

**To: Thomasville City Schools**  
**From: Ashley Williams, Summer Hill, Kendall King**  
**Date: 3/23/2023**  
**Re: Opportunity Culture implementation support**

### **Overview**

Public Impact proposes this scope of work to provide Thomasville City Schools technical assistance and professional learning to design and implement Opportunity Culture staffing models. Public Impact's work in this area is informed by over 50 Opportunity Culture sites across the nation. District leaders and schools will benefit from tools and lessons learned from years of experience, helping Thomasville City Schools best design and utilize Opportunity Culture roles and staffing structures within its unique context.

### **Objectives**

Opportunity Culture design achieves two major goals of school improvement: construct staffing and schedules to reach all students with excellent teachers and transform the teaching profession into a high-pay, high-impact career that attracts, retains, develops, and maximizes the influence of strong teaching talent.

Five principles form the core of Opportunity Culture design work:

1. Reach more students with excellent teachers and their teams.
2. Pay teachers more for extending their reach.
3. Fund pay within existing budgets.
4. Provide protected in-school time and clarity about how to use it for planning, collaboration, and development.
5. Match authority and accountability to each person's responsibilities.

Public Impact evaluates the strength of each site's resulting Opportunity Culture design in terms of alignment with the [District Implementation Review](#) and [School Implementation Review](#). These rubrics are grounded in a decade of data and experience working with Opportunity Culture schools.

To achieve these goals, Public Impact will help Thomasville City Schools and participating schools:

- Familiarize district and school leaders with Opportunity Culture concepts and processes,
- Establish district-level parameters for Opportunity Culture teacher leader roles,
- Establish school-level plans for using Opportunity Culture roles to improve student learning and school culture,
- Support teachers and principals to implement these new and unique roles, and
- Prepare district leaders to assess implementation and identify possible improvements.

The set of activities described below will help Thomasville City Schools ensure school leaders and their learning communities capitalize on the potential of teacher leadership and develop plans that will be sustained by existing budgets.

## Opportunity Culture Technical Design Support

Public Impact's default delivery mode is virtual, with exceptions noted that are key points of contact for relationship building and contextual understanding. **Please note that Public Impact will not travel for client work when the CDC COVID-19 Community Level designation is "High" in the travel destination.**

### Ongoing Consultation with Public Impact

Deliverable	Objective
<b>District Leader Progress Monitoring</b>	Provides the district the benefit of experience gained by Public Impact in other Opportunity Culture sites, access to tools that have been developed for those sites, and expert facilitators to help district leaders develop and refine models and processes that meet unique local contexts. This includes regular check-in calls with the designated district lead to review implementation strength and areas of growth against indicators of strong implementation as outlined in the Opportunity Culture District Implementation Review and School Implementation Review to plan for improvements

### Implementation Monitoring and Support

Deliverable	Objective
<b>School Feedback Round and Memo</b>	Using surveys and interviews, identify strengths and areas for improvement in the school's implementation of their Opportunity Culture staffing plan.
<b>Opportunity Culture Staff Survey</b>	Gather quantitative and qualitative data on the success of the Opportunity Culture roles and models
<b>Implementing schools future design planning</b>	Using information gathered in feedback rounds and the Opportunity Culture staff survey, help school-level teams strengthen implementation and expand toward their full design.
<b>Student outcomes and teacher effectiveness data analysis</b>	Public Impact evaluates student outcomes data to determine MCL and TRT impact on student learning and teacher effectiveness. Support may include developing a student outcome evaluation plan based on the site's available data and/or conducting the analysis. Service may require a data sharing agreement and MOU.

## Professional Learning for Opportunity Culture Educators

Public Impact's professional learning provides adult learning experiences designed to help multi-classroom leader teams achieve a full extra year of student learning growth. Our content, format, and delivery is designed to meet participant needs and transform practice.

### Selected Professional Learning

Session	Detail
<b>Virtual Summer Professional Learning</b>	3-day onboarding experience for new OC directors and district leaders, OC school leaders, multi-classroom leaders, and reach associates. Includes 15 credit hours through synchronous and asynchronous content. Topics include leading a team of leaders, what to coach and how to coach, launching a team, and effective Opportunity Culture implementation
<b>School Year Professional Learning – Standard Support</b>	Virtual year-long professional learning to support school leaders, MCLs, MTRTs, TRTs, and RAs. Includes up to 15 credit hours per participant throughout the school year. Sessions are categorized by role, SIR indicator, engagement level, topic, credit hours, date, and prerequisites. Topics include supporting teams using data driven instruction, culturally responsive pedagogies, supporting MCLs using observation and feedback, and change management and culture



## Opportunity Culture School Excellence Portal

Throughout this process, Public Impact will use its Opportunity Culture School Excellence Portal to provide a virtual planning and communications platform for schools, districts, states, and supporting organizations. The portal supports essential design activities, allows for rapid, personalized feedback on implementation, eases the collection of data for analysis of outcomes, and helps educators receive curated information and resources.

### Helps Facilitate the School and District Design Processes

- Maintain design team member lists at the district and school levels to allow streamlined communications.
- Organize and store design documents in a centralized location with tiered levels of access.
  - Schools submit design plans to receive feedback from the district and Public Impact.
  - District leaders see summary progress views for each school.
  - Plans can be uploaded in Google Docs, Microsoft Office, or as photos of written work.
- Access and receive notification of the latest Opportunity Culture resources from Public Impact.

### Mechanism of Support During Opportunity Culture Implementation

- Quickly monitor implementation across schools to identify shared challenges.
- Record rosters of OC roles and teams to collect and analyze progress monitoring data.
- Track strengths and weaknesses of implementation against the five Opportunity Culture principles; quickly and easily compare across schools and with other districts.
- Receive streamlined feedback from Public Impact, including updates, school visit reports, and survey results.
- Receive periodic emails designed for educators that contain curated information and resources from Public Impact.

## Estimated Cost

Below is Public Impact's estimated annual cost of providing design assistance, implementation assistance, and professional learning.

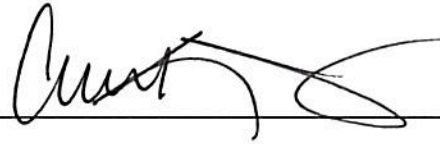
Activity	Fee
<b>Ongoing consultation with Public Impact: SY 23-24</b> <ul style="list-style-type: none"><li>• District leader progress monitoring</li><li>• Implementing schools future design planning (4 schools)</li></ul>	\$50,820
<b>Implementation Support: SY 23-24</b> <ul style="list-style-type: none"><li>• Implementation monitoring and support<ul style="list-style-type: none"><li>○ 4 Year 1 schools</li><li>○ In-Person Feedback Rounds for 4 schools</li></ul></li><li>• OC Survey (4 schools)</li></ul>	\$33,471
<b>Professional Learning</b> <ul style="list-style-type: none"><li>• School year professional learning series for Opportunity Culture roles (up to 20 people)</li><li>• Summer professional learning for new Opportunity Culture hires (up to 10 people)</li></ul>	\$39,000
<b>In-person travel fees</b> <ul style="list-style-type: none"><li>• Number of trips planned: 1</li><li>• PI consultants: 2</li><li>• Purpose of travel: In-person feedback rounds</li><li>• Travel days: 2</li></ul>	\$1,491
<b>Administrative fee (12% of total fees)</b>	\$17,016

TOTAL FEES

\$141,798




Kimberly Oliver, Chairperson



Chris Kennedy, Ed.D

Superintendent of Schools

THIS INSTRUMENT HAS BEEN  
PRE-AUDITED IN THE MANNER  
REQUIRED BY THE SCHOOL  
BUDGET AND FISCAL CONTROL

  
05/01/2023