



Dual Language Program Design & Implementation

Proposal Presented to:
Strong Start Academy Elementary School
Las Vegas, Nevada

December 2021

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PHILOSOPHY

Dual Language Education of New Mexico (DLeNM) is committed to supporting schools and districts in meeting the social, emotional, and academic needs of our culturally and linguistically diverse (CLD) students. As a non-profit founded by teachers and administrators, DLeNM understands the unique needs of the students, families, and educators in diverse linguistic and cultural settings.

DLeNM's work is grounded in a belief that it is the cultural change in educators' perspectives that will ensure that schools and classrooms support and nurture the cultural and linguistic assets their students bring with them. An asset-based approach to education values all students for what they bring to the classroom, as opposed to focusing on where there may be deficits. An asset-based approach is when every community is seen as having strengths and potential. Sociocultural competency, the third pillar of dual language education, underscores the importance of having an equitable lens and cultural sensitivity toward students, their families, and their communities.

All of DLeNM's training sessions are aligned with current dual language research and best instructional practices. DLeNM is a sole-source provider for a variety of its offerings, including. VISITAS™, CLAVES™, AIM4S3™, La Siembra™ & El Enriquecer™). The following graphic demonstrates how DLeNM's full-service offerings work together to help support the development of sustainable practices and capacity building.

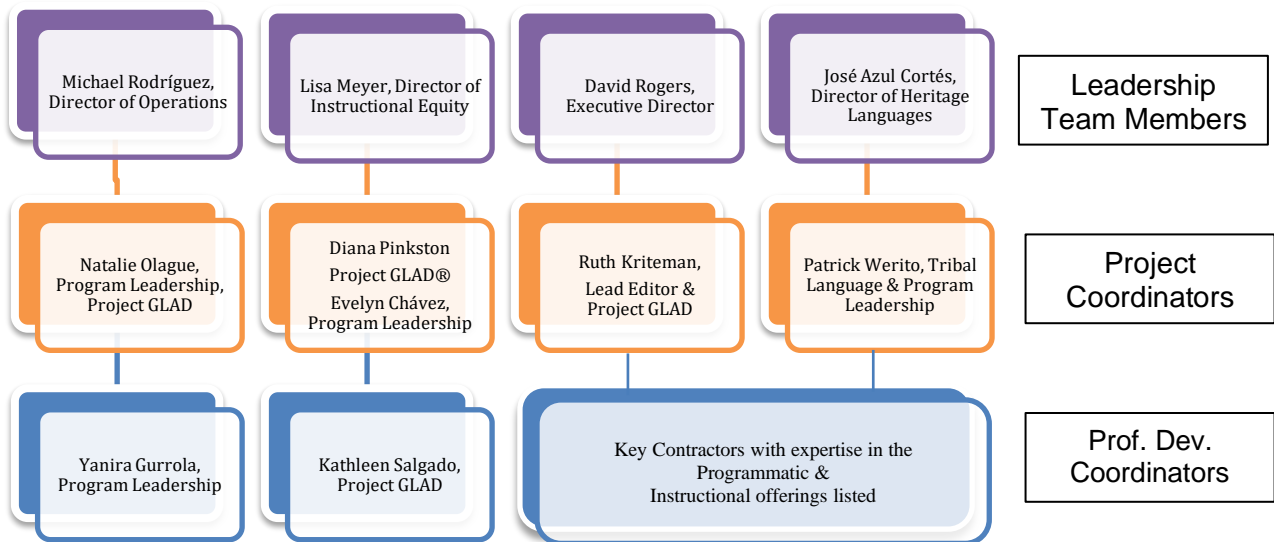


PROJECT TEAM ORGANIZATION

Leadership and Design

Below is an organizational chart demonstrating DLeNM staff who will be assigned (directly or indirectly) to work on the Contract. Staff members designated for on-site training will be chosen based on the target language(s) of instruction and individual needs of the communities that will be implementing the dual language program. DLeNM leadership will work with the identified schools, complex area(s) and HIDOE leadership to discuss any needed modifications to plans based on school-specific nuances. Michael Rodríguez, or his designee will serve as the main point of contact for the duration of the Contract.

DLeNM Organizational Chart of Staff Assigned to the Project



PROPOSED IMPLEMENTATION TIMELINE

Year 1

January 2022	February 2022	March 2022	April 2022	May 2022	June 2022	July 2022	August 2022	September 2022	October 2022	November 2022	December 2022
	Initial DL Pre-Planning		La Siembra DL Planning Retreat			DL Program Design Support					
				OCDE Preschool GLAD Training (all staff)			GLAD Curriculum & Unit Dev. Support				

Year 2

January 2023	February 2023	March 2023	April 2023	May 2023	June 2023	July 2023	August 2023	September 2023	October 2023	November 2023	December 2023
	DL Program Guidance	DL Sustainability Follow-Up				DL Program Design Support					
	GLAD Curriculum & Unit Dev. Support		GLAD Training (New Staff)				DL Essentials (new staff)		Site-Evaluation Visit		
					AIM4S ³ Training (Returning Staff)		GLAD Follow-Up (Returning Staff)				

Year 3

January 2024	February 2024	March 2024	April 2024	May 2024	June 2024	July 2024	August 2024	September 2024	October 2024	November 2024	December 2024
	DL Program Guidance	DL Sustainability Follow-Up					DL Essentials (new staff)				
	GLAD Curriculum & Unit Dev. Support		GLAD Training (New Staff)				GLAD Follow-Up (Returning Staff)				
					AIM4S ³ Training (New Staff)		AIM4S ³ Follow-Up (Returning Staff)				

End of Academic Year 2024-2025

January 2025	February 2025	March 2025	April 2025	May 2025	June 2025
	DL Sustainability Follow-Up			Wrap-Up/ Next Steps Meeting	
			GLAD Training (New Staff)		
				AIM4S ³ Training (New Staff)	
				AIM4S ³ Follow-Up (Returning Staff)	

PROGRAMMATIC SUPPORT DESCRIPTIONS

Initial Pre-Planning Meetings

DLeNM will provide district-specific pre-planning consultation services designated to support District and Program Leaders in:

- The guidance, design, and planning for program implementation.
- Development of a dual language planning-year timeline
- Answering of key questions to any issues that may arise
- Discussing Dual language essentials and structures in preparation of roll-out planning
- Determining drivers and barriers to a cohesive implementation K-12

To ensure that ownership of conversations and decisions lies with district personnel, DLeNM works to provide as much facilitation as deemed necessary for the productive engagement in discussions and decision-making conversations. The needed level of support for each session will be determined in collaboration with the designated program leader(s).

Dual Language Program Design Support & Guidance



Consultation with program implementation experts is designed to maintain a critical eye on the alignment of dual language goals and non-negotiables with the systems being developed and decisions being made at the district and school levels. DLeNM offers various options for planning sessions and facilitation of sub-committee or

district dual language planning committee meetings.

Consultation with School/Program Leaders

DLeNM will provide school-specific consultation services to the designated program leaders. Support is designed to:

- guide the development of a comprehensive timeline for ongoing system development that fosters program sustainability,
- answer key questions to school-specific issues that may arise,
- provide program design information and considerations, along with samples and examples from the field, and
- guide key decision making by providing perspective and best practices from other effective programs.

La Siembra™ Program Planning Retreat



La Siembra™, planting the seeds for effective dual language implementation, is a retreat designed to guide the facilitation of effective planning, preparation, and design of new/beginning dual language programs.

Facilitators guide leadership teams through the process of action planning to develop strong foundational program components within specific areas of program implementation, based on the Guiding Principles of Dual Language Education, 3rd Edition (2018)

The goal is for school teams to leave La Siembra™ with a clear direction for their program based on best practices and the next steps they need to take in order to build sustainability from the start. Participants will have the opportunity to study a number of concrete examples and tools for immediate use at the school site.

Retreats consist of:

- Two days of intensive training and planning with school/district leadership teams;
- A focus on creating program sustainability through capacity building with school community leadership;
- Identification and strengthening of essential components that ensure fidelity to implementation, and effective instruction;
- Discussion/action planning with the Guiding Principles for Dual Language Education; and
- Training and facilitation by experienced dual language administrators/teachers.

Day One of Self-Evaluation and Planning Retreat to include:

- Clarification of the program model and expectations set by district/school leadership
- In depth exploration of Dual Language Education program components: definition, non-negotiables, support systems, etc.
- Development/refinement of a dual language program mission statement at each school site
- Self-evaluation and development of a Curriculum Articulation Plan, with site action plans to ensure the strengthening and fidelity of implementation

Day Two of Self-Evaluation and Planning Retreat to include:

- Overview and discussion of metalinguistic skill development and sheltering for language learners
- Specific focus on biliteracy development within the selected program model
- Self-evaluation of Instructional Essentials for the dual language program.
- Action planning to ensure the effectiveness of dual language instructional strategies (sheltering/scaffolding), with a focus on peer interactions and teaching for transfer
- Communication/ marketing/advocacy plan to help communicate the purpose and benefits of dual language as well as district and site improvements in model design and implementation

School leadership participants consist of 6-10 members who are charged with directly supporting the dual language program, including: school administration, support specialists, and lead teachers. Community/parent leaders may also be considered.

District leadership personnel supporting the dual language program are encouraged to attend, as this helps with building sustainability (no additional cost).

Program Effectiveness Site-Evaluation Visit

Overview: As we collectively work towards high-quality, sustainable dual language programs and a K-12 pathway that supports these goals, there are three areas that demand our urgent attention: 1) cultural and linguistic equity and vitality including perceptions around language and culture learning; 2) family-school-community partnerships; and 3) leadership capacity-building.



Site evaluations are intended to provide a real-time profile of a school and/or district's program implementation. Information is gathered from interviews, classroom observations, and achievement data. This triangulated analysis affords participants the opportunity to identify program strengths and areas in need of improvement relative to program planning, implementation, and alignment. The resulting patterns of information can be used to identify next steps for novice and veteran dual language programs alike.

Objectives:

As part of the visit, participants will establish a baseline profile generated from classroom observation, and stakeholder interviews that are intended to reveal how:

- daily linguistic equity and vitality is supported,
- family-school-community partnerships are working, and
- collective knowledge and capacity building are being developed to support the school community with key decision making related to program expansion, and DLE instruction.

The baseline profile will focus on three specific areas derived from the Guiding Principles of Dual Language Education, 3rd Edition (2018):

- Program model: 1) instructional language and course offering 2) cross-content considerations - teacher planning and collaboration 3) horizontal and vertical alignment across classes and course offerings, etc.;
- Curriculum Components: 1) appropriate use of mandated curriculum 2) adequacy of instructional materials in both program languages 3) identification of additional curriculum and/or materials to ensure effective expansion of program; and

Instructional Expectations - use of: 1) sheltering/scaffolding of instruction 2) biliteracy approach 3) cross linguistic transfer.

Dual Language Program Sustainability Follow-Up Sessions



Although thoughtful program development is a necessary first step to choosing and designing a program model, program development also requires the constant care of and reflection on best practice, implementation, and continuous improvement. Our focused planning retreats help schools/districts understand that program sustainability is only realized when the ideals and commitments are owned by the entire school community. Sustainability Follow-Up Sessions consist of an in-depth look at factors leading to program sustainability among participating schools.

Although thoughtful program development is a necessary first step to choosing and designing a program model, program development also requires the constant care of and reflection on best practice, implementation and continuous improvement. Our focused planning retreats help schools/districts understand that program sustainability is only realized when the ideals and commitments are owned by the entire school community.

Sustainability Follow-Up Sessions consist of an in-depth look at factors leading to program sustainability among participating schools, through the lens of the [Guiding Principles for Dual Language Education \(2018\)](#).

Facilitated training and discussions designed to explore a number of topics:

- Considerations for sustainable practices
- Analysis of current systems and structures in place at the site/district levels
- Leveraging relationships and capacity building
- Reflection on realities, drivers, and barriers of program implementation

Review of site action plans to determine next steps.

Dual Language Essentials (New Staff)



Purpose: Much like the content covered in our La Siembra planning retreat, this is a facilitated training for newly hired dual language staff which is designed to explore critical systems leading to a sustainable dual language program. Conversations will be processed through the lens of the [Guiding Principles for Dual Language Education, 2018](#) while covering mission-specific components of the school's charter. The final agenda for the session will be developed in collaboration with the school leadership designee(s).

Topics to consist of:

- A dual language overview training, to ensure a common understanding of program features/options and relevant research.
- Analysis of current systems and structures in place that serve to ensure consistency within the dual language program.
- Reflection on realities, drivers, and barriers of program implementation

INSTRUCTIONAL SUPPORT DESCRIPTIONS

Project GLAD® and Preschool (Early Childhood) GLAD®



Description:

The OCDE Project GLAD® professional development model and instructional protocol provide professional growth opportunities for teachers and administrators to increase their effectiveness with English learners. Project GLAD® supports teachers in implementing a rigorous, standards-based curriculum that will promote students being bilingual, biliterate, bicultural, and ready to be productive members of a global, multicultural society. Instruction through Project GLAD® is based on research in the areas of language acquisition, primary language, how the brain learns, and literacy development.

Project GLAD® has been recognized as a model reform program by the California Department of Education (CDE), identified as a training model for multiple Achieving Schools and Distinguished School award winners, recommended as a K-8 project by the California State Superintendent of Schools for teachers of English learners, and highlighted as a “Best Practices” program for Title III professional development by CDE. For more information see <http://www.ocde.us/ProjectGLAD/Pages/default.aspx>.

We are proud to share a partnership with the National Training Center as a Project GLAD® **Regional Training Center**.



Description:

Preschool GLAD®, or early childhood GLAD, is about creating a rich environment of language, ideas, and concepts. Preschool, kindergarten, and first-grade students engage in learning at their own entry points and are given multiple ways to respond. This model fosters a success-based, interactive environment that stresses cross-cultural respect and sensitivity and that values the family, community, and language of the child. Intentionally creating language-rich environments for our early childhood English language learners takes time and effort. Preschool GLAD® engages participants in thinking about how children learn language and introduces successful research-based strategies for creating a language-rich setting that is alive with words, aloud with language, and results in language-rich learning.

Note: With beginning a dual language program K-2, early childhood GLAD could be an option for second as well. We would extend the strategies so teachers could see how to use them in second to develop language and literacy in both languages.

Customized Follow-Up:

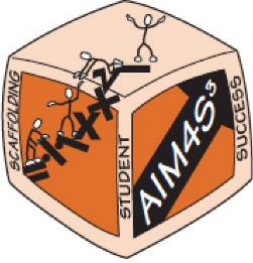
OCDE Project GLAD® Customized Follow-up and Professional Learning provides customized training and support to elevate GLAD® instruction and implementation. This differentiated model can support collaboration, practice with the strategies, modeling, co-teaching, coaching, and planning and preparation sessions. This follow-up support is designed to meet the specific needs of your school community.

Project GLAD® Curriculum & Unit Development Support



Description: Project GLAD® and Early Childhood GLAD units are designed in an instructional sequence that moves students from teacher-directed, introductory learning strategies to team and individual activities that promote self-direction and regulation, relevancy and, accountability. In these sessions, DLeNM GLAD® trainers work with grade-level teams to design a thematic, standards-based unit that integrates key GLAD® strategies with the Science or Social Studies and Language Arts curriculum that their school is using. The end result is a 4-6-week thematic unit that is engaging, rigorous and relevant to the students and community. Based on this experience, schools can put a plan in place for grade-level teams/PLCs to continue with or without the support of GLAD® trainers.

Achievement Inspired Mathematics for Scaffolding Student Success (AIM4S^{3™})



Description:

Achievement Inspired Mathematics for Scaffolding Student Success provides a framework of instructional components that shelters mathematics content to make it comprehensible and accessible to all students, with a specific focus on English learners (ELs) and students who struggle with math. AIM4S^{3™} is a powerful framework that supports teachers in planning and implementing the Common Core State Standards and can be utilized with any mathematics program and targets teachers in kindergarten through middle school. It is also a good match for high

school teachers working with newcomer students or open to teaching in non-traditional ways.

The six-day Level I AIM4S^{3™} training includes embedded theory and research as well as classroom demonstrations, strategies, facilitated planning for teachers, implementation support, and online publications and videos. This training is typically done in three two-day sessions to give teachers the opportunity to go back and use strategies in their classrooms between sessions. There are some creative alternatives that we have done to support schools in training their entire staffs.

The training specifically provides tools and strategies to support teachers with:

- Meeting the needs of language learners and students who struggle with math using scaffolding and sheltering strategies to support both content understanding and language development;
- Planning using the CCSSM, assessment data and district resources to specifically address the needs of students and increase proficiency levels; and
- Using formative assessment data to inform grade-level core instruction and provide timely, well-developed interventions.

Customized Follow-Up to Level I Training:

Site-based or virtual follow-up trainings are differentiated to meet the needs of the individual teacher, school, and district implementing AIM4S^{3™}. This offering can include sessions to deepen and strengthen mathematical understandings, classroom demonstrations, teacher observations with supportive feedback, and work sessions to plan CCSSM units or develop Compendia. DLeNM's observational protocol, VISITAS, is often utilized to support teachers in participating in peer observations and identifying instructional next steps to support deeper student learning.

COST PROPOSAL

DLeNM proposes to offer the following consultation and planning services, which are designed to promote effective planning, implementation and program sustainability. The information below lists anticipated costs associated with a three-year (plus six month) partnership. Changes to the proposed schedule can be made based on local needs.

DLeNM understands the complexities of implementation and allows for flexibility within the scope of work, provided that key training sessions and events critical to program success are retained. Any modifications to the proposed sequence, content and implementation will be negotiated and documented prior to that section of the work beginning.

Individual Training Session Costs (colors correspond to proposed timeline)

Proposed Year 1 Services: January-December 2022

Initial Pre-Planning Sessions (ONLINE)					
Service	Unit	Qty.	Unit Cost	Total Price	Notes
(Virtual) Planning Sessions	Each	8	\$300	\$2,400	1 hr. sessions
Total Cost for Offering				\$2,200	

La Siembra Program Planning Retreat					
Service	Unit	Qty.	Unit Cost	Total Price	Notes
Two-Day Retreat	School	1	\$7150	\$7,150	
Travel Costs	Trainer	2	\$1235	\$2,470	2 facilitators @2 days
Total Cost for Offering				\$9,620	

Dual Language Program Design Support & Guidance (ONLINE)					
Service	Unit	Qty.	Unit Cost	Total Price	Notes
(Virtual Design Support) Consultation w/ Program Leaders	Each	10	\$300	\$3,000	Hourly (July-October 2022)
Total Cost for Offering				\$3,000	

OCDE Preschool/Early Childhood GLAD Training (all staff)					
Service	Unit	Qty.	Unit Cost	Total Price	Notes
Part 1: One-day Research & Theory Workshop* and Part 2: 4-Day Classroom Demonstration:	School Team	1	\$16,125	\$16,125	Up to 15 participants
Travel Costs	Trainer	2	\$2232	\$4,465	2 facilitators @5 days
Total Cost for Offering				\$20,590	

GLAD Curriculum & Unit Development Support (ONLINE)					
Service	Unit	Qty.	Unit Cost	Total Price	Notes
Virtual Collaborative Unit Development Sessions Year I: K-2	Session	9	\$790	\$7,110	Hourly Sessions
Total Cost for Offering				\$7,110	

**If the school can help us fill spots from surrounding schools/districts, DLeNM can make this on-site training series more affordable to you.*

Proposed Year 2 Services: January- December 2023

Dual Language Program Design Support & Guidance (ONLINE)					
Service	Unit	Qty.	Unit Cost	Total Price	Notes
(Virtual Program Guidance) Consultation w/ Program Leaders	Each	5	\$300	\$1,500	Hourly (Jan-Feb 2023)
(Virtual Design Support) Consultation w/ Program Leaders	Each	10	\$300	\$3,000	Hourly (July-October 2023)
Total Cost for Offering				\$4,500	

Sustainability Follow-Up Session					
Service	Unit	Qty.	Unit Cost	Total Price	Notes
One-Day Session	Day	1	\$7150	\$7,150	
Travel Costs	Trainer	2	\$902.50	\$1,805	2 facilitators @1 day
Total Cost for Offering				\$8,955	

Dual Language Essentials for New Staff (Online)					
Service	Unit	Qty.	Unit Cost	Total Price	Notes
(Virtual) Training Session	Each	1	\$4600	\$4,600	6-Hour Session
Total Cost for Offering				\$4,600	

Program Effectiveness Site-Evaluation Visit					
Service	Unit	Qty.	Unit Cost	Total Price	Notes
On-Site Evaluation Visits	Day	1	\$7150	\$7,150	
Travel Costs	Trainer	2	\$902.50	\$1,805	2 facilitators @1 day
Total Cost for Offering				\$8,955	

OCDE Project GLAD Training*					
Service	Unit	Qty.	Unit Cost	Total Price	Notes
Part 1: Research & Theory Workshop	School Team	1	\$16,125	\$16,125	Up to 15 participants
Travel Costs	Trainer	2	\$1235	\$2,470	2 facilitators @2 days
Part 2: 4-Day Classroom Demo	School Team	1	included	Included	Up to 15 participants
Travel Costs	Trainer	2	\$1900	\$3,800	2 facilitators @4 days
Total Cost for Offering				\$22,395	

GLAD Curriculum & Unit Development Support (ONLINE)					
Service	Unit	Qty.	Unit Cost	Total Price	Notes
Virtual Collaborative Unit Development	Session	9	\$790	\$7,110	Hourly Sessions
Total Cost for Offering				\$7,110	

GLAD Follow-Up Training for Returning Staff (ONLINE)					
Service	Unit	Qty.	Unit Cost	Total Price	Notes
Virtual Training	Session	9	\$790	\$7,110	1.5- 3 Hour Sessions
Total Cost for Offering				\$7,110	

**If the school can help us fill spots from surrounding schools/districts, DLeNM can make this on-site training series more affordable to you. Alternatively, your staff members could attend one of our local training sessions, which would require you to pay their travel and an individual registration price of \$1075 each.*

AIM4S ³ Level I Training Six Day Training					
Service	Unit	Qty.	Unit Cost	Total Price	Notes
Individual Registration	School Team	1	\$18900	\$18,900	Up to 15 participants
Travel Costs (3 trips–2 days per trip throughout year)	Trainer	2	\$2705	\$5,410	2 facilitators x 3 trips Timing of trips TBD
Total Cost for Offering				\$24,310	

Proposed Year 3 Services: January- December 2024

Dual Language Program Design Support & Guidance (ONLINE)					
Service	Unit	Qty.	Unit Cost	Total Price	Notes
(Virtual Program Guidance) Consultation w/ Program Leaders	Each	5	\$300	\$1,500	Hourly (Jan-Feb 2024)
Total Cost for Offering				\$1,500	

Sustainability Follow-Up Session spring					
Service	Unit	Qty.	Unit Cost	Total Price	Notes
One-Day Session	Day	1	\$7150	\$7,150	
Travel Costs	Trainer	2	\$902.50	\$1,805	2 facilitators @1 day
Total Cost for Offering				\$8,955	

Dual Language Essentials for New Staff (Online)					
Service	Unit	Qty.	Unit Cost	Total Price	Notes
(Virtual) Training Session	Each	1	\$4600	\$4,600	6-Hour Session
Total Cost for Offering				\$4,600	

GLAD Curriculum & Unit Development Support (ONLINE)					
Service	Unit	Qty.	Unit Cost	Total Price	Notes
Virtual Collaborative Unit Development Sessions	Session	9	\$790	\$7,110	Hourly Sessions
Total Cost for Offering				\$7,110	

OCDE Project GLAD Training for New Staff*					
Service	Unit	Qty.	Unit Cost	Total Price	Notes
Part 1: Research & Theory Workshop	School Team	1	\$16,125	\$16,125	Up to 15 participants
Travel Costs	Trainer	2	\$1235	\$2,470	2 facilitators @2 days
Part 2: 4-Day Classroom Demonstration	School Team	1	included	Included	Up to 15 participants
Travel Costs	Trainer	2	\$1900	\$3,800	2 facilitators @4 days
Total Cost for Offering				\$22,395	

**If the school can help us fill spots from surrounding schools/districts, DLeNM can make this on-site training series more affordable to you. Alternatively, your staff members could attend one of our local training sessions, which would require you to pay their travel and an individual registration price of \$1075 each.*

GLAD Follow-Up Training for Returning Staff (ONLINE)					
Service	Unit	Qty.	Unit Cost	Total Price	Notes
Virtual Training	Session	9	\$790	\$7,110	Hourly Sessions
Total Cost for Offering				\$7,110	

AIM4S ³ Level I Training for New Staff (ONLINE)					
Service	Unit	Qty.	Unit Cost	Total Price	Notes
Individual Virtual Registration	Participant	4	\$1260	\$5,040	New teachers would attend virtual 6-day training
Total Cost for Offering				\$5,040	

AIM4S ³ Follow-Up Training for Returning Staff **					
Service	Unit	Qty.	Unit Cost	Total Price	Notes
On-site Support– 2-day visits	Session	2	\$4700	\$9,400	Support with 2 smaller groups x 1 day each
Travel Costs	Trainer	1	\$1410	\$2,820	1 facilitator x 2 days x 2 trips
Total Cost for Offering				\$12,220	

*** Virtual training option is also available*

Proposed End of Academic Year 2024-2025 Services: Jan-June 2025

Sustainability Follow-Up Session Spring 2025					
Service	Unit	Qty.	Unit Cost	Total Price	Notes
One-Day Session	Day	1	\$7150	\$7,150	
Travel Costs	Trainer	2	\$902.50	\$1,805	2 facilitators @1 day
Total Cost for Offering				\$8,955	

OCDE Project GLAD Training for New Staff* 2025					
Service	Unit	Qty.	Unit Cost	Total Price	Notes
Part 1: Research & Theory Workshop	School Team	1	\$16,125	\$16,125	Up to 15 participants
Travel Costs	Trainer	2	\$1235	\$2,470	2 facilitators @2 days
Part 2: 4-Day Classroom Demonstration	School Team	1	included	Included	Up to 15 participants
Travel Costs	Trainer	2	\$1900	\$3,800	2 facilitators @4 days
Total Cost for Offering				\$22,395	

**If the school can help us fill spots from surrounding schools/districts, DLeNM can make this on-site training series more affordable to you. Alternatively, your staff members could attend one of our local training sessions, which would require you to pay their travel and an individual registration price of \$1075 each.*

AIM4S ³ Level I Training for New Staff (ONLINE)					
Service	Unit	Qty.	Unit Cost	Total Price	Notes
Individual Virtual Registration	Participant	4	\$1260	\$5,040	New teachers would attend virtual 6-day training
Total Cost for Offering				\$5,040	

AIM4S ³ Follow-Up Training for Returning Staff **					
Service	Unit	Qty.	Unit Cost	Total Price	Notes
On-site Support– 2-day visits	Session	2	\$4700	\$9,400	Support with 2 smaller groups x 1 day each
Travel Costs	Trainer	1	\$1410	\$2,820	1 facilitator x 2 days x 2 trips
Total Cost for Offering				\$12,220	

*** Virtual training option is also available*

Total Cost by Year:

Year 1 (January- December 2022): \$42,520

Year 2 (January- December 2023): \$87,935

Year 3 (January 2024-June 2025): \$68,930

End of Academic Year (2024-2025): \$48,610

Note: The offerings listed are provided based on timelines and practices of high-functioning dual language programs across the country. DLeNM is happy to negotiate additional or fewer sessions based on your needs. While our fee schedule is subject to change over the next few years, the above quoted prices will remain constant for the duration of your contract.

-----END-----

Strong Start Academy New Teacher Support & Induction

December 9, 2021

Introduction

Year after year, schools struggle to find enough high-quality teachers. As veteran educators retire, universities and preparation programs graduate fewer new teachers, and community needs shift, school systems face fierce competition for individuals with the skills and mindsets needed to succeed in the classroom. A lack of racial and ethnic diversity in the teacher workforce adds to this challenge, especially for systems that serve large numbers of students of color and want to build instructional teams that reflect their student populations. To ensure every student has access to diverse, effective teachers, school systems need a strong talent strategy, that is grounded in data and driven by a commitment to providing every student with excellent educational opportunities.

Across the country, schools, districts and LEAs hire hundreds of thousands of new teachers every year,ⁱ and at least 10% of the teacher workforce is comprised of new educators.ⁱⁱ Most school districts devote significant resources to systems, structures, and personnel that support new teachers, yet still struggle to develop and retain effective new teachers, with 44% of new teachers leaving the profession within their first five years in the classroom.ⁱⁱⁱ Furthermore, much of the professional development available to teachers does not lead to meaningful improvement^{iv} and poor school cultures, working conditions, and lack of support drive away great teachers, including novices.^v

When it comes to developing and retaining novice teachers, early, effective support is critical. Research tells us that high-quality new teacher induction programs can accelerate the growth of novice teachers,^{vi} and can lead to higher teacher satisfaction, commitment, and retention, as well as improved instruction and student achievement. Similarly, effective mentorship during a clinical experience can improve novice teacher effectiveness and retention.^{vii} Yet despite these known benefits, many school systems lack the capacity to develop a strong induction and mentoring program. By providing a new teacher support and induction program that includes training districts on TNTP's coaching model, we can not only improve student experiences and achievement but can also help districts retain higher performing new teachers.

Teacher Onboarding & Induction

Approach:

TNTP has over 20 years of experience training teachers, and we have learned a lot about teacher growth and development along the way. In our national report [Leap Year](#), we explain why the first year is the most important year in a teacher's career. In [The Mirage](#), we explored what it truly takes to help teachers improve their practice. In our most recent report, [The Opportunity Myth](#), we found that schools with a consistent focus on high student expectations *and* strong supports for staff to teach toward high expectations were most likely to provide high-quality experiences for students. From our research and work in the field, we have seen that teachers who make a strong start are more likely to remain successful over time, and that, as a field, we have made some misplaced assumptions about what helps teachers to improve. A well-designed new teacher induction series can support in ensuring teachers who are new to the profession or new to the school get off to a strong start, feel connected to their work, and are retained over time.

Informed by our national research and prior work in the field, TNTP proposes to design and facilitate a professional learning experience that will prepare new teachers to be successful in the charter school launched by the City of Las Vegas. In close partnership with key stakeholders, TNTP will create a tailored scope and sequence for learning a group of teachers new to the school.

TNTP will build capacity among teachers to implement effective student engagement practices and rigorous, equitable, and standards-aligned instruction in core subjects. While we will differentiate sessions to build upon teachers' existing skills and strategically push their professional learning, we will prioritize shared learning and foundational skills related to the following topics:

- School vision for instructional excellence and student experience

- Instructional rigor and expectations of Nevada Academic Content Standards in core subjects
- Planning and implementing strong instruction in core subjects
- Analyzing instructional tasks and student work to ensure access to grade-appropriate assignments
- Working in Professional Learning Communities

Each professional learning session will be highly collaborative, including a balance of direct instruction, practical application, and reflection to ensure teachers have time to process and internalize new learning. TNTP will work with school leaders to determine an appropriate training schedule given the school calendar, as well as a content focus that aligns with priorities for teacher development.

Timeline:

Given that the school will be new, much of the content related to the school’s vision and instructional approach will need to be created from scratch and/or highly customized. ***Given this, we estimate that it will take a month for TNTP staff to design all session content and materials, one week to prep, and then two days for facilitation and wrap-up. There will be a final virtual 90 minute coaching session with the school leader to debrief and outline potential next steps in professional learning. The specific dates will be dependent upon the school calendar.***

Budget:

The cost for designing and leading teacher induction is **\$24,568**. This includes TNTP staff members who will work with school leaders to design and lead a two-day teacher induction program, travel, and program supplies.



TNTP PROJECT BUDGET		Cost
Program Staff		\$20,888
Program Expenses		\$3,680
TOTAL	\$	24,568

i “Mobility in the Teacher Workforce: How Many New Teachers Are Hired in a Year?” National Center for Education Statistics. 2005. <https://nces.ed.gov/programs/coe/analysis/2005-sa02.asp>. Accessed 5 May 2020.

ii Rebora, Anthony and Stephen Sawchuk. “New Teachers Make Up a Significant Segment of Profession.” Education Week. 4 October 2016. <https://www.edweek.org/ew/articles/2016/10/05/new-teachers-make-up-a-significant-segment.html>. Accessed 5 May 2020.

iii Kraft, Matthew A., David Blazer, and Dylan Hogan. “The Effect of Teacher Coaching on Instruction and Achievement: A Meta-Analysis of the Causal Evidence.” Review of Educational Research, vol. 88 no. 4, pp 547-588. https://scholar.harvard.edu/files/mkraft/files/kraft_blazar_hogan_2018_teacher_coaching.pdf. Accessed 5 May 2020.

vi Moir, Ellen. "Accelerating Teacher Effectiveness: Lessons Learned from Two Decades of New Teacher Induction." Kappan, vol. 91, no. 2, 2009, pp. 14-21. <https://www.oregon.gov/ode/schools-and-districts/grants/mentoring/Documents/accelerating-teacher-effectiveness.pdf>. Accessed 5 May 2020.

vii Ronfeldt, Matthew, Stacey L. Brockman, and Shanyce L. Campbell. "Does Cooperating Teachers' Instructional Effectiveness Improve Preservice Teachers' Future Performance?" Educational Researcher, vol 47, no. 7, 2018, pp. 405-418. <https://journals.sagepub.com/doi/10.3102/0013189X18782906#articleCitationDownloadContainer>. Accessed 5 May 2020.



Scope of Services

rev. December 13, 2021



Strong Start Academy

Pricing for



Most Popular Pricing Plan

Two Year Agreement	
City of Las Vegas Charter School	
Tier 3 - up to 49 employees	
2 Year Agreement	\$ 7,176.00
One Time HR Set Up Fee	\$ 1,000.00
20% Annual Service Discount	\$ (1,440.00)
100% Set Up Fee Discount	\$ (1,000.00)
Amount Due	\$ 5,736.00

One Year Agreement

City of Las Vegas Charter School	
Tier 3 - up to 49 employees	
1 Year Agreement	\$ 3,588.00
One Time HR Set Up Fee	\$ 1,000.00
20% Annual Service Discount	\$ (720.00)
0% Set Up Fee Discount	\$ -
Amount Due	\$ 3,868.00

*Annual renewal of service is currently \$2,868.
This service charge is subject to change at the time of renewal.*

Recommended Add-On

Annual Core Compliance Training Bundle

<i>Considered an HR Best Practice every organization should implement</i>	
Sexual Harassment Prevention	
Workplace Safety	
Business Ethics	
Preventing Workplace Violence	
25 Employees	\$ 1,000.00

**Can be added at any time*
Bundle of 4 = \$40 per employee
A la carte trainings = \$12.50 per employee*

Upon confirmation of payment, we will get you scheduled with your dedicated HR Manager in order to begin your onboarding and implementation process.

Your implementation call is scheduled immediately and takes place within 3-5 business days, or at your convenience.

Bambee Compared to the Other Options

Two Year Investment	Bambee	Hiring a W2 HR Manager	Outsourced HR Consultant	Median Cost of a Wrongful Termination Dispute
Total Investment	\$5,736	\$85,000 + payroll tax and benefits per year	\$60,000 - \$120,000 (\$200/hr)	\$54,000

What will Bambee do for



?



Craft HR Policy & Procedures



Employer Coaching & Guidance



Compliant Onboarding & Terminations



General & Compensation Compliance

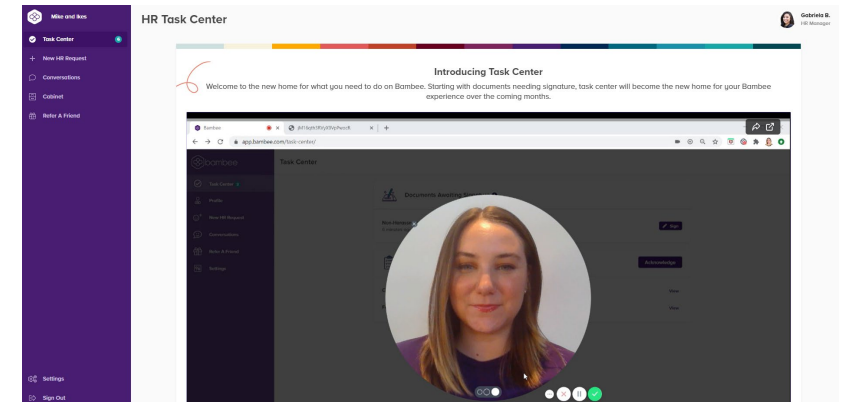
COMPREHENSIVE HR AUDIT



STAFF MANAGEMENT

A staff management card for Tina Mullens, Jr. Account Executive. It features a profile picture, a "MANAGER" badge, and a progress bar showing 10 documents sent and 7 signed.

HR TECHNOLOGY PORTAL



What can Bambee take off your plate?

HR Research & Compliance

- HR Policies
- Wage & Hour
- Labor Code
- OSHA
- EEOC
- 1099 Classification

Hiring & Onboarding

- Job Descriptions
- Hiring/Interviewing Best Practices
- Offer Letters
- Automated & Consistent Onboarding Process

Performance Management

- Monthly Report Cards
- Annual Reviews
- Corrective Actions
- All Documentation Stored in Employee Folders

Terminations

- Risk Assessments
- Unemployment Benefits
- Requirements at Termination

Employee Support

- First Point of Contact for Employees
- HR Coaching & Guidance for Management
- Compliance Training*

*Training Modules provided at an additional cost

Bambee Compared to the Possible Fines and Penalties

There are 6 errors shown below. Can you identify them?



Employment Eligibility Verification
Department of Homeland Security
U.S. Citizenship and Immigration Services

USCIS
Form I-9
OMB No. 1615-0047
Expires 10/31/2022

► **START HERE:** Read instructions carefully before completing this form. The instructions must be available, either in paper or electronically, during completion of this form. Employers are liable for errors in the completion of this form.

ANTI-DISCRIMINATION NOTICE: It is illegal to discriminate against work-authorized individuals. Employers **CANNOT** specify which document(s) an employee may present to establish employment authorization and identity. The refusal to hire or continue to employ an individual because the documentation presented has a future expiration date may also constitute illegal discrimination.

Section 1. Employee Information and Attestation (Employees must complete and sign Section 1 of Form I-9 no later than the first day of employment, but not before accepting a job offer.)

Last Name (Family Name)		First Name (Given Name)		Middle Initial	Other Last Names Used (if any)	
BAEZ		CARITINA				
Address (Street Number and Name)			Apt. Number	City or Town	State	ZIP Code
123 MAIN ST				LOS ANGELES	CA	90013
Date of Birth (mm/dd/yyyy)	U.S. Social Security Number		Employee's E-mail Address		Employee's Telephone Number	
01/05/89	123 - 45 - 6789				213-555-1234	

I am aware that federal law provides for imprisonment and/or fines for false statements or use of false documents in connection with the completion of this form.

I attest, under penalty of perjury, that I am (check one of the following boxes):

<input checked="" type="checkbox"/> 1. A citizen of the United States
<input type="checkbox"/> 2. A noncitizen national of the United States (See instructions)
<input type="checkbox"/> 3. A lawful permanent resident (Alien Registration Number/USCIS Number):
<input type="checkbox"/> 4. An alien authorized to work until (expiration date, if applicable, mm/dd/yyyy): Some aliens may write "N/A" in the expiration date field. (See instructions)

1 Error, 1 Employee
Fine = \$1,404

1 Error, 5 Employees
Fine = \$7,020

1 Error, 20 Employees
Fine = \$28,080

1 Error, 50 Employees
Fine = \$70,200

What happens if you Misclassify an Employee?

Department of Labor find that it was *"Unintentional"*

- A \$50 fee for each W-2 that was not filed
 - 1.5% of the EE's wages, plus interest
- 40% of the EE's FICA (SS and Medicare) contributions
 - 100% of the ER's matching FICA contributions

Department of Labor finds that it was *"Intentional"*

- 20% of all EE wages paid, plus interest
- 100% of FICA contributions for both EE and ER
- Up to \$1,000 in criminal penalties *per* misclassified EE
 - Up to 1 year in prison

Can you Make Sense of 19 Separate “Leave Laws”?

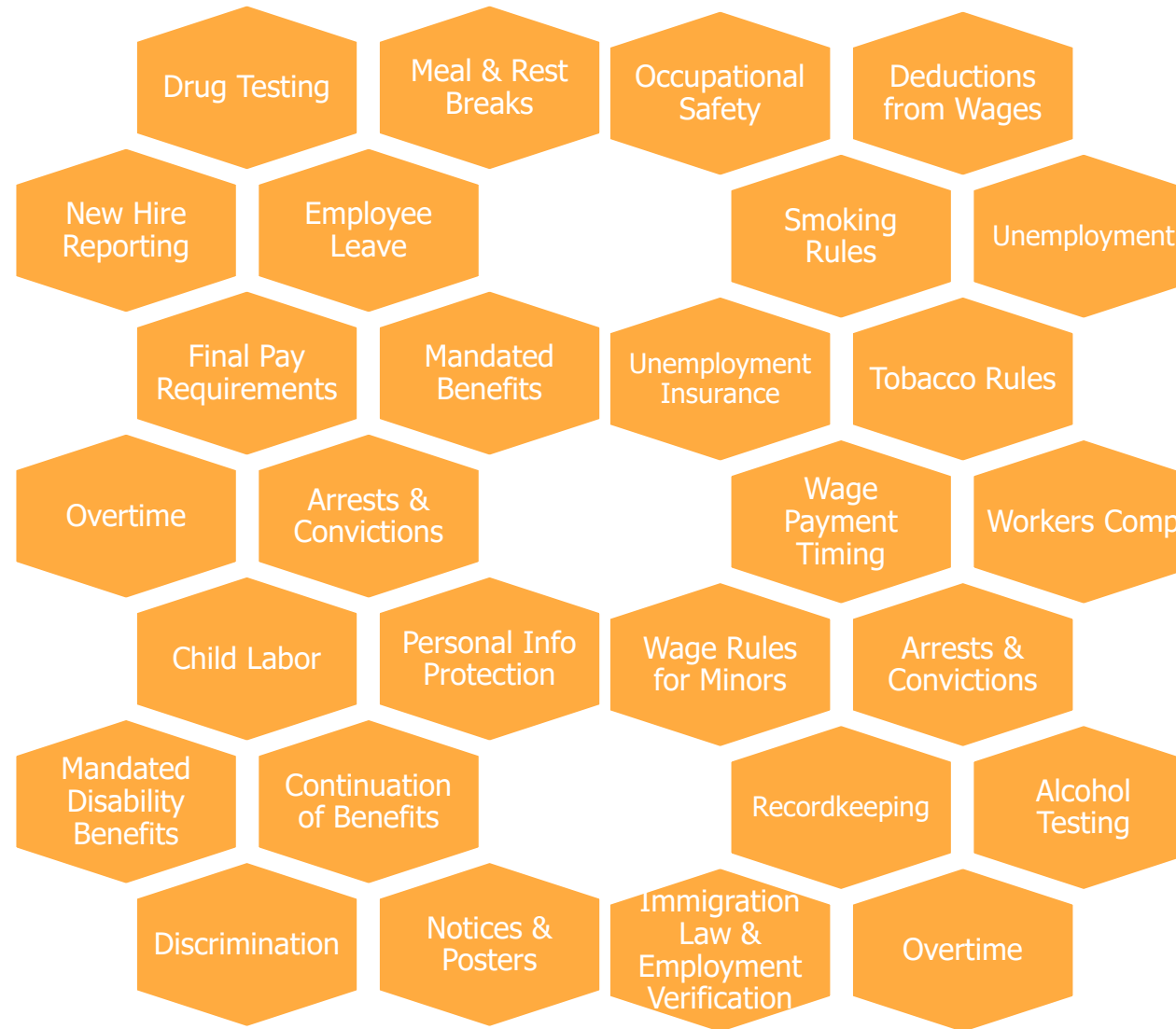
Compliance is No Joke!

There are 19 Different Leave Laws employers need to follow in order to be compliant

Bereavement Leave Blood/Bone Marrow/Organ Donation Leave Court Attendance/Witness Leave Crime/Victims' Leave Domestic/Sexual Violence Victims' Leave/Election Officials' Leave/Family and Medical Leave/Family Military Leave/Jury Duty Leave/Legislative/Political Leave/Military Service/Veterans' Leave/Paid Family Leave/Paid Sick Leave/Pregnancy Disability Leave/Public Health Emergency (Quarantine/Isolation) Leave/School Activities/Visitation Leave/Volunteer Emergency Responder Leave/Voting Leave/Additional Leave Protections

Each of these compliance regulations are not only Federal, but also state specific, and in some cases even specific to the Municipal Level. This is just for Leave Laws!!!

How Many Other Laws Do You Need to be Compliant With?



Your Dedicated HR Manager, NO It's Not a Call Center

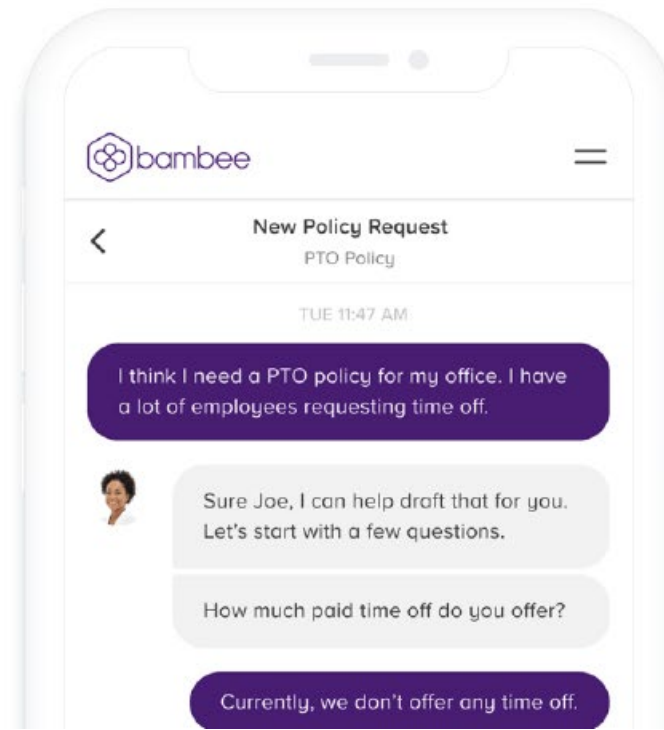


Dedicated HR Manager

Your Bambee HR Manager is there for you and your business. They are available to both you and your employees via phone, email, and direct chat. Stop Googling risky compliance questions and ask your HR Manager instead; available to you and your employees on an unlimited basis.



Ashley Medows
5 Years Experience
✓ Bambee Certified



Implementation and *Ongoing* Support

Week 1

Immediate protection for small companies most critical policy needs.

Comprehensive HR audit with your dedicated HR Manager to identify HR risks and gaps.

Business Health Score derived from your Audit to give you a tangible starting point for your HR strategy.



Week 2-4

Customized policies for your specific business needs.

Employee guidance and support for policy signing process and HR questions.

Continuous, guidance, and support for all other HR related issues.



Best in class *ongoing* HR support

Your dedicated HR manager is available on a daily basis just like they would be in your office. The Bambee HR manager is able to answer any questions or concerns that you may have.

On Day 1, We Provide Essential Documents for Immediate Protection



Core Protective Documents™

Bambee's Core Protective Documents™ protect you against the highest risk HR situations. Keep your business and your employees safe with anti-harassment, workplace safety, and state-specific required documents.

Created: 5/10/2020



Version 1

California Anti-Harassment and Complaint Procedure

Spruce Biosciences does not tolerate and prohibits discrimination, harassment or retaliation of or against job applicants, contractors, interns, volunteers or employees by another employee, supervisor, vendor, customer or any third party on the basis of race, religious creed, color, age, sex, sexual orientation, gender, gender identity, gender expression, national origin, ancestry, marital status, medical condition as defined by state law (cancer or genetic characteristics), disability, military and veteran status, pregnancy, childbirth and related medical conditions, or any other characteristic protected by applicable federal, state or local laws and ordinances. {{company.name}} is committed to a workplace free of discrimination, harassment and retaliation.

Discrimination Defined: Discrimination under this policy means treating differently or denying or granting a benefit to an individual because of the individual's protected

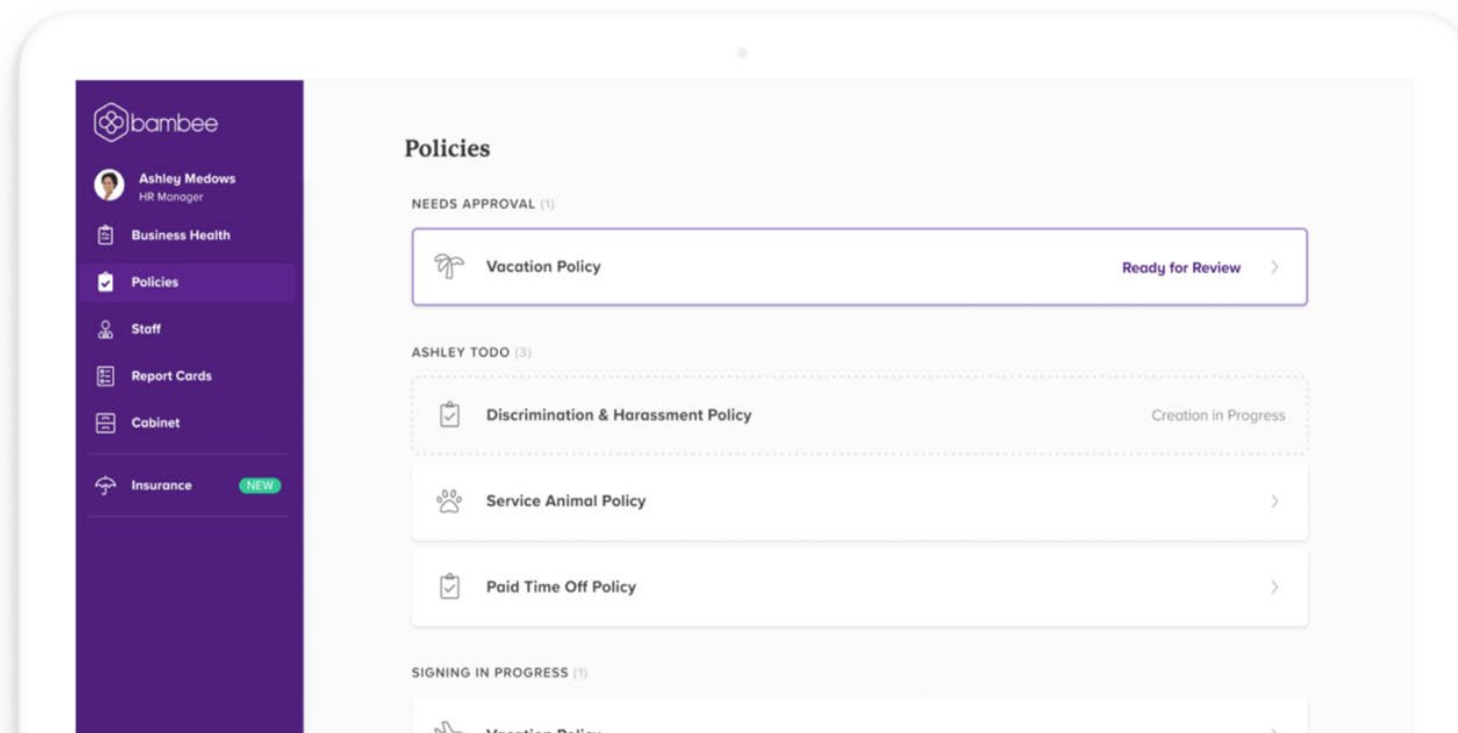


Policies are Crafted to Suit the Needs and Nuances of Your Business



Custom Business Policies

Your business is unique; your policies should reflect that. Your HR Manager will craft custom business policies to make sure your business runs the way you want it to, while also maintaining complete compliance.



Secure, Paperless Signatures on HR Documents from Anywhere



Secure Electronic Signatures

Electronically collect signatures, maintain accurate records, and effortlessly on-board and off-board with Bambee E-Sign™. Streamline onboarding to spend more time training new employees and waste less time on administrative overhead.

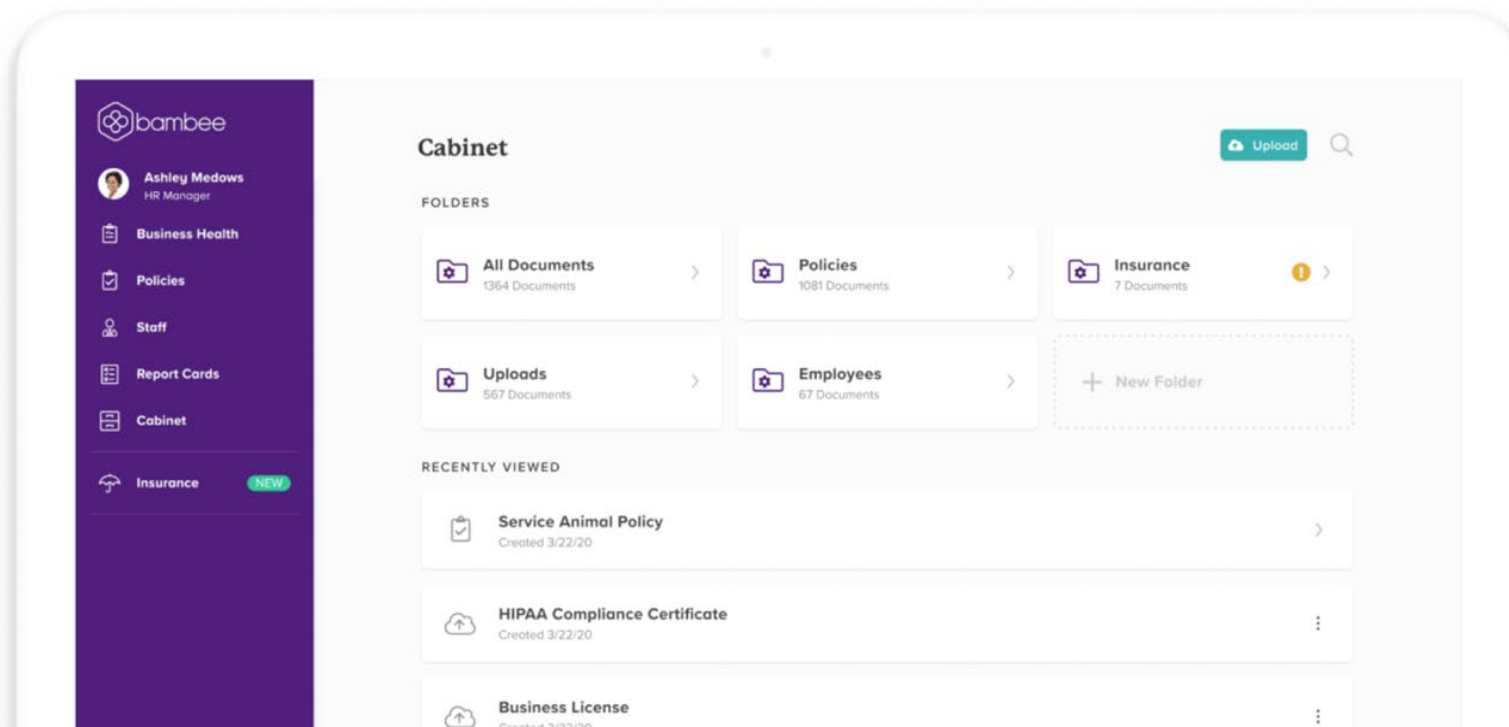
A screenshot of a digital I-9 form interface. The form is titled "I9 Form" in the top left corner. The main content area displays the official USCIS Form I-9, "Employment Eligibility Verification" from the Department of Homeland Security. The form includes the USCIS logo, the title "Employment Eligibility Verification", the department name, and the USCIS logo and "Form I-9" text. Below this, there are instructions and an anti-discrimination notice. The form is divided into sections, with "Section 1. Employee Information and Attestation" highlighted. This section contains fields for: Last Name (Family Name), First Name (Given Name), Middle Initial, Other Last Names Used (if any), Address (Street Number and Name), Apt. Number, City or Town, State, ZIP Code, Date of Birth (mm/dd/yyyy), U.S. Social Security Number, Employee's E-mail Address, and Employee's Telephone Number. At the bottom of the form, there is a statement: "I am aware that federal law provides for imprisonment and/or fines for false statements or use of false documents in connection with the completion of this form." A large, semi-transparent signature box is overlaid on the bottom right of the form. It features a pencil icon and the text "CLICK TO SIGN". A red ribbon graphic is attached to the right side of this box. In the bottom left corner of the signature box, there is a small 'X' icon and a dashed line.

The HR Cabinets Secures and Stores Sensitive HR Files



HR Cabinet in the Cloud

Bambee is your virtual filing cabinet for all compliance files. Gone are the days of having to keep files under lock and key. The Secure Document Cabinet™ makes sure everything important is always available whenever you need it.

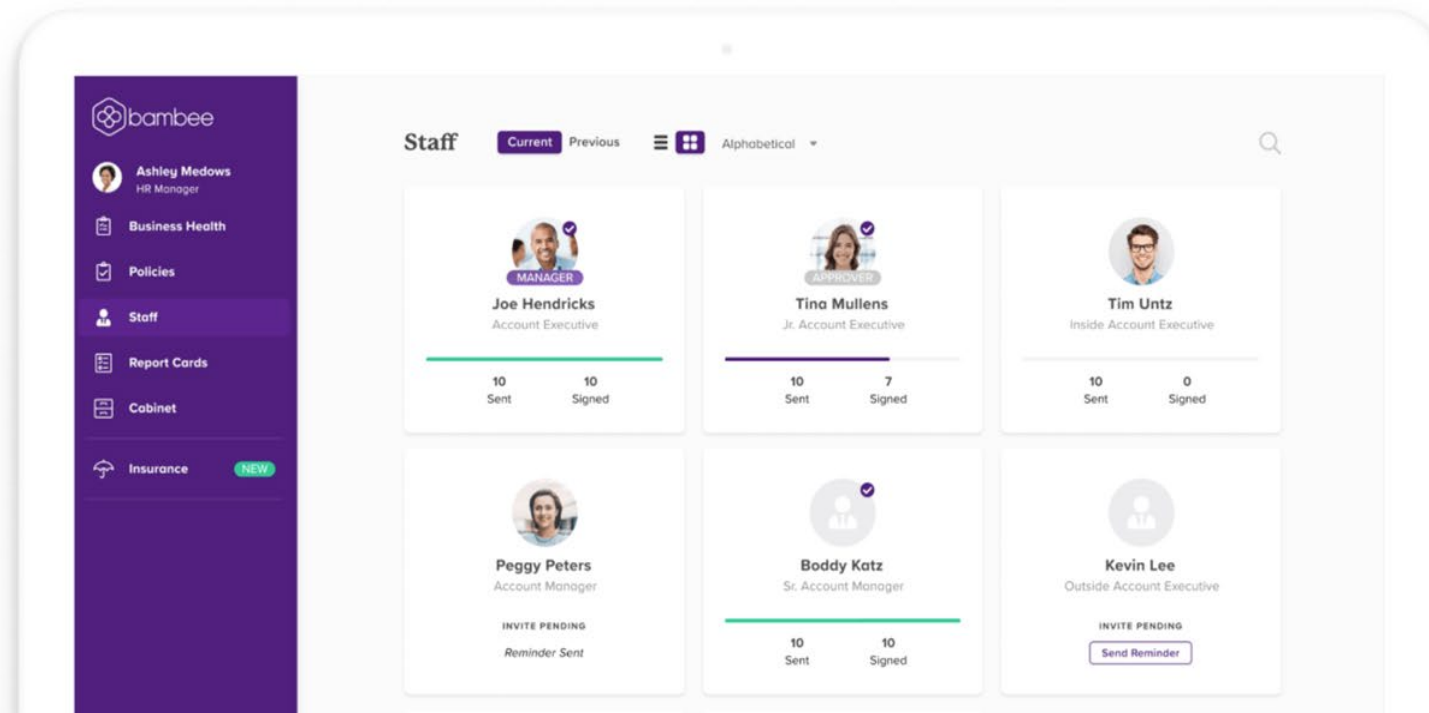


It is Easy to Manage the Relationship Between You and Employees



Staff Lifecycle Management

Manage your employees through all phases of their company journey. From onboarding to offboarding and everything in between, Bambee's staff management tool will make sure your employees have what they need when they need it.

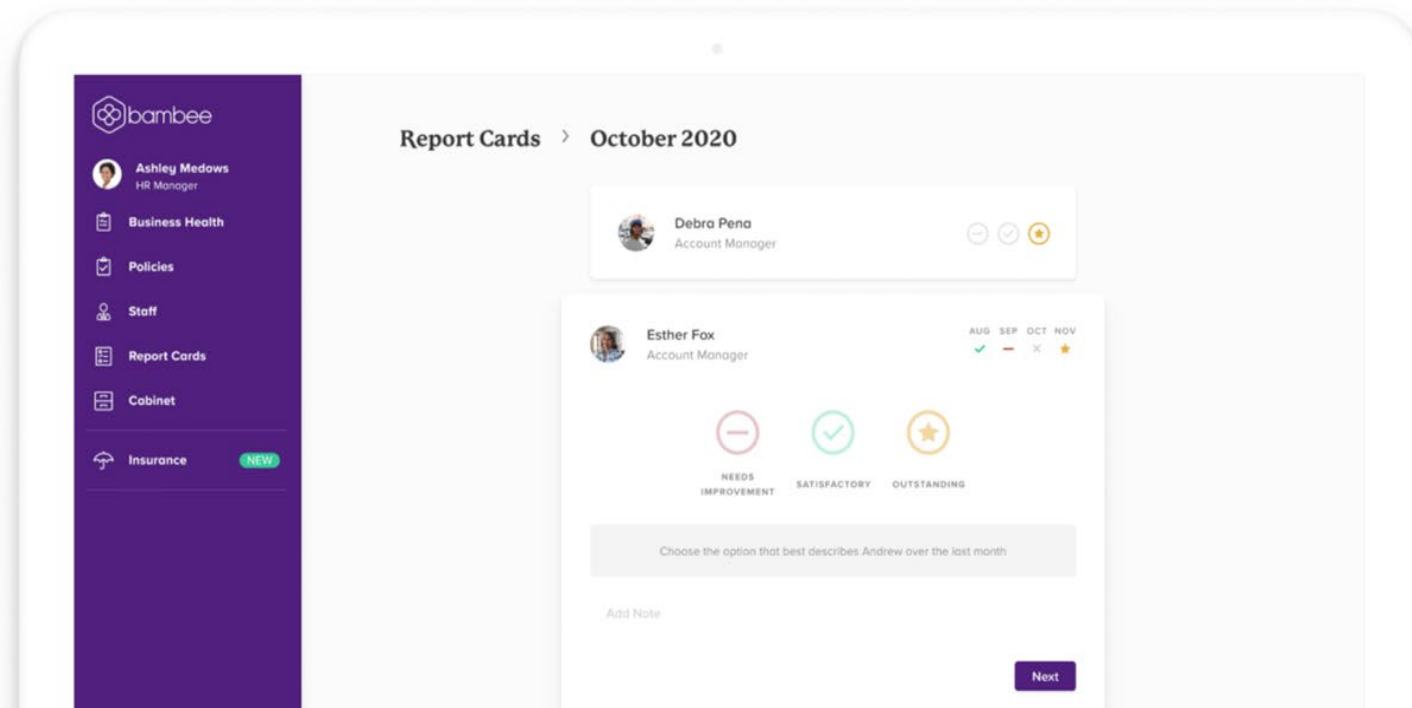


Easy-To-Use Performance Management Tools



Employee Report Cards

Keep a pulse on your organization and help your HR Manager stay in the loop by filling out monthly report cards. Recognize top performers and stay on top of problem performers each month so that you and your HR Manager are able to stay ahead of all potential issues inside of your organization.

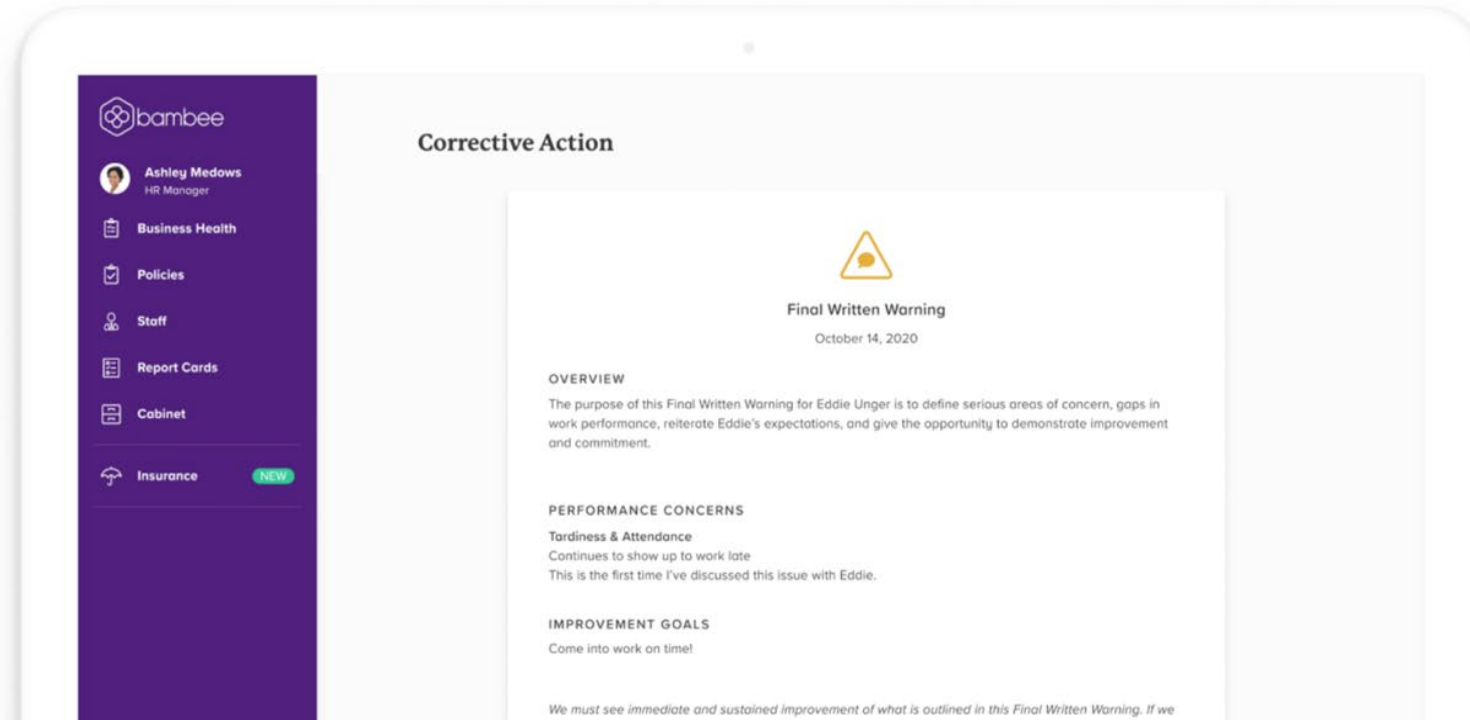


First-of-its-Kind, HR-Manager-Guided Corrective Action Suite



Corrective Action Platform

Our corrective action platform streamlines employee write-ups and documents all issues so that you are protected in the event of an employee incident or termination. All submitted write-ups are edited and approved by your HR Manager, ensuring maximum compliance.



Online Training Modules and Completion Certifications

Training Designed to Help Small Businesses

Train your employees for only \$12.50/employee or by purchasing one of our 4-course bundles for only \$40/employee



Convenient Access- Online, 24/7

Access to our online training is available 24/7 so your employees can log in when it's best for your business!

Mitigate Risk & Achieve Maximum Compliance

Our unique training bundles will strengthen your compliance and could lower your business' insurance premiums!



THE 4 REQUIRED BEST PRACTICES

Enroll Your Employees in Staff Training

Following anti-discrimination, anti-harassment, business ethics, and workplace safety practices is the law. Bambee will administer online training automatically on your behalf so your business maintains HR compliance.

Comply With HR Best Practices



Create the Right Working Environment



Certification for Each Employee



INCLUDES THE FOLLOWING COURSES

1

Preventing Sexual Harassment

75 MIN

\$10 per employee

2

Preventing Workplace Violence

30 MIN

\$10 per employee

3

Mandatory Business Ethics

30 MIN

\$10 per employee

4

Workplace Safety for Employees

30 MIN

\$10 per employee

PURCHASE THE BUNDLE

[Enroll Employees](#)

Enrolling employees will cost \$10 per W-2 employee, per course, per year. Since you have 44 employee(s), \$1,760 per year will be added to your Bambee membership. **These 4 courses are highly recommended by Bambee.**

Scope of Services

HR MANAGER	
Coaching & Questions	Biggest value of our service. Having a sounding board to discuss different options to make an informed decision to help lower the risk in costs in the long run. Our HR managers have been doing HR for their entire career and has dealt with many issues good or bad and will be able to help guide you on best practices for the business.
Direct Chat With Your HR Manager	We respond same day and resolve requests within 1 business day. In the event "HR fire" your HR manager will always put those 1st. In the event they are not available you can always call our support line with Certified HR managers waiting to help get immediate assistance. 844-398-9400
Dedicated HR Manager	You will have one HR manager dedicated to become an extension of your team. You will be assigned an HR manager and if you have concerns, we are open to discussing. In the event of life changes or your HR manager is promoted, you will always have a dedicated HR manager who will be your specific point of contact.



Scope of Services

POLICIES + DOCUMENTS	
Create HR Policy	We will craft and design policies that we agree will best fit your business.
E-Signatures for HR Policy	Everything we send is electronic and can be e-signed.
Staff Folders for Compliance and Organization	Every staff member will have a folder to organize documents. This is organized by employees only.
Offer Letter	We will offer a sample offer letter. We can offer a template with coaching and guidance. We can review drafted offer letters for clients.
Upload custom documents (Non-HR Related)	Your HR manager can upload documents for you and customer can upload files into individual staff folders but this does NOT send it for signature.
Job Descriptions	We can provide sample job descriptions of templates. We will review any existing job descriptions for red flags, but we do not draft from scratch.



Scope of Services

EMPLOYEE SUPPORT	
Employee Relations Issues	We provide coaching on how to handle any employee issue. We also discuss proper documentation. We will go hand in hand and provide guidance on specifics relating to each issue.
Employee Voices (chat)	A place for them to discuss specific situations with the HR Manager. Issues ranging from basic platform related questions to uncomfortable work environments. For more escalated issues our clients do not want to be in the dark, so we run things by admin and owners. We act as first defense to mitigate situations and loop in the business owner.
Termination Compliance	Discuss how to execute a successful termination to help minimize risk involved with termination
Identifying Misclassification of Employees (1099 vs W2)	We will conduct a review of contractors, employee, interns, seasonal, PT, FT classification. We will tell you what needs to be done involving the state, payroll etc.
Performance Management Coaching Platform Tools	We provide coaching on employee performance and help with situations and give guidance on how to manage poor performers. We offer report cards to track their performance on a monthly basis, so you can keep track for annual reviews
Corrective Actions Coaching Platform Tools	We offer verbal, written warnings, and PIPs. We can discuss any uncomfortable situations. We will talk through specific employee issues and talk through the correct way to solve those issues.

Scope of Services

GENERAL COMPLIANCE	
HR Audit	We review your company's HR practices, employee performance and relations practices. This a starting point for us to understand how your HR currently functions.
General Wage & Hour Compliance Review	We will give general guidance of federal & state wage compliance.
Guidance with General Recruiting and Onboarding	Interview questions like what to not say/ask.
Termination Compliance	Discuss how to execute a successful termination to help minimize risk involved with employee terminations.
Identifying Misclassification of Employees (1099 vs W2)	We will conduct a review of contractors, employee, interns, seasonal, PT, FT classification. We will tell you what needs to be done involving the state, payroll etc.
Leave of Absence Coaching (Not Administration)	Provide best practices and formal notices for formal LOA.



Scope of Services are subject to change. This list is accurate as of 3.24.2021

Scope of Services

ONLINE TRAINING	
Sexual Harassment Training	Our training programs are online interactive modules which offer flexibility, ease of use, and give a certification for each completion. We offer a library with a large variety of trainings.
Online Training Modules	A large variety of online training modules are available to our clients. They can be purchased for \$12 per course per employee or they can be bundled at \$40 for 4 courses per employee. Please refer to Training List for current courses available.



Scope of Services

OTHER	
Unemployment claims	General guidance on how to respond to claims. We can also discuss the process and the likely outcomes based on specifics of each situation. We can provide guidance on unemployment eligibility.
Independent Contractors	We can offer a templated contractor agreement (not on the platform) and ensure they are not misclassified. We can also guide converting contractors to employees.
Background Checks	A lot of our clients will use our affiliate company. Your HR manager will discuss with you for more information.
Volunteers	We offer no support for volunteers.
Spanish Speaking HRMs and/or documents	If a client requests a Spanish speaking HRM, we do our very best to accommodate the request.





Vanessa Mitilier

Strategic Sales Account Executive | Bambee

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