



Proposal for Consultancy Response to:

Request for Proposal

“Strategic Planning Facilitation”

Dr. Allan Markley
Raytown C-2 School District
6608 Raytown Rd.
Raytown, MO 64133



RAYTOWN
QUALITY
SCHOOLS
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Proposal Prepared by
G&D Associates LLC

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1. LETTER OF INTEREST

July 9, 2021

Dr. Allan Markley
Raytown C-2 School District
6608 Raytown Rd.
Raytown, MO 64133

Dear Dr. Markley and Whom It May Concern:

G&D Associates L.L.C., herein and after referred to as G&D Associates, is providing this proposal in response to your RFP titled “Strategic Planning Facilitation”. We understand that Raytown C-2 School District, herein and after referred to as the district, has identified a desire to launch a visioning and strategic planning process that will guide decision making in the district over the next five years.

Our firm is in a unique position to lead the district to the desired outcome which includes, but is not limited to, the adoption of a collaborative, outcome-based, future-focused, equity-centered strategic plan which is flexible, agile and impactful to the community. We will provide the structures, capacity, education, and experience to enable the successful navigation through complex change and the implementation of equitable, innovative learning experiences for all.

G&D Associates is an innovative, Colorado-based consultancy organization founded in 2009 by owners and managing partners Amy and David Gregory. Our team has deep expertise in leadership development, change management, inclusive practices, personalized classroom models, community engagement, and communication. We work with our clients to embed effective strategies and structures through close coaching, thought partnership, interactive workshops, design thinking, and the provision of a range of tailored services specific to the context of each organization. As current and former educators, we have the skills and experience to support your organization in transforming teaching and learning.

We offer:

- Structures to foster a culture of innovation
 - Comprehensive visioning through a collaborative process
 - In-depth strategic planning structures and tools based on proven change management models
 - Leadership coaching for initiative prioritization and alignment
 - Vision delivery and promotion coaching
 - Leadership development and coaching for sustainability
 - Branding and marketing development to support innovative practice
 - Communication coaching around district goals and initiatives

- Capacity
 - Ability to begin work within 30 days of contract being awarded
 - Capacity to deliver services for the term of the contract
 - Proven track record of fulfilling all contractual obligations

We pride ourselves on our friendly, collegial approach. Every client we have contracted with has extended their work with us due to the high quality of services delivered, the friendliness and professionalism of our staff, and results achieved.

G&D Associates is:

- A proud member of the Catalyst:ED Innovative Education Provider Network.
- Recognized for strategic planning success by the Bill and Melinda Gates Foundation in conjunction with The Colorado Education Initiative and Next Generation Learning Challenges Schools.
- Highly experienced in the development and integration of vision and planning, having successfully coached and led more than 500 schools nationally in vision and planning development.
- The preferred provider of technical assistance to Magnet Schools Assistance Program (MSAP) grantees for 2010, 2013, and 2016, including the development of vision and planning, coaching, professional learning, communication, and rebranding.
- A valued technical assistance provider for national initiatives such as Next Generation Learning Challenges and the U.S. Department of Defense Education Activity.
- A leading expert in Next Generation Learning and Thought Leadership with a proven track record of successful implementations.

If you have any questions about our work, please feel free to contact our references or reach out to us directly at scott@gregorydenby.com. We look forward to the opportunity to partner with Raytown C-2 School District.

Sincerely,

Scott Fuller
Lead Consultant
G&D Associates

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2. RESPONSE TO STATED SCOPE OF WORK

It is our belief that to **reimagine the work of schools** and develop graduates that will think **critically** and **creatively** while being driven by a sense of equity, wonder, community connection, and joy, the district those students attend must be innovative and inclusive in their culture, planning structures, operations, and thinking. Now, more than at any other time in public education, it is essential that districts and schools narrow their focus, not only on what learning and teaching look like, but also on how they define and measure success in an ever-evolving society that values action and application over recall knowledge. To achieve this transformation in a way that is responsive to the needs of students, families, educators, and the community, the approach must be **customized in a way that aligns with the Raytown C-2 School District's specific needs**. Much like in the classroom, a canned, "one size fits all" approach will only serve to widen gaps in understanding, buy-in, and future engagement.

At G&D Associates, we are committed to supporting Raytown C-2 School District in developing and realizing their greater vision through proven change management processes and aligned strategic planning structures. Foundational to that commitment, and to customize the experience, we pride ourselves on building collegial relationships with **partners** that enable empathy building, information sharing, and **collaboration** on approaches that will foster a culture of equitable and dynamic practices that ultimately support learner success beyond the school experience.

1) Planning and Communication

G&D Associates' work always begins with building relationships. Our consultants get to know the beliefs, goals, strengths, and challenges of key personnel in the district, enabling us to **tailor our work to specific needs**. We will co-design protocols and engagements with your team along the way.

Our initial work will be to facilitate conversations with the superintendent and members of the RQS Citizens Advisory Committee in order to map out the scope of work more specifically, collaboratively agree on the process, and discuss stakeholder involvement.

Throughout the visioning and planning process, G&D Associates will provide regular project updates via email and/or call in addition to being available at point of need to answer questions, provide coaching, and adjust to the needs of the district and community.

To facilitate information gathering and synthesis, G&D Associates will:

- Facilitate an introductory onboarding call/video conference with district leadership and members of the RQS Citizens Advisory Committee.

2) Information Gathering and Synthesis

G&D Associates will develop an in-depth knowledge of both your internal stakeholders and your wider community through a variety of research and engagement strategies. Initially, we will build an understanding of the district through a review of relevant data such as community and district demographics, measures of success, climate and culture data, organizational charts, recruitment and retention data, etc. This research will enable a series of interviews with key district and school leaders in order to gain perspective on current initiatives and how they will be leveraged through the strategic plan.

Community Engagement

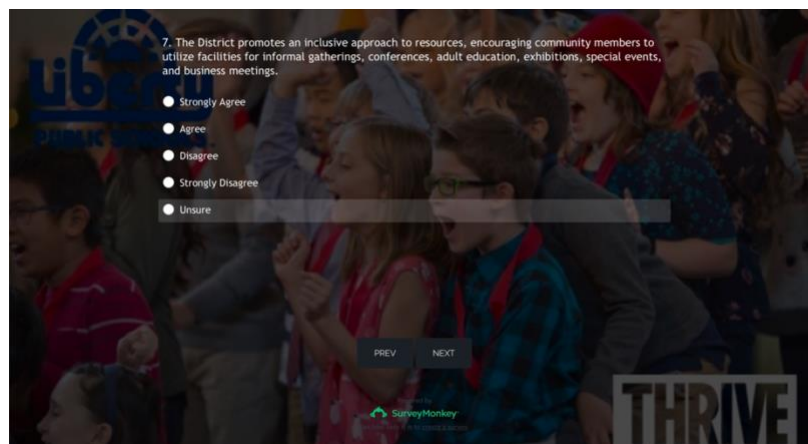
Community engagement that provides equitable access for your stakeholders is a top priority for G&D Associates. We design opportunities that leverage a variety of approaches to ensure the highest levels of participation. Our deep experience in this area tells us that survey synthesis, focus groups, and community listening events are best facilitated by someone from outside of the district to avoid bias and to explore threads that might be uncomfortable for those within the district.

Once an understanding of Raytown C-2 School District's current work is established, our consultants will collaborate with the district to develop and conduct a community survey in English and Spanish that will drive the topic selection and question design for subsequent focus groups.

To gather input from the public, G&D Associates will:

- Co-create and deploy an online empathy building survey for internal and community outreach.
- **Create graphics and call to action/messaging** to support the Raytown C-2 School District's focused outreach campaign to inform, engage, and solicit feedback from the community.

Example Survey Question Page (Produced by G&D for Liberty Public Schools)



Focus Groups

To effectively **engage your community**, G&D Associates will work in **partnership** with the district to co-design in-depth focus groups and world cafés with a variety of stakeholders, including students, families, teachers, support staff, members of the business community, etc. To ensure representative voice and the inclusion of those typically marginalized, we will leverage structures such as virtual engagements (video and phone conference), non-school site-based meetings in areas of the community furthest from opportunity, and meetings aligned with the timing of other district events such as student showcases.

G&D Associates is committed to **equitable practices** in both the design and implementation of community engagement strategies that will ultimately inform the district's path forward. Our consultants have extensive experience working in and partnering with diverse educational systems. We are well versed in human-centered design thinking approaches and have led the charge towards inclusive practices as educators, administrators, and coaches.

To ensure wide-reaching community engagement that is both impactful and equitable, G&D Associates will:

- Conduct a series of empathy-building activities, focus groups, and interviews to gather and synthesize internal and external data.

The representation in these sessions will be designed to ensure equity and inclusion in developing specific strategies for focus as well as improvement and will include:

- ✓ A representative cross section of school and department staff members to collect observational data around district culture, climate, and instructional needs;
- ✓ Traditionally marginalized student populations (e.g., BIPOC, economically disadvantaged learners, learners with disabilities, gifted learners, English language learners, students with multiple F's, students with a high occurrence of absences or behavior referrals, etc.);
- ✓ Parent organizations;
- ✓ Student organizations; and
- ✓ Community representatives (business leaders, local nonprofits, etc.).

In addition to the activities above, our consultants will:

- Collaborate with the RQS Citizen's Advisory Committee and the district to design, facilitate, and synthesize data from world café sessions focused on engaging the diverse population of Raytown's community members to include families, taxpayers without children in schools, etc.

Example G&D Associates World Café Handout:



Liberty Public Schools Community Survey

We are seeking community input and feedback. Your insights will inform our vision and strategic plan that will ensure continued success as we continue to grow and evolve over the coming years.

- | | |
|--|---|
| 1. What is the purpose of school? | 3. How do you define success? |
| 2. What role should LPS play toward bettering our community? | 4. What are the top five skills every 18-year-old needs to be successful? |

Liberty
PUBLIC SCHOOLS

www.lps53.org

Data Synthesis

The most innovative school districts across the country are data rich and data wise. To develop replicable models that are both innovative and sustainable requires not only data to monitor, but also a synthesis of that information to ensure common outcomes, expectations, and actions. This synthesized data will be utilized during the vision development workshop and to identify prioritization during the development of the strategic plan.

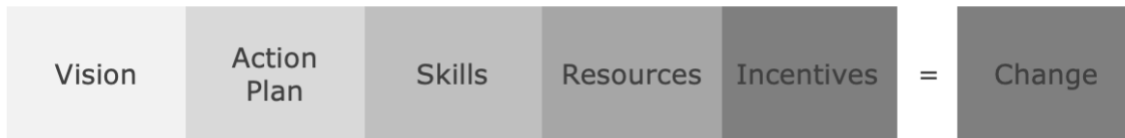
G&D Associates is skilled in facilitating data synthesis and will:

- Identify common themes and needs across the district.
- Present relevant data that will be used to:
 - Analyze opportunities to “braid” initiatives into the strategic plan;
 - Identify what should start happening in the district, what should stop, and what should continue; and
 - Provide recommendations that synthesize site visits, data analysis, and focus group information.
- Present recommendations to the district leadership team and/or the board of education.
- Support the Raytown C-2 School District team with presentations to the Board of Education.
- Co-Develop presentation materials.

3) Plan Formation

When working to develop and implement a strategic plan, G&D Associates employs the Knoster Model for Managing Complex Change as a foundational guide. Knoster suggests that five components must be securely in place to ensure that innovative change occurs and is sustainable.

The Knoster Model for Managing Complex Change



Organizations that move forward quickly and successfully have a very clear picture of where they want to go and how they want to **reimagine their current state**; this is the vision. G&D Associates will guide your team through activities to develop your comprehensive vision to ensure alignment of your strategic plan. The outcome will be a set of narratives which envision focused outcomes over the next five years. Beyond narratives, we will collaboratively create clear deliverables which map out what you plan to do and how you intend doing it over the course of the next several years.

G&D Associates is experienced in facilitating the development of narratives that attend to **five key areas**: learning, teaching, leadership, professional learning, and wider community engagement. Operational needs and core values are interwoven throughout these narratives and within the strategic plan.

Your comprehensive vision paints the picture of what the district will look like in the near future and serves as a clear and actionable guiding document that articulates your direction, mission, and a set of guiding principles.

To lead the development of Raytown C-2 School District's vision, G&D Associates will:

- Design and deliver a two-day professional learning experience focused on change management and relevant research around reimagining learning, teaching, and leading.
- Provide thought partnership on the future of learning aligned with the specific needs of the district.
- Develop a **comprehensive vision** in conjunction with a team of district stakeholders.
- Facilitate a one-day workshop around the identification of **focused deliverables** (projects) related to the vision.

Vision to Action (Strategic Planning)

Once a comprehensive and commonly understood vision narrative is in place, strategic planning is drawn from that vision. Where your vision serves to paint the picture of where you are going, the strategic plan outlines the goals, objectives, and implementation specifics in manageable and measurable ways.

Our consultants understand the importance of having a manageable scope and scale of work as they support implementation. We support district and school leadership in the development of manageable projects toward the realization of the vision. Each project is aligned to proven change management structures and utilizes an 11-point planning process that includes **specific milestones and success criteria in S.M.A.R.T. (Specific, Manageable, Attainable, Realistic, and Time-bound) goal format**. This structure enables districts and schools to easily inform the work connected to state-required improvement plans and other reporting criteria. Our planning process also has **resource allocation** details embedded into each project to ensure every initiative the district takes on is resourced intentionally and in a way that aligns with the current context of Raytown C-2 School District. Through close coaching and workshop facilitation, G&D Associates will guide the district through the strategic planning process so the work of the district is focused, meaningful, commonly understood, and measurable.

As a true consulting organization, **G&D Associates tailors all supports to meet the specific needs of our clients**. The consultancy we provide to facilitate the development of a strategic plan will be dynamic and adaptable to the changing environment of the community and district.

Together, your comprehensive vision will serve as a clear and actionable vision, mission, and guiding principles while the strategic plan outlines the goals, objectives, and implementation specifics in manageable and measurable ways.

To lead the development of Raytown C-2 School District's multi-year strategic plan, ensuring the work of the district is meaningful, commonly understood, and measurable, G&D Associates will:

- Lead the development of the **district's strategic plan** through a two-day workshop.
- Coach leadership on realistic capacity models.
- Lead project prioritization and timelining of implementation.
- Provide specific feedback on project plans and metrics.

4) Implementation

Creating a strategic plan is just the beginning of sustainable transformation throughout your district. Empowering district and school leadership, teachers, and, ultimately, students through a commonly understood path of action creates a highly effective circle of positive outcomes that ensure equitable practices, sustainability of innovative work, and actively engaged communities.

G&D Associates believes that schools and districts should be working toward a common set of outcomes and success measures in ways that honor the personalized needs of their students, educators, and communities. Our consultants will support you in developing common expectations and success criteria while fostering innovation at the school level to develop a cohesive implementation of the strategic plan across the

district. Regular plan review structures provide opportunities to update and adapt planning as needed to respond to an ever-evolving landscape.

Developing clear and consistent messaging about the vision of your district is essential to creating a cohesive culture and ensuring a successful implementation. When shifting models of learning across a district or school, the ability to consistently communicate the work in a positive manner must be achieved. By supporting the superintendent, cabinet, board of directors, and the RQS Citizen's Advisory Committee with structures and resources to effectively communicate the process, content, and implementation of the district's strategic plan, we will foster conditions for internal and external buy-in, leading to increased participation and access to resources. Often, this also has a dramatic effect on the recruitment and retention of students and high-quality educators.

G&D Associates supports a cohesive culture through leadership development and strong communication structures that aligns services to needs identified by the specific goals of the district gathered from needs assessment work.

To facilitate strategic plan implementation and communication, G&D Associates will:

- Develop a **final report** that communicates the data gathering synthesis, vision and plan writing process, and recommendations for sustainable implementation of the strategic plan.
- Facilitate the development of a **community-facing vision and strategic plan at-a-glance document**.
- Provide close coaching for district and school leadership to enable vision and strategic plan communication and deployment strategies that are personalized to each context.

To ensure sustainability beyond year one of strategic plan implementation, and to support a continued focus on the high leverage goals of the district, G&D Associates will:

- Facilitate quarterly plan evaluations and alignment with district core beliefs.
- Provide support for the development of an annual plan record report, reprioritization of district deliverables, **renewal of the district's vision**, and updated twelve-month strategic planning.
- Provide structures and coaching for weekly health check meetings.
- Facilitate quarterly reviews of the vision, prioritized projects, and the strategic plan against your identified **Key Performance Indicators**.
- Provide support for the **development of an annual plan record report, reprioritization of district deliverables, and updated twelve-month strategic planning**.

3. APPROACH/METHODOLOGY

G&D Associates develops a close, collegial relationship with all of its clients in order to personalize their experiences. Our consultants review data, current practices, and programs; interview leaders and key stakeholders; and spend time in buildings to analyze current state. Following data collection and analysis, G&D Associates develops detailed reports highlighting common themes and recommendations that assist leadership in forging a path forward.

We will work with the RQS Citizen’s Advisory Committee as well as district leadership to request information, services, and assistance we may need. A commitment to personalized learning as a district approach and to the change management processes that we employ will be key to success. Beyond that commitment, we pride ourselves on building relationships with clients that enable empathy building, information sharing, and co-creation of approaches that will be most effective in any given situation.

While facilitating school redesign in Colorado Springs School District 11, G&D Associates organized a site visit to Eastern Carver County Schools, an innovative district in Minnesota. Leaders not only toured schools to explore innovative approaches to change, but also engaged in a retreat that included facilitated professional learning and executive coaching opportunities. This took the trip from a simple site visit to a powerful “seeing is believing” and planning experience. Four years later, those who participated continue to point to this trip as a catalyst for change in their district and individual schools.

MANAGING SYSTEMIC CHANGE

To effectively foster the strategies necessary for systemwide change, leadership capacity must be developed to move beyond management of status quo initiatives. To facilitate this shift, G&D Associates employs the Knoster Model for Managing Complex Change. Knoster suggests that five components must be securely in place to ensure that innovative change occurs and is sustainable.



VISION

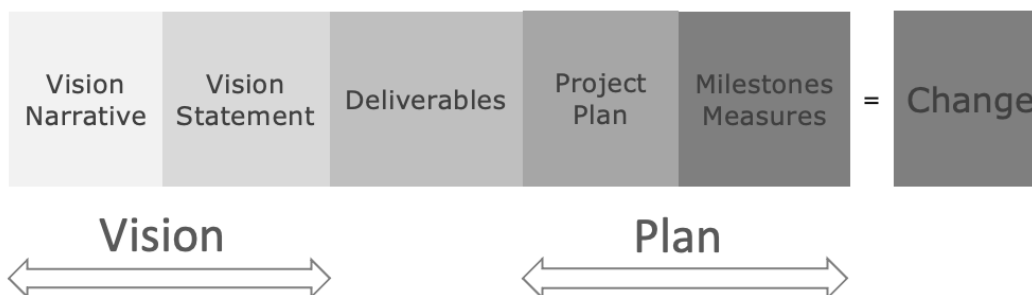
For organizations to move forward quickly and successfully they must have a very clear picture of where they want to go; this is the vision. G&D Associates’ approach moves beyond a collection of traditional broad statements to enable the development of a comprehensive narrative which envisions teaching and learning outcomes over the next five years. A comprehensive vision not only paints the picture of what the district will look like in the near future, but also makes clear the values and beliefs of the organization. Beyond narratives, we collaboratively create clear deliverables which communicate what you plan to do and how you intend doing it. The most critical aspect of the vision is that it is commonly understood by

all stakeholders and is adopted as the work of the organization rather than as a separate initiative.

ACTION PLAN

Planning is drawn from the vision. The first stage of planning is to identify priorities and break them down into logical steps through a manageable scope and scale. Our eleven-point planning process includes specific milestones and success criteria in S.M.A.R.T. goal format that enables schools and districts to easily align the work with school improvement plans and other reporting criteria. G&D Associates believes in applying a close coaching model to develop and manage your plan towards success. When this approach is coupled with the vision, it provides a comprehensive strategy toward the implementation of innovative learning models.

As part of our close coaching model to support the implementation and monitoring of the strategic plan, G&D Associates provides progress monitoring structures to leadership teams.



At Trailblazer Elementary in Colorado Springs, Colorado, our consultants led effective meeting facilitation through a gradual release model that has ultimately built sustainability. We provided meeting agenda templates and assisted in the development of roles and norms that have empowered the leadership team to transform meetings into dynamic collaborations toward the greater vision. Trailblazer has since been recognized by the Bill and Melinda Gates Foundation, Next Generation Learning Challenges, the Center for Reinventing Public Education, and The Learning Accelerator as an exemplar site for implementing change management structures that lead toward innovative best practices.

SKILL DEVELOPMENT

Concurrent with vision and plan creation is the need to develop a set of skills required to implement change. By first working with our clients to assess readiness and need, we avoid “one size fits all” approaches to professional learning and pride ourselves in being thought partners around an organization’s specific requirements. G&D Associates uses a blended approach to learning opportunities that includes online pathways, face-to-face engagements, phone and video conferences, and immersion activities such as site visits and human-centered design thinking experiences. Leadership support is a key component of our approach. Point of need access and our close coaching model has proven to benefit even the savviest of leadership teams in schools and district across the country.

To support magnet schools in Polk County, Florida, G&D Associates developed a series of online learning pathways around relevant professional learning needs of the schools. Our consultants leveraged these pathways to provide remote facilitation of learning in combination with face-to-face coaching, ultimately modeling a blended approach that could be applied to classrooms.

RESOURCE ACQUISITION AND DEVELOPMENT

Having the right resources to implement an innovative vision is essential to avoiding frustration amongst those working towards change. However, resources should not simply be confused with purchases. Although the purchase of technologies or other physical resources will almost certainly be necessary, we often find that existing resources are being underutilized or have yet to be discovered. G&D has the expertise and tools to better utilize what you have, reimagine time, and assess the need for new resources that align with the greater vision.

Mitchell High School in Colorado Springs is a diverse comprehensive high school that has struggled with the management and reimagining of resources to better meet the needs of students furthest from the opportunity of relevant learning. G&D engaged a team of administrators, teachers, and students in a human-centered design thinking process that created schedules and human resource allocation that support credit recovery needs while avoiding the removal of those in need from engaging applied learning opportunities. This process empowers educators to return to a community school model.

INCENTIVE

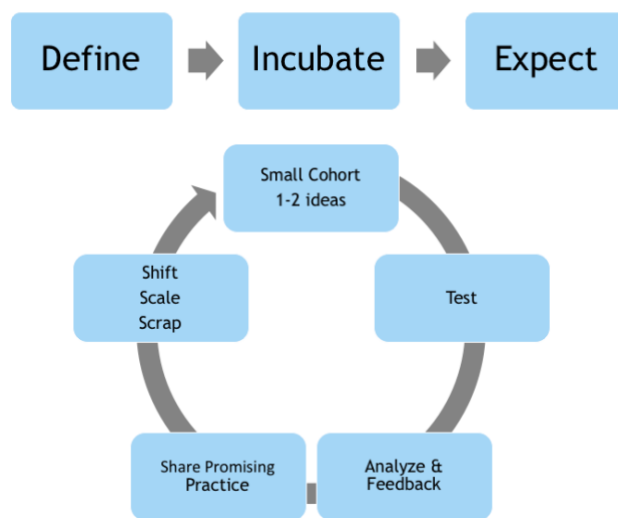
Incentive empowers early implementers to change the world. All too often organizations assume that incentive means pay. However, research has shown that people who are passionate about innovative change and the betterment of the community are incentivized by several factors beyond financial rewards. Job satisfaction, pride in one's community, and the knowledge that a difference is being made are common motivators for educators. G&D Associates invests time into empathy building with leadership, staff, and stakeholders to identify the proper incentives that will lead to successful navigation of the successes and challenges of vision implementation.

IMPLEMENTATION

A significant risk factor for vision implementation is having an overambitious plan for scale and time. Through our approach, manageable scope and scale of work are emphasized while being mindful of the balance between moving too slowly for change to occur and risking project stalls due to an unrealistic workload. To ensure success, G&D Associates supports clients through regular project health checks, dynamic assessments of developing needs, the celebration of accomplishments, and annual planning that is personalized to each client's vision. We work as a partner to not only develop effective pathways to reach the stated outcomes of your vision, but to provide structures around short-cycle innovation processes that align with professional learning community work while pushing the thinking toward true innovative practice.

G&D Associates develops a system of targeted professional learning that enables teams to define desired states, incubators of innovative practice measured by clear success criteria, scale of successful work, and sharing of the learning along the way to ignite vision implementation and set districtwide expectations. In subsequent months and years, the same process (with lessons learned) is scaled to adjacent grade levels and departments until schoolwide vision attainment has occurred.

Rochelle School of the Arts, a Polk County K-8 school, was struggling with how to start implementing innovative practice in a responsible way. G&D Associates provided structures that helped them define their work for their specific context, incubate and test their theory of action, and set expectations to scale those effective practices over time. Our system of implementation enabled leaders and teachers alike to develop common language and expectations that were developed collaboratively by the staff of the school.



COMMUNICATION AND COMMUNITY ENGAGEMENT

Beyond planning for change and implementing innovative teaching and learning models is the need to communicate this shift across the wider community. Support and buy-in from staff, parents, district, and local industry not only generates excitement and access to much-needed resources, but also significantly affects recruitment and retention of students as well as the highest quality of educators. The need to communicate the vision, the work of the district, a graduate profile, and branding that represents the core values and beliefs of the organization are all key components of successful implementation. G&D Associates collaboratively develops internal and external communication tools that have been proven to significantly improve even the highest performing school's image.

Furr High School in Houston, Texas, was rated as one of the worst performing schools in the United States when G&D Associates began working with them. Being on the district closure list and having a reputation of violence significantly impacted enrollment, the retention of teachers, and opportunities for improvement. Furr High School had dynamic leadership and received a grant to reimagine the school. As part of that work, G&D Associates developed a brand in collaboration with the school that connected to the community and reinvigorated the staff. Subsequently, more opportunities presented themselves as the school used our

collateral pieces to promote the innovative work they were doing. Furr High School is now off the closure list, has just opened a state-of-the-art campus, and is a recipient of a ten million-dollar XQ High School Redesign Grant.

CHALLENGES

Challenges are a natural part of any change process. Leadership and school-based educators alike often exhibit a high level of enthusiasm and hope for a more personalized system of teaching and learning. Despite this passion, obstacles can still exist. The most common challenges include:

- Initiative overload: Personalized learning is stacked on as a separate initiative rather than the overarching approach of the district.
- Understanding of realistic pace of sustainable change: Often districts and schools try to do too much, too fast.
- The balance of site-based autonomy with cohesive district initiatives: Successful schools often struggle to view district initiatives as valuable work that complements their successes.
- Lack of investment in coaching support: A commitment to developing school leadership's capacity to manage complex change and community engagement is necessary.
- Professional learning systems: Professional learning that does not model personalization as the approach to student and adult learning is not sustainable.

To address these challenges, G&D Associates can:

- Facilitate leadership workshops based on organization management, communication, and the development of personnel.
- Conduct regular empathy building conversations between our consultants, principals, and educators across the district to ensure implementation is personalized to the needs of the district as well as the individual schools.
- Provide close coaching on realistic capacity of implementation in addition to clear and realistic timelines.
- Develop and deliver customized professional learning experiences and coaching as well as the guidance to redesign current district systems to ensure sustainability beyond any one contract.

Janesville School District in Wisconsin is in the midst of a shift toward relevant learning models from the more traditional educational delivery system. As part of G&D Associates' work with the district, our consultants have designed a network of school leaders who come from racially and socio-economically diverse schools to engage in professional learning towards common outcomes related to personalized learning across schools. Learning and coaching is facilitated by G&D Associates with a mindset toward capacity building. Subsequently, school leaders have begun to spread their knowledge through embedded professional learning opportunities and peer coaching, improving culture and overall student outcomes.

SUSTAINABILITY

The key to widespread change is the sustainability of systems and values. G&D Associates works with each client to develop shared leadership models that are supported by close coaching and thought partnership. Communications around the greater vision as well as the positive outcomes of personalized learning for students, staff, and outside stakeholders incentivize others to follow suit in implementation. Planning and success criteria that are grounded in proven change management approaches ensure that clients not only improve outcomes for learners but prepare the next generation of students to be the innovative thought leaders who will drive us toward the future.

To support district and school leaders beyond initial vision implementation, Colorado Springs School District 11 has invested in executive coaching that develops leadership's ability to manage and support innovative change. Supported by the William and Flora Hewlett Foundation, personalized coaching is provided to principals and district leaders at point of need. This critical element enhances deeper learning practices in educators, ultimately pushing the district forward as a national example for change.

4. SCHEDULE

Dates included below are provided as an example of a timeline. Specific dates will be identified through collaboration with district leadership and the RQS Citizen's Advisory Committee and are open to negotiation.

A. September 2021: Engage in Planning Process Conversations, Existing Data Collection, and Information Review

G&D Associates will review and analyze the district's current strategic plan as well as all pertinent district data, websites, and initiatives to identify trends in student performance, opportunities for systems alignment, factors affecting enrollment, and more efficient resource allocation aligned to the greater vision. Concurrently, our consultants will conduct regular conversations with key members of the district leadership team and the RQS Citizens Advisory Committee to set expectations and roles for the strategic planning process. G&D Associates will provide a formal request for information.

B. September 14, 2021: Create and Deploy an Online Empathy Building Survey for Wider Community Outreach (parents, business community, etc.)

G&D Associates will design and deliver an online community survey for distribution. We will support the launch of a focused outreach campaign to inform, engage, and solicit feedback from the wider community. The campaign (including a link to the survey) will run across social media, the district website, school websites, email sign-offs, and other common communication materials. Additional platforms to consider include a promotional video, radio interviews, local advertisements, etc.

C. Week of October 4, 2021: Onsite Community Engagement - Conduct a Series of Empathy Building Activities, Focus Groups, and Interviews

G&D Associates will conduct selected site visits and empathy building focus groups such as parent, student, wider community (including residents with no children in district schools), and business community. The representation of each group will be designed through an equity lens to ensure traditionally marginalized inputs are included in the strategic planning process.

D. October 20, 2021: Synthesis of Representative Stakeholders' Input and Perspectives Preliminary Report and Recommendations

G&D Associates will deliver synthesized data and findings from the survey, initial data gathering, and focus groups during the visioning workshop on October 20, 2021.

E. October 20 and 21, 2021: Visioning Workshop

G&D Associates will conduct a two-day onsite visioning workshop with a cross section of key stakeholders. We recommend 8-12 people, including representatives from: the executive cabinet, school leadership, the board of education, and community. The output of the workshop will be the development of vision narratives based on the

community engagement and key stakeholder input. Draft versions of deliverables will be completed by December 8, 2021.

F. November 8, 2021: Vision Narrative

G&D Associates will deliver a co-created vision narrative (working document) for review, adjustment, and draft sign-off.

G. December 8, 2021: Refine and Prioritize Deliverables

G&D Associates will conduct a one-day onsite workshop to refine and prioritize all deliverables. These deliverables will inform the strategic plan.

H. December 9-10, 2021: Planning Workshop

G&D Associates will conduct a two-day onsite strategic planning workshop to include:

- ✓ Customized strategic planning structures.
- ✓ Close coaching and support to guide the development of plan details and measures.
- ✓ Ongoing access to on-demand screen capture training as supplementary support for strategic planning.

I. January 17, 2022: Plan Review and Feedback

After completion a strategic plan draft, G&D Associates will provide specific feedback and guidance leading to strategic plan finalization.

J. January 31, 2022: Finalize Community-Facing Vision and “Strategic Plan at a Glance” documents

G&D Associates will finalize the community-facing Vision and “Strategic Plan at a Glance” documents, adjusting for feedback where required.

K. February 21, 2022: Prepare a Final Report, Five-Year Vision, Strategic Plan, and Presentation to the Board of Directors that Includes Recommendations for Sustainable Implementation

G&D Associates will finalize a report and presentation for the board of directors in collaboration with district leadership.

L. August 2022: First Planning Review

G&D Associates will facilitate the first review of strategic planning progress to monitor progress, coach on adjustments, address questions, remove barriers, and promote sustainability.

M. January 2023: Second Planning Review

G&D Associates will facilitate the second review of strategic planning progress to monitor progress, coach on adjustments, address questions, remove barriers, and promote sustainability.

N. May 2023: Annual Re-Plan

G&D Associates will conduct a two-day onsite workshop to develop an annual plan record report, reprioritization of district deliverables, and an updated twelve-month strategic plan.

5. FEES

As a true consulting company, we tailor our products and services to our client’s exact needs and situation. This makes it extremely difficult to provide accurate costings for the full scope of work outlined in the RFP without the ability to first consult with the district.

Please note, our pricing includes all expenses, and we split travel and prep time with our clients.

Deliverables	Number of Days	Total
A. Engage in Planning Process Conversations, Existing Data Collection, and Information Review	2 days	\$4,400
B. Create and deploy an online empathy building survey for wider community outreach (parents, business community, etc.).	1.5 days	\$3,300
C. Onsite Community Engagement - Conduct a series of empathy building activities, focus groups, and interviews.	3 days + .5 day travel + .5 day prep	\$8,800
D. Synthesis of Representative Stakeholders’ Input and Perspectives Preliminary Report and Recommendations	2 days	\$4,400

Deliverables	Number of Days	Total
E. Design and conduct a two-day visioning workshop with key stakeholders.	2 days + .5 day travel + .5 day prep x 2 consultants	\$13,200
F. Refine co-created vision narratives.	1 day	\$2,200
G. Facilitate a one-day workshop to develop specific vision deliverables.	1 day (must be contiguous with strategic planning workshop - see item H)	\$2,200
H. Conduct a two-day strategic planning workshop with key district stakeholders and provide access to screen capture training videos for strategic planning.	2 days + .5 day travel + .5 day prep	\$6,600
I. Provide specific feedback on project plans and metrics (including manageable scope and scale, specific milestones and measures, and success criteria).	1 day	\$2,200
J. Develop community facing vision and strategic plan at-a-glance documents.	Flat Rate	\$1,000
K. Prepare a Final Report, Five-Year Vision, Strategic Plan, and Presentation to the Board of Directors that Includes Recommendations for Sustainable Implementation	1 day	\$2,200

Deliverables	Number of Days	Total
L. Facilitate first plan review to monitor progress, coach on adjustments, address questions, remove barriers, and promote sustainability.	1 day	\$2,200
M. Facilitate second plan review to monitor progress, coach on adjustments, address questions, remove barriers, and promote sustainability.	1 day	\$2,200
N. Conduct a two-day onsite workshop to develop an annual plan record report, reprioritization of district deliverables, and an updated twelve-month strategic plan.	2 days + .5 day travel + .5 day prep	\$6,600
Total and Inclusive Price	27.5 Days + 1 Flat Rate Service (\$1,000)	\$61,500

6. STAFF

Amy Gregory - Co-Founder / Managing Partner

Amy has a wealth of experience on the international stage having lived and worked on three different continents. Her ability to collaborate and co-design solutions with clients from culturally diverse backgrounds has been evidenced through her previous lived experiences internationally and through multiple projects with magnet schools focused on shifting to more racially diverse and responsive approaches to teaching and learning.

Amy will manage timelines throughout the process while also developing the branded, community facing vision and strategic plan at a glance. Amy's experience also includes:

- Being the highest-ranking woman in an international multibillion-dollar, Japanese company - traveling to Japan, Taiwan, European countries, and the USA. Conducting regular meetings and travel with the Japanese owner/founder and other Japanese company directors
- Serving as European Sales Manager - building an international sales team and a network of 90 resellers and distributors across 23 European countries
- Managing a diverse team consisting of German, Italian, French, Swedish, and Spanish nationals. Managing the production schedule in facilities based in Ireland, Taiwan, and Japan

David Gregory - Co-Founder / CEO

David started his career as an elementary teacher in Corby, Northamptonshire, England. At the time Corby had one of the highest unemployment rates in the country and an immigrant population over 25%. David moved to an administrative role in Welland, Cambridgeshire, England. (This area is in the most depressed 10% of the country and has an immigrant population of almost 30%.) Moving into a consulting role, David was responsible for managing the Building Schools for the Future program in two of Britain's largest cities—Manchester and Nottingham. Both cities have high percentages of underprivileged populations; in parts of Manchester four in five children live in poverty. Both cities also have truly diverse populations and as an example, Manchester's makeup includes:

- White: 66.7% (59.3% White British, 2.4% White Irish, 0.1% Irish traveller or Romani, 4.9% other white)
- Mixed race: 4.7% (1.8% white and black Caribbean, 0.9% white and black African, 1.0% white and Asian, 1.0% other mixed race)
- Asian: 17.1% (8.5% Pakistani, 2.7% Chinese, 2.3% Indian, 1.3% Bangladeshi, 2.3% other Asian)
- Black: 8.6% (5.1% African, 1.6% other)
- 1.9% Arab
- 1.2% other ethnicity

David worked with the most impoverished schools and districts in these areas on strategic planning, community engagement and new-build planning. Upon moving to the US and founding the company with his wife Amy, David has spent approximately 75% of his time working with magnet schools and their districts across the country on diversifying the

population of the school to reflect the racial and cultural diversity of the community. David was a keynote speaker at the MSAP (Magnet Schools Assistance Program) Directors' Meeting in Washington, D.C., in 2014 and has presented and run workshops at multiple MSA (Magnet Schools of America) and MSAP conferences. David will facilitate vision development and provide implementation coaching for district leadership.

David's experience also includes:

Education

B.Ed (Hons) Educational Practice, Educational Psychology, Lancaster University, St Martin's College Lancaster, U.K. 1991.

B.A. (Hons) Geography, Lancaster University, St Martin's College Lancaster, U.K. 1991.

Experience

David Gregory is the CEO and co-founder of G&D Associates, an educational change management consulting company. Since the company was founded in 2009, David has provided consultancy for a wide range of clients, including: Houston Independent School District, Polk County S.D., Lee County S.D., Duval County S.D., D11 Colorado Springs, L.A.U.S.D., and the Green River Regional Educational Cooperative (winners of the largest Race to the Top non-state award). Alongside this focused, individual client work, David has delivered Webinars, conference presentations, and keynote speeches that focus on innovative learning, educational change management, and personalization.

Scott Fuller - Lead Consultant

Scott grew up in and began his career in Flint, Michigan. Raised in a single-parent family, Scott experienced poverty, homelessness, and classism first-hand as a child. These experiences drove Scott to public education with a passion for inclusion and justice. In his 20 years as a teacher, instructional coach, and administrator, Scott led the charge toward more personalized and equitable systems for all students. His commitment to human-centered approaches to design and change ensures that those he works with can address the root causes of inequity within a district's specific context. Throughout his career, Scott's experiences have included:

- Serving as an educator in the Flint City School District where his accomplishments included:
 - Advocating for and securing equitable technology access for students throughout the school
 - Teaching in the first fully inclusive classroom on campus
 - Engaging with community members to build summer programs focused on student interest and engagement
- Serving as a teacher lead in Colorado Springs District 11 on the construction of a community school for a diverse population of BIPOC, Hispanic, and military dependent students
- Advocating for equitable allocation of special services for under-identified gifted and talented students

- Serving as early adopter and partner with Stanford d. School to implement human-centered design thinking in education
- Leading personalized systems and school redesign centered on fully inclusive classrooms across a large school district
- Leading equitable access efforts to summer reading, internet, and meals through a variety of models
- Being awarded the 2017 Mayor of Colorado Springs Innovative Educator of the Year

Scott will facilitate community engagement and vision development activities, strategic planning, and implementation coaching. Scott's experience also includes:

Education

B.A. Elementary Education/Psychology, University of North Carolina at Wilmington, NC.

M.A. Special Education, University of Colorado at Colorado Springs, CO.

Experience

Scott Fuller is the lead consultant for G&D Associates. His experience consists of 13 years as a school-based educator, six years as a district level administrator, and five years as an educational consultant in various lead roles. Scott is or has been a member of the Association for Supervision and Curriculum Development (ASCD), the Colorado Association of School Executives (CASE), and the Aurora Institute (formerly iNACOL). As an early adopter and partner with Stanford d. School, he was instrumental in implementing human-centered design thinking in education and is recognized as a Bill and Melinda Gates Leading Educator. In 2017 Scott was awarded the Innovation in Education award by the mayor of Colorado Springs.

Denise Rubio-Gurnett - Associate Consultant / Retired Principal / Small Business Owner

Denise Rubio-Gurnett grew up as a descendent of Mexican immigrants and is the daughter of a retired U.S. military serviceman. Throughout her over 40 years of work in the community, Denise has developed a wealth of experience as an advocate, activist, special education teacher, assistant principal, principal, and small business owner. Her passion for inclusion, equity, and justice enables her to connect with diverse communities and lead sustainable change.

Denise will facilitate community engagement activities and provide consulting for focus group synthesis. Denise's experience also includes:

- Actively engaging as an advocate and activist for equitable access to traditionally segregated educational programs in Colorado Springs, Colorado
- Presenting for and serving as a member of Colorado's state-wide assistive, augmentative/alternative communication outreach team
- Repairing tense family/school relationships to create collaborative school communities
- Serving as principal in Colorado Springs District 11 on the construction of a community school for a diverse population of BIPOC, Hispanic, and military dependent students

- Facilitating parent/teacher and community accountability groups in Colorado Springs, Colorado
- Serving as a board member of The ARC where she was recognized for outstanding services on behalf of citizens with disabilities
- Working in conjunction with Vocational Rehabilitation Services, Job Training Partnership Act, and Adult Services for Independent living
- Serving as Program Director for CMB Advocates, a community access program for adults with disabilities in the greater Denver area

Margarita Rodriguez - Associate Consultant / Translation Services

Margarita is a Mexican national who spent 37 years living in Mexico before immigrating to the United States where she has resided for the last 20 years. Margarita is an experienced educator who has taught students in both Mexico and the United States. Her personal background and ethnicity (¼ Mexican Mestiza (mixed race), ¼ Mexican Indigenous, ¼ Black Cuban, ¼ French) serve as her lens when supporting clients with translation services and advising other consultants within the company. Margarita's experience also includes:

- Teaching economically disadvantaged students in Mexico City
- Teaching a diverse student population and community in La Paz, Mexico
- Teaching at a Title I bilingual elementary school in Colorado
- Teaching at an IB middle school in Colorado

Nola McMillen - Associate Consultant / Copy Editing and Translation Services

Nola McMillen has had a passion for multi-cultural learning and inclusion from an early age. With over 30 years of teaching experience in multiple countries, Nola brings a diverse perspective to all projects she supports.

Nola will contribute to translation services and lead copy editing of the vision and strategic planning work. Nola's experience also includes:

- Earning a B.A. Bilingual-Bicultural Elementary Education and M.A. Teaching English as a Second Language/Linguistics
- Being fluent in English and Spanish; minimal abilities in Mandarin Chinese
- Teaching experience in:
 - Durango, Mexico, in K-12 as well as at the university level
 - Tianjin, China, at an IB school with a diverse student body consisting of Korean, Indian, Japanese, and European students
 - Elementary bilingual classrooms in Denver, Colorado (Spanish, English)
 - Migrant Resource/ESL in Hermiston, Oregon
 - Elementary English Language Acquisition teacher in Fort Collins, Colorado (Spanish speakers, Arabic speakers, etc.)
 - University level English as a Second Language while serving as curriculum supervisor (international students from the Middle East, Asia, South America, Europe, etc.)
 - University study skills and basic computer skills in Greeley, Colorado, working with high-risk students of various backgrounds

- Community college English as a Second Language students of various language backgrounds
- Mentoring and tutoring of at-risk students (variety of ethnic and language backgrounds)
- Serving as interpreter for IEP meetings with Spanish-speaking parents of Special Needs students
- Serving as on-site school interpreter/translator for parent meetings, parent-teacher conferences, phone calls, etc.
- Working collaboratively with bilingual (Spanish/English and Arabic/English) outreach workers
- Being a member of TESOL International Association (Teachers of English to Speakers of Other Languages) and the Colorado Association for Bilingual Education

7. QUALIFICATIONS AND EXPERIENCE

a) Experience Developing Strategic Plans

G&D Associates has led a multitude of districts across the nation through strategic planning and transformational change. G&D Associates has worked on some of the largest and most complex change projects; for example, the Green River Educational Cooperative, which won one of the largest Race to the Top grants ever awarded and included 18 districts and 112 schools. We are equally versed in leading individual schools and smaller districts through transformational change. We pride ourselves on our friendly, collegial approach. Every client we have contracted with has extended their work with us due to the high quality of services delivered, the friendliness and professionalism of our staff, and results achieved.

To effectively support successful development and implementation of any strategic plan, we utilize a comprehensive approach of vision development (imagining the future of your district and community), strategic planning (putting action to the vision), supporting the skills development and resource alignment needed to attain the vision, and close coaching to develop sustainable, leadership toward continued growth. Our methods always include continuous empathy building with the wider community and intentional practices designed to include those who are traditionally marginalized in a specific community.

b) Track Record of Inclusive Engagement

G&D Associates has supported district and schools across the country in developing visions, strategic plans, and inclusive engagement approaches aligned to the specific needs of the individual community. Just a few examples of our work include:

- Facilitating vision development, strategic planning, community engagement, and recruitment/retention strategies through The Magnet

Schools Assistance Program Technical Assistance Center (MSAP). Districts supported include (but are not limited to):

- Clarksdale Municipal School District (Mississippi)
 - Community Demographics
 - Poverty rate = 34.5%
 - Black or African American = 81.8%
 - Hispanic = .07%
 - White (Non-Hispanic) = 17%
 - Asian (Non-Hispanic) = .68%
 - Multi-Racial = .43%
- Richland School District Two (South Carolina)
 - Community Demographics
 - Poverty rate = 16.3%
 - Black or African American = 46%
 - Hispanic = 5.2%
 - Asian (Non-Hispanic) = 3%
 - Multi-Racial = 3.3%
 - White (Non-Hispanic) = 42%
- Lansing School District (Michigan)
 - Community Demographics
 - Poverty rate = 26.1%
 - Black or African American = 21.4%
 - Hispanic = 12.5%
 - Asian (Non-Hispanic) = 3.5%
 - Multi-Racial = 7%
 - White (Non-Hispanic) = 55%
- Texarkana Independent Schools (Arkansas)
 - Community Demographics
 - Poverty rate = 24.7%
 - Black or African American = 33.3%
 - Hispanic = 4.4%
 - Asian (Non-Hispanic) = .2%
 - Multi-Racial = 2.35%
 - White (Non-Hispanic) = 58.7%
- Consultancy on grant strategy and the provision of leadership coaching for the Deeper Learning and Diffusion of Innovation and Scaled Impact Grant. This grant, which is focused on creating equitable conditions for those furthest from opportunity, is in partnership with the Hewlett Foundation in partnership with The Colorado Education Initiative, Colorado Springs School

District 11, Great Schools Partnership, and The Center on Reinventing Public Education.

- Community Demographics
 - Poverty rate = 12.6%
 - Black or African American = 6.5%
 - Hispanic = 18.4%
 - Asian (Non-Hispanic) = 3.5%
 - Multi-Racial = 4.1%
 - White (Non-Hispanic) = 66.7%
- Coaching leadership around strategic planning as well as the recruitment and retention of students and educators with Beacon Network Schools. Their commitment is one of providing experiences and resources that reflect the diversity of Denver, Colorado.
 - Community Demographics
 - Poverty rate = 13.8%
 - Black or African American = 8.5%
 - Hispanic = 29.7%
 - Asian (Non-Hispanic) = 3.7%
 - Multi-Racial = 3%
 - White (Non-Hispanic) = 54.3%

c) Understanding of Racial Equity

Since its inception, G&D Associates has leveraged a personalized approach to change as the primary catalyst for sustained educational equity. We view diversity through multiple lenses that recognize individual lived experiences which are impacted by race, ethnicity, socio-economic status, gender identity, sexual orientation, age, and perceived ability, as well as religious, political, and ideological beliefs.

We believe that it is critical to amplify the often-marginalized voices within stakeholder groups to reimagine education in order to provide equitable access to meaningful and just success measures, learning experiences, and career pathways.

Our ultimate goal is to support districts and schools in the development of systems where learners are the key voice in getting what they need, when they need it, and through the most effective and appropriate delivery methods for the individual, all without barriers. This approach empowers all to be passionate leaders and voices of positive systemic change throughout the community.

d) Use of Racial Equity Lens in Business Practices and Decisions

As a small company that prides itself on working with districts and communities to build relationships grounded in empathy and raising marginalized voices, we always value consultants with diverse lived experiences to ensure the success of any

project. Because of this, our firm is built around weaving in the rich experiences of all employees into the culture and decision making processes while taking a true partnership approach within any community we work with. We pride ourselves in our approach to decisions and approach to work which focuses on the specific contexts of our partners centered on listening, reflecting, and learning with each other.

Our consultants have spent significant amounts of time supporting those furthest from opportunity through a variety of projects. For example, we have deep experience in working with magnet schools to develop inclusive cultures, connected communities, diverse populations, and powerful outcomes for all learners. Our work also includes over \$150,000 of pro bono supports for economically challenged educators, leaders, schools, and districts.

Company Demographics

Percentage of G&D Associates employees that identify as:

- Female = 71%
- Hispanic = 29%
- Bilingual = 29%
- Immigrant = 29%
- LBGTQ = 14%

e) Flexibility to Adjust Plans Following Stakeholder Feedback

G&D Associates prides itself on facilitating a collaborative and personalized experience. Because of this, we tailor each engagement to the needs of the client while providing consistent structures for realizing the collective outcomes of your district. Because our workshops and consulting sessions are not canned or programmatic, our consults adjust to feedback with ease.

8. REFERENCES

School District Name: Liberty Public Schools 53 (Missouri)

Contact Name: Dr. Jeremy Tucker

Contact Position: Superintendent

Contact Email: jeremy.tucker@lps53.org

Contact Phone: 816-736-5300

Scope of Work: Project: Community and Stakeholder Engagement, Empathy Building, Vision Development, Strategic Planning, and Graduate Profile

School District Name: Weld RE-4 School District (Colorado)

Contact Name: Dr. Dan Seegmiller

Contact Position: Superintendent

Contact Email: dan.seegmiller@weldre4.org

Contact Phone: 970-686-8000

Scope of Work: Project: Change Management Including Vision Development and Strategic Planning, Leadership Coaching for Implementation, Recruitment and Hiring Design, Stakeholder Engagement, and Personalized Learning Implementation

School District Name: Colorado Springs School District 11 (Colorado)

Contact Name: Nicole Ottmer

Contact Position: Next Generation Learning Coordinator

Contact Email: nicole.ottmer@d11.org

Contact Phone: Tel: 719-492-7116

Scope of Work: Leadership Coaching for District and School Administrators, Change Management Including Vision Development and Strategic Planning, Branding, Marketing Communications, and Personalized Learning Implementation

9. OTHER RELEVANT INFORMATION

G&D Associates provides a comprehensive set of services to our partners. Many districts build in optional “flex” days that can be utilized to meet specific needs related to vision and plan implementation. We never charge for these flex days unless they are utilized. In addition to bespoke coaching, we offer:

Branding, Marketing, and Communication Services

G&D Associates’ communication and marketing expertise combined with experience in K-12 education provides our company with a distinct advantage. We have partnered with more than 500 schools and dozens of diverse districts across the country from 2009 through present.

G&D Associates has designed branding and communication collateral for MSAP grantees, NGLC schools, and community-focused organizations such as Vegas PBS, since 2010. Developing, enhancing, or redefining an organization's image are critical steps in the process of meeting community specific needs relating to the recruitment and retention of diverse student populations. We specialize in shifting the negative or traditional image of existing organizations to one of innovative thought and excitement. Our work with individual schools and some of the largest districts in the country has been lauded by our partners in those districts.

We are an all-inclusive support provider with the ability to design logos, marketing collateral, write copy, conduct "secret shopper" experiences, design and facilitate community engagement sessions such as World Cafes and focus groups, as well as provide coaching and professional learning effective physical (building assessments and classroom set-up) on and digital (website and social media reviews) environments.

Leadership Development

When an organization invests in coaching for its leaders and educators, it is important to consider that the most effective coaching is not a remedial exercise. Instead, coaching enhances strengths while developing replacement behaviors in the areas where growth is needed. Our personalized approach to developing leadership is centered on providing specific strategies, structures, and feedback to empower leaders to advance the vision of the organization while taking into account the social, emotional, mental, and physical health and wellness of the individual.

Developing leadership requires a high level of expertise as well as a deep knowledge of current and innovative educational approaches. We are former administrators who understand the complexities of leading a high-functioning educational organization. Our team of experts has worked with schools and districts across the country to help them define who they are, implement the structures needed for success, and promote themselves effectively, thereby increasing student recruitment, staff retention, and revenue.

Our unique depth and breadth of experience enables G&D Associates to employ a wide array of solutions and structures as needed for successful outcomes based on individual scenarios. G&D Associates:

- Is highly experienced as educators and consultants working with schools and districts serving diverse communities.
- Provides educational leaders with the tools, structures, and coaching needed to realize personal, professional, and departmental growth aligned to strategic goals of the organization.
- Develops and delivers intensive workshops that will enhance your pipeline of current and aspiring leaders. Our workshops focus on leadership skills such as self-management, staff development, instructional leadership, the structures

needed to lead a high functioning organization, change management, developing a positive culture, and effective communication.

- Delivers highly personalized coaching to superintendents, district executives, principals, and other education leaders based on individual needs.
- Designs effective hiring processes to ensure recruitment of quality staff members.
- Successfully coaches and leads strategic planning and project management with multiple districts and schools nationally.
- Is a thought leadership partner for numerous educational organizations across the country.

From personalized coaching, developing innovative hiring processes that ensure you recruit and retain the right fit talent for your organization to developing and delivering leadership courses that will bolster your current leaders enhance your talent pipeline, G&D Associates will partner with you to design the most effective solutions for your context.

*Many thanks for taking the time to read
our proposal.*

The G&D Team



DAN SEEGMILLER, SUPERINTENDENT
STEPHANIE WATSON, ASST. SUPERINTENDENT

1020 MAIN STREET, WINDSOR, CO 80550 | PHONE 970-686-8000 | FAX 970-686-8001

June 06, 2020

To Whom It May Concern:

I am pleased to write this letter of recommendation for G&D Associates. I highly recommend David Gregory and his company as outstanding consultants who effectively support district-wide initiatives in strategic visioning, systematic transformation, and leadership development. In the eight years we have worked with G&D Associates I am consistently impressed with the partnership and the outstanding results we have experienced through their consultancy.

As an experienced principal tasked with opening a new school, we tried a new approach by working with a consultant during the planning process. I found Mr. Gregory's work to be crucial to the thinking of our instructional leadership team and the development of core components of the school's strategic plan. The resulting support was significantly more beneficial than I could have imagined. We saw a major benefit in the process used to help our team re-envision where we could go with our work and to stretch our thinking and understanding outside our own experience. David brought a perspective, critical to our work, that was lacking.

Over the years, G&D Associates have supported significant district innovation and strategy initiatives. I now serve as Superintendent of Schools and see the impact of our partnership across the entire system. G&D Associates brings a complementary skillset to both our district and building leadership teams that enhances our efforts, develops leadership capacity, refines our thinking, and greatly accelerates the pace in which we are accomplishing our vision and goals. We have a much better product, in a significantly abbreviated timeline, as an end result.

I give my highest recommendation for David Gregory, Scott Fuller and G&D Associates to schools and districts seeking to advance the strategic and transformational work needed in today's educational environment. If I can be of further assistance by providing additional details or answering questions, I would look forward to an opportunity for discussion.

Sincerely,

A handwritten signature in blue ink that reads "Dan Seegmiller". The signature is written in a cursive, flowing style.

Dan Seegmiller
Superintendent
Weld RE-4 School District



Nicole Ottmer, Personalized Learning Systems Coordinator

(719) 492-7116

nicole.ottmer@d11.org

February 12, 2020

To Whom It May Concern:

I highly recommend David Gregory and his company, G&D Associates, as consultants to support systemic change in school and district systems, marketing and branding of schools, and leadership coaching. In the five years we have worked with G&D Associates we have been pleased with the partnership and the positive impacts that have resulted from the work with Mr. Gregory and his team.

My work with G&D began when two schools in our district were awarded Next Generation Learning Challenges Grants and G&D Associates were the consultants selected to assist in development of a comprehensive vision and aligned strategic plans. The support reimagining what a day could look like for students, in addition to the implementation planning, communication with stakeholders, and administrative coaching became critical components that enabled our work to benefit from a perspective outside of our own experience. Having David's voice in the room brought a perspective that empowered our educators to design and carry out implementation at a level we could not have experienced on our own.

The people in the systems are always at the center of G&D's work. By building leadership skills and capacity in those in the room, David empowers the educators in the system to grow the work. When Mr. Gregory is working, he balances forward thinking with careful consideration of district context and implementation, which leads to compelling, effective ideas. Personalized learning systems have been at the center of our work, and through the model that G&D has created, the schools are able to take philosophy into practice.

Prior to working with G&D Associates, new initiatives have been difficult to get off the ground, as the strategic plans supporting the work have not been viable. In learning about and using the tools G&D developed to bring the vision to fruition, we have seen a positive impact across the entire system. Within the schools across our district where G&D engaged with us on communication, marketing and branding, we have seen that our internal and external messaging is more consistent and clearly articulated which has led to increased engagement and effectiveness.

I give the highest recommendation for David Gregory and G&D Associates to schools and districts seeking to bring about effective systemic change. If I can be of further assistance, please feel free to contact me to discuss.

Sincerely,

Nicole Ottmer
Personalized Learning Systems Coordinator
Colorado Springs School District 11



OXNARD SCHOOL DISTRICT

1051 South "A" Street Oxnard, California 93030 805/385-1501 www.oxnardsd.org

EDUCATIONAL SERVICES

March 13, 2018

To Whom It May Concern:

I am writing to recommend G&D Associates, a wonderful consulting firm specializing in educational change management, personalized learning, and marketing/branding. Oxnard School District has been working closely with G&D Associates since January of 2014, and we have found that Mr. Gregory and his team have consistently delivered professional, high-quality products and services which have exceeded our expectations. The consultancy provided by G&D Associates is innovative, engaging, and effective. In addition, G&D Associates has always provided us with outstanding customer service.

Some of the areas where OSD has engaged G&D Associates' services include:

- Strategic Vision development
- Planning development, implementation and monitoring
- Leadership coaching
- Communication and branding services

The main focus of G&D Associates work in OSD is to transform teaching and learning for the 3,000 plus students enrolled at the District's three middle schools through the successful implementation of STEAM Magnet programs. Additional aspects of this important work include leadership coaching and improved engagement with the wider community which can be particularly challenging due to the City of Oxnard's highly diverse population and economy.

G&D Associates has assisted us in achieving our grant goals. Based on our experience, I would wholeheartedly recommend G&D Associates to any school or district.

Sincerely,

Debby West

MSAP Project Manager