools, LLC	Date
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Thank You + We Look Forward To
Continuing Our Partnership With You!



bbishop@focusedschools.com | 413-537-5817
focusedschools.com