MEMORANDUM

TO: Thomas E. Parker, Superintendent
FROM: Dr. Lucretia N. Brown, Assistant Superintendent of Equity & Accountability
RE: Education Elements Contract
DATE: July 23, 2020

Request Board's approval of the Service Agreement with Education Elements at a cost of $166,000. This agreement will guide the development of virtual and hybrid instructional models, and professional development for critical stakeholder groups. The scope of work included within the contract will support initial reopening of schools by ensuring administrators and teachers are prepared for teaching and learning within a virtual and hybrid learning setting.

What is it?
Education Elements will provide professional development in effective use of technology to Allentown School District Administrators and Teachers. Education Elements will also support the Curriculum Directors with creating resource documents that will guide ASD staff in virtual and hybrid learning. The effective use of technology will include, instructional design models and professional development.

Outcomes include:
Academic Playbooks and Choice Boards comprised of performance mastery options for all students. Additionally, best practices of virtual and hybrid learning models in support of synchronous and asynchronous learning is created to guide teacher’s instructional day. Each model will be aligned with the Instructional Framework, existing curriculum, supplemental instructional materials and digital content and tools.

- All ASD teachers will be trained/coached on the virtual instructional model
- All ASD teachers have access to a guiding document that will scaffold the lesson planning process for virtual models.
- All ASD principals will be trained on best practices for leading and managing remote teams, virtual observations, and walk-throughs

How will it affect students?
The contract will support ASD leaders with the development of rigorous virtual learning environments that prioritized high quality instruction, flexibility, family engagement, and communication. As a result, the scope of work will seek to support improved student outcomes during participation in the ASD virtual campus.

How much does it cost? $166,000

Source of funds: Title IV: Effective Use of Technology

Is cost accounted for in the current budget? Yes

Match required? No

Are there staffing requirements? No

Was action request reviewed by the solicitor? Yes
EDUCATION ELEMENTS MASTER SERVICES AGREEMENT

This Education Elements Master Services Agreement ("Agreement") is entered into as of July 24, 2020, ("Effective Date"), between Education Elements, Inc., a Delaware corporation having its principal place of business at 999 Skyway Road, San Carlos CA, 94070 ("EdElements"), and Allentown School District having its principal place of business at 31 S. Penn Street, Allentown, PA 18102 ("Customer").

EdElements and Customer desire to have EdElements perform professional services for Customer, subject to and in accordance with the terms and conditions of this Agreement.

THEREFORE, the parties agree as follows:

1. SERVICES

1.1 Professional Services. From time to time, EdElements and Customer may execute statements of work, substantially in the form attached hereto as Exhibit A, that describe the specific services to be performed by EdElements (each such statement of work, as executed by the parties, a “SOW”). Each SOW will expressly refer to this Agreement, will form a part of this Agreement, and will be subject to the terms and conditions contained herein. A SOW may be amended only by written agreement of the parties. EdElements will perform the services specified in each SOW (the “Services”) in accordance with the terms and conditions of this Agreement and of each SOW.

1.2 Customer Responsibilities. In connection with each SOW, Customer will perform Customer’s duties and tasks under the SOW, and such other duties and tasks as may be reasonably required to permit EdElements to perform the Services. Customer will also make available to EdElements any data, information and any other materials required by EdElements to perform Services, including, but not limited to, any data, information or materials specifically identified in the SOW (collectively, “Customer Materials”). Customer will be responsible for ensuring that all such Customer Materials are accurate and complete.

1.3 INTENTIONALLY LEFT BLANK.

2. PAYMENT

2.1 Fees and Expenses. For EdElements’s performance of Services, Customer will pay EdElements the Services fees calculated in accordance with the terms set forth in the applicable SOW.

2.2 Payment Terms. EdElements will invoice Customer as outlined in the applicable SOW. Customer will pay each such invoice no later than thirty (30) days after Customer’s receipt thereof. Any invoice not paid within such thirty (30) day period will accrue interest at the rate of one and one-half percent (1.5%) per month or the maximum amount permitted by law, whichever is lower.

2.3 Taxes. All fees, expenses and other amounts payable to EdElements hereunder do not include any sales, use, value added or other applicable taxes, tariffs or duties, payment of which will be the sole responsibility of Customer (excluding any taxes based on EdElements’s net income). Customer will promptly reimburse EdElements for any such amounts that EdElements pays on Customer’s behalf.

3. OWNERSHIP. Subject to Customer’s rights in the Customer Materials, EdElements will exclusively own all rights, title and interest in and to any, methodologies, specifications, documentation, techniques, utilities, processes, inventions, devices, software programs, tools (including, without limitation, Touchpoint) and materials
of any kind used or developed by EdElements or its personnel in connection with performing Services (collectively “EdElements Materials”), including all worldwide patent rights, copyright rights, trade secret rights, know-how and any other intellectual property rights (“Intellectual Property Rights”) therein. Customer will have no rights in any EdElements Materials, except as expressly agreed to in writing by the parties. Unless otherwise specified in the applicable SOW, Customer may use the deliverables furnished to Customer under an SOW for its internal business purposes only. As between EdElements and Customer, Customer will exclusively own all rights, title and interest in and to the Customer Materials, including all Intellectual Property Rights therein. Nothing in this Agreement will be deemed to restrict or limit EdElements’s right to perform similar services for any other party or to assign any employees or subcontractors to perform similar services for any other party; provided that EdElements complies with its obligations under this Agreement with respect to Customer Confidential Information.

4. CONFIDENTIAL INFORMATION

4.1 Confidential Information. “Confidential Information” means: (i) Customer Materials and EdElements Materials; (ii) any business or technical information that a party discloses to the other party and designates as “confidential” or “proprietary” at the time of disclosure; and (iii) any information that, due to its nature or the circumstances of its disclosure, the receiving party knows or has reason to know should be treated as confidential or proprietary.

4.2 Exclusions. Confidential Information does not include information that: (i) is or becomes generally known to the public through no fault or breach of this Agreement by the receiving party; (ii) is rightfully known by the receiving party at the time of disclosure without restrictions on use or disclosure; (iii) is independently developed by the receiving party without use of the disclosing party’s Confidential Information; or (iv) is rightfully received by the receiving party from a third party, who has the right to provide such information and who provides it without restrictions on use or disclosure.

4.3 Use and Disclosure Restrictions. Each party will not use any Confidential Information disclosed by the other party except as necessary for the performance or enforcement of this Agreement. Each party shall take all reasonable steps to ensure that the other’s confidential information is not disclosed or distributed by its employees or agents in violation of the terms of this Agreement, but in no event will either party use less effort to protect the Confidential Information of the other party than it uses to protect its own Confidential Information of like importance. Each party will ensure that any subcontractors that are permitted to access any of the other party’s Confidential Information are legally bound to comply with the obligations set forth herein. The foregoing obligations will not restrict either party from disclosing such Confidential Information: (i) pursuant to the order or requirement of a court, administrative agency, or other governmental body; provided that the party required to make such a disclosure gives reasonable notice to the other party to contest such order or requirement; (ii) to its legal or financial advisors; (iii) as required under applicable securities regulations; and (iv) subject to customary restrictions, to present or future providers of venture capital and/or potential private investors in or acquirers of such party.

5. WARRANTY

5.1 Services Warranty. EdElements warrants that the Services will be performed in a good and workmanlike manner consistent with applicable industry standards. This warranty will be in effect for a period of thirty (30) days from the completion of any Services. As Customer’s sole and exclusive remedy and EdElements’s entire liability for any breach of the foregoing warranty, EdElements will, at its sole option and expense, promptly
re-perform any Services that fail to meet this limited warranty or refund to Customer the fees paid for the non-conforming Services.

5.2 Warranty Disclaimers. THE EXPRESS WARRANTIES IN SECTION 5.1 ARE IN LIEU OF, AND EDELEMENTS DISCLAIMS, ALL OTHER WARRANTIES, REPRESENTATIONS OR CONDITIONS, EXPRESS OR IMPLIED, INCLUDING ANY IMPLIED WARRANTIES OF MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE AND NONINFRINGEMENT.

6. INDEMNIFICATION.

6.1 Mutual Indemnification. Each party (an “indemnifying party”) will defend, at its expense, any action brought against the other party (an “indemnified party”) by a third party to the extent that it is based upon a claim for bodily injury, personal injury (including death) to any person, or damage to tangible property resulting from the negligent acts or willful misconduct of the indemnifying party or its personnel, and will pay any costs, damages and reasonable attorneys’ fees attributable to such claim that are awarded in final judgment against the indemnified party (or are payable in settlement by the indemnified party).

6.2 Procedure. The foregoing indemnity obligations are conditioned on the indemnified party notifying the indemnifying party promptly in writing of any actual or threatened claim, the indemnified party giving the indemnifying party sole control of the defense thereof and any related settlement negotiations, and the indemnified party cooperating and, at the indemnifying party’s request and expense, assisting in such defense.

7. LIMITATION OF LIABILITY. IN NO EVENT WILL EDELEMENTS BE LIABLE TO CUSTOMER OR TO ANY THIRD PARTY FOR ANY SPECIAL, INCIDENTAL, PUNITIVE, EXEMPLARY OR CONSEQUENTIAL DAMAGES (INCLUDING LOSS OF USE, DATA, BUSINESS OR PROFITS) OR FOR COSTS OF PROCUREMENT SUBSTITUTE SERVICES, ARISING OUT OF OR IN CONNECTION WITH THIS AGREEMENT OR THE SERVICES, HOWEVER CAUSED AND REGARDLESS OF THE THEORY OF LIABILITY, EVEN IF EDELEMENTS HAS BEEN ADVISED OF THE POSSIBILITY OF SUCH DAMAGES. EDELEMENTS’S TOTAL LIABILITY TO CUSTOMER, FROM ALL CAUSES OF ACTION AND ALL THEORIES OF LIABILITY, WILL BE LIMITED TO AND WILL NOT EXCEED THE AMOUNTS PAID TO EDELEMENTS BY CUSTOMER UNDER THE SOW GIVING RISE TO ANY LIABILITY HEREUNDER.

8. NON-SOLICITATION. During the term of this Agreement and for a period of twelve (12) months thereafter, Customer will not recruit or otherwise solicit for employment any EdElements employees or subcontractors who participated in the performance of Services without EdElements’s express prior written approval.

9. TERM AND TERMINATION

9.1 Term. This Agreement will commence on the Effective Date and, unless terminated earlier in accordance with the terms of this Agreement, will remain in force and effect for as long as EdElements is performing Services pursuant to any SOW.

9.2 Termination. Either party may terminate this Agreement (including all SOWs) if the other party breaches any material term of this Agreement or SOW and fails to cure such breach within thirty (30) days after receipt of written notice thereof. EdElements may immediately terminate this Agreement if Customer breaches the terms of Section 1.3.

9.3 Non-Appropriation. If the term of this Agreement is greater than one year, EdElements acknowledges and agrees that the Agreement will be subject to approval in accordance with Customer’s standard budget
approval process. In the event that funds for this Agreement are not appropriated at the end of an applicable budget period, Customer may terminate this Agreement with thirty (30) days prior written notice.

9.4 Effect of Termination. Upon the expiration or termination of this Agreement, and except as otherwise set forth in this Agreement: (i) EdElements will promptly return to Customer all Customer Materials; (ii) each party will promptly return to the other party all Confidential Information of the other party in its possession or control; and (iii) Customer will, within thirty (30) days after receipt of EdElements’s invoice, pay all accrued and unpaid fees and expenses.

9.5 Survival. The rights and obligations of the parties contained in Sections 1.3, 2, 3, 4, 6, 7, 8, 9.3, 9.4 and 10 will survive the expiration or termination of this Agreement or any SOW.

10. GENERAL

10.1 Relationship of the Parties. EdElements is performing Services as an independent contractor and nothing in this Agreement will be construed as establishing an employment, agency, partnership or joint venture relationship between Customer and EdElements or any EdElements personnel. EdElements has no authority to bind Customer by contract or otherwise. EdElements acknowledges and agrees that its personnel are not eligible for or entitled to receive any compensation, benefits or other incidents of employment that Customer makes available to its employees. EdElements is solely responsible for all taxes, expenses, withholdings and other similar statutory obligations arising out of the relationship between EdElements and its personnel and the performance of Services by such personnel.

10.2 Assignment. EdElements may not assign this Agreement without Customer’s prior written consent, except that EdElements may assign this Agreement, without Customer’s consent, to an affiliate or to a successor or acquirer, as the case may be, in connection with a merger or acquisition, the sale of all or substantially all of EdElements’s assets, or the sale of that portion of EdElements’s business to which this Agreement relates. Subject to the foregoing, this Agreement will bind and benefit the parties and their respective successors and assigns.

10.3 No Election of Remedies. Except as expressly set forth in this Agreement, the exercise by either party of any of its remedies under this Agreement will not be deemed an election of remedies and will be without prejudice to its other remedies under this Agreement or available at law or in equity or otherwise.

10.4 Governing Law. This Agreement will be governed by and construed in accordance with the laws of the Commonwealth of Pennsylvania, excluding its body of law controlling conflict of laws. Any legal action or proceeding arising under this Agreement will be brought exclusively in the federal or state courts located in the Lehigh County, Pennsylvania, and the parties irrevocably consent to the personal jurisdiction and venue therein.

10.5 Severability. If any provision of this Agreement is held invalid or unenforceable by a court of competent jurisdiction, the remaining provisions of the Agreement will remain in full force and effect, and the provision affected will be construed so as to be enforceable to the maximum extent permissible by law.

10.6 Notices. All notices required or permitted under this Agreement will be in writing, will reference this Agreement, and will be deemed given: (i) when delivered personally; (ii) one (1) business day after deposit with a nationally-recognized express courier, with written confirmation of receipt; or (iii) three (3) business days after having been sent by registered or certified mail, return receipt requested, postage prepaid. All such notices will be sent to the addresses set forth above or to such other address as may be specified by either party to the other party in accordance with this Section.
10.7 **Waiver.** The failure by either party to enforce any provision of this Agreement will not constitute a waiver of future enforcement of that or any other provision.

10.8 **Entire Agreement.** This Agreement, together with all Statements of Work, constitutes the complete and exclusive agreement of the parties with respect to its subject matter and supersedes all prior understandings and agreements, whether written or oral, with respect to its subject matter. In the event of a conflict, the terms and conditions of each SOW will take precedence over the terms and conditions of this Agreement. Any waiver, modification or amendment of any provision of this Agreement will be effective only if in writing and signed by the parties hereto.

10.9 **Force Majeure.** Neither party will be responsible for any failure or delay in its performance under this Agreement (except for the payment of money) due to causes beyond its reasonable control, including, but not limited to, labor disputes, strikes, lockouts, shortages of or inability to obtain labor, energy, raw materials or supplies, war, acts of terror, riot, acts of God or governmental action.

10.10 **Counterparts.** This Agreement may be executed in counterparts, each of which will be deemed an original, but all of which together will constitute one and the same instrument.

IN WITNESS WHEREOF, the parties have executed this Agreement as of the Effective Date.

**CUSTOMER:**

By: ________________________________
Name: ______________________________
Title: ______________________________
Date: ______________________________

**EDUCATION ELEMENTS, INC.:**

By: ________________________________
Name: ______________________________
Title: ______________________________
Date: ______________________________
EXHIBIT A - STATEMENT OF WORK

This SOW Number 2020-01a is issued under and subject to all of the terms and conditions of the Master Services Agreement between Education Elements, Inc. ("EdElements") and Allentown School District ("Customer"), dated as of July 24, 2020.

This SOW shall become effective (the “Effective Date”) upon the date it is signed by both Parties.

SOW #: Allentown SD – 2020 –01a  
Pricing Valid to: 08/10/2020  
Type: New Customer  
EE Partner: Justin de Leon

Customer Information

<table>
<thead>
<tr>
<th>Organization Name:</th>
<th>Allentown School District</th>
</tr>
</thead>
</table>
| Customer Contact Name: | Sara Jane Brace, Board President  
Cc: Lucretia Brown and Melissa Smith |
| Customer Phone: | (484) 765-4000 |
| Customer Email: | brownl@allentownsnd.org  
msmith@allentownsnd.org |
| Billing Contact Name: | Melissa Smith  
Cc: Delomico Williams |
| Billing Address: | 31 S. Penn Street, Allentown, PA 18102 |
| Billing Phone: | 484-765-4163 |
| Billing Email: | msmith@allentownsnd.org  
cc: williamsd@allentown.org |

Invoices will be delivered via email.

Offering

<table>
<thead>
<tr>
<th>Service Name</th>
<th>Service Description</th>
<th>Dates</th>
<th>Fees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional Services</td>
<td>Education Elements will design instructional models and provide training for teachers and leaders.</td>
<td>07/27/2020 - 09/04/2020</td>
<td>$166,000.00</td>
</tr>
</tbody>
</table>

Total Fees: $166,000.00

General Terms

1. By signing this SOW, you are offering to subscribe and/or acquire (as applicable) the applications and/or services listed above. Your offer becomes a binding commitment upon acceptance by Education Elements, and is not subject to the issuance of any further purchase orders, confirmations or other events. The MSA and this SOW represent the entire agreement between the parties and cannot be overridden by terms contained in any later received document unless the additional terms are accepted in writing by Customer and Education Elements. Without limiting the generality of the foregoing, no condition of your order, to which notice of objection is hereby given, or in any future correspondence between us shall alter or supplement the terms of the MSA or this SOW, unless in writing executed by both parties. Neither Education Elements’ performance nor delivery shall be construed as an acceptance of Customer’s additional or different terms.

2. This SOW may be executed in counterparts and may be exchanged by facsimile or electronically. Each such counterpart shall be deemed an original, all of which together shall constitute one and the same instrument.

Special Terms

1. The “Special Terms” set forth herein shall override the General Terms above to the extent of any express inconsistency.
Payment Schedule

<table>
<thead>
<tr>
<th>Payment Schedule</th>
<th>Amount</th>
<th>Invoice Date</th>
<th>Payment Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payment 1</td>
<td>$83,000</td>
<td>07/27/2020</td>
<td>Net 30</td>
</tr>
<tr>
<td>Payment 2</td>
<td>$83,000</td>
<td>08/24/2020</td>
<td>Net 30</td>
</tr>
</tbody>
</table>

**Total Fees:** $166,000.00

Acknowledged and Agreed

**CUSTOMER:**

By: ____________________________  
Name: ____________________________  
Title: ____________________________  
Date: ____________________________

**EDUCATION ELEMENTS, INC.:**

By: ____________________________  
Name: ____________________________  
Title: ____________________________  
Date: ____________________________
APPENDIX A – Proposal

Education Elements
999 Skyway Road,
Suite 325
San Carlos, CA, 94070

Allentown Reopening Instructional Model Design + Training Support

June 2020

Our Understanding

- COVID-19 brought sudden, unexpected change to all learners, families and staff across the district.
- Teachers and leaders adapted instructional models as quickly as possible so that learning could continue.
- It is likely that for SY 20-21 schools will reopen but buildings will remain closed.
- Based on data from surveys, observations and reflections on distance learning, by district leadership, the effectiveness of distance learning must improve rapidly so that inequities can be addressed and learning can continue for all students.
- At the core of improving the distance learning outcomes with students, is the ASD Instructional Framework. This means picking up on its guiding beliefs and translating them into a set of clear, practical models for distance and hybrid learning.
- Additionally, district leadership, school leadership and teachers must quickly expand their knowledge of and ability to implement a focused set of virtual and hybrid models that pick up on a small, focused set of high leverage instructional practices that leverage technology.
- As district leadership is focused on the many aspects of return planning, it is beyond capacity and seeking support with designing, implementing and providing training around new learning models that will guide reopening.

Outcomes

- ASD has a playbook of virtual and hybrid learning models that support synchronous and asynchronous learning. Each model will be aligned with the Instructional Framework, existing curriculum, instructional materials and digital content and tools.
- All ASD teachers have selected and adjusted a clear hybrid or virtual model (depending on their role and accountability), from the playbook.
- All ASD teachers have access to a guiding document that will scaffold the lesson planning process for virtual and hybrid models.
- ASD leaders are trained on best practices for leading and managing remote teams and meetings.
- ASD leaders and teachers are trained on best practices on planning for and facilitating hybrid and virtual learning.
- A launch and support plan is in place, for district and school leadership, to guide the implementation of virtual and hybrid models through the initial reopening of schools.

Our Approach

<table>
<thead>
<tr>
<th>Design models</th>
<th>Build leader capacity</th>
<th>Build teacher capacity</th>
<th>Launch models (future support)</th>
</tr>
</thead>
</table>

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<table>
<thead>
<tr>
<th>7/13-7/24</th>
<th>7/13 - 9/3</th>
<th>7/27-31, 8/10-14, 9/1-3</th>
<th>9/7 - 10/2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goals:</strong></td>
<td><strong>Goals:</strong></td>
<td><strong>Goals:</strong></td>
<td><strong>Goals:</strong></td>
</tr>
<tr>
<td>Create a playbook of instructional hybrid and virtual models to support synchronous and asynchronous learning</td>
<td>Facilitate training for school leaders on how to manage remote teams and lead remote meetings</td>
<td>Facilitate training on the purpose and role of new instructional models and how to customize them</td>
<td>Launch hybrid and virtual models across all ASD schools</td>
</tr>
<tr>
<td>Support Executive Directors in customizing models and aligning them to ASD Instructional Framework</td>
<td>Build leader fluency and understanding of virtual and hybrid models, instructional practices, role of tech and how to support</td>
<td>Facilitate training on virtual learning best practices</td>
<td>Launch virtual and hybrid support structures</td>
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<tr>
<td></td>
<td>Provide guidance and resources to help teachers plan lessons for new instructional models</td>
<td></td>
<td>Perform first round of virtual learning walks</td>
</tr>
<tr>
<td><strong>Deliverables:</strong></td>
<td><strong>Deliverables:</strong></td>
<td><strong>Deliverables:</strong></td>
<td><strong>Deliverables:</strong></td>
</tr>
<tr>
<td>Playbook of instructional models</td>
<td>Training modules for leading remote teams + meetings; understanding virtual and hybrid models</td>
<td>Training modules focused on role and purpose of models and how to customize them</td>
<td>Launch project plan, including teacher supports</td>
</tr>
<tr>
<td>Customized models for each grade level and subject</td>
<td>Virtual and hybrid learning support structures and resources (e.g., virtual learning walk guide)</td>
<td>Training modules to guide development of virtual teaching best practices</td>
<td>Virtual learning walk and teacher feedback resources</td>
</tr>
</tbody>
</table>

**Detailed Approach**

- The following table outlines the key touchpoints, deliverables, and timeline. Education Elements will co-create a meeting agenda with the ASD team and revise and adapt as needed.
- Due to COVID-19, all touchpoints and workshops will be facilitated virtually.

### Instructional Model Design + Leadership Capacity Building | July 13 - 24

**Goals:**
1) Create playbook of instructional models
2) Build school leaders’ ability to manage remote teams

**Weekly project team calls are included as part of the project.**

<table>
<thead>
<tr>
<th>Touchpoints</th>
<th>Description or Deliverable</th>
<th>Timeline &amp; Duration</th>
</tr>
</thead>
</table>
| **Project Kickoff** | • Align on project roadmap and strategy  
• Assign key roles  
• Define project success metrics | 1 hr |
| **Model Design Session #1** | • Gather needs and requirements for models  
• Review samples of potential models, discuss benefits and risks | 2 hrs |
| **Model Design Session #2** | • Begin customizing models for each subject area and grade level | 2 hrs |
Leadership Training Session #1
• Best practices on leading remote teams (sharing information, clear roles and expectations, decision making processes) 2 hrs

Leadership Training Session #2
• Planning and facilitating virtual meetings 2 hrs

Project Team Retrospective
• Review finalized playbook, finalize plans for training on models
• Deliverable: Final draft of Instructional Models Playbook (includes subject specific models for K-2, 3-5, 6-8, 9-12) 1 hr

**Leader and Teacher Capacity Building | July 27 - September 3**
Goals: 1) Develop leader fluency of virtual and hybrid instructional practices, models and teacher supports 2) Develop teacher ability to plan for and implement virtual and hybrid models, including the use of virtual specific best practices to enhance learning with students

Weekly project team calls are included as part of the project.

<table>
<thead>
<tr>
<th>Touchpoints</th>
<th>Description or Deliverable</th>
<th>Timeline &amp; Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership Training Sessions</td>
<td><strong>Large Group Virtual PD Sessions: (6 x 2 hrs)</strong></td>
<td>6 x 2 hrs</td>
</tr>
</tbody>
</table>
| | • Virtual and hybrid models  
| | • Virtual instruction best practices (e.g., playlists)  
| | • Virtual and hybrid teacher support structures  
| | • All sessions will be recorded, all materials made available for asynchronous use | |
| Leadership Coaching Sessions | **Small Group Coaching and Planning Sessions: (6 x 90 minutes)** | 6 x 90 minutes |
| | • Small groups of 4-8 leaders  
| | • Tactical sessions focused on planning for launch of models  
| | • At least 2 small group sessions for each leader | |
| Teaching Training Sessions | **Large Group Virtual PD Sessions: (12 x 2 hrs)**  
Need to think about order of training; secondary already had training on Edgenuity, will continue to use; elementary will likely use different product  
Need to think about ordering of training modules, to not overwhelm teachers  
How can we differentiate models—for early adopters, encourage innovation, practice with peers—to simulate what the experience will be like (virtual simulation, fishbowl experience); engage early adopters as designers  
• Each teacher attends 3 sessions. Each session will be offered multiple times. Each session outlines action steps to work toward implementation.  
• Topics: Virtual and hybrid models, Virtual instruction best practices, planning for virtual and hybrid learning | 12 x 2 hours |
| School Team Coaching and Planning Sessions | **Small Group Planning Sessions for Cohorts of Schools: (12 x 90 min)**  
• Each school team attends one coaching session  
• Coaching sessions are differentiated, based on need, but hyper focused on tactical planning | 12 x 90 minutes |

**Pricing**
Total pricing for this project, including all workshop planning and facilitation and deliverable creation is $166,000.