

CONSULTANT SERVICES AGREEMENT

BETWEEN
Ravenswood City School District
AND
Increase, LLC

THIS Memorandum of AGREEMENT (the “**Agreement**”) is made effective as of the December 9th, 2022 (the “**Effective Date**”), by and between the Ravenswood City School District, a public school district organized and existing under the laws of the State of California (the “**District**”) and **Increase LLC** (“**Consultant**”). The District and Partner are collectively referred to herein as the “**Parties**”, and each is individually referred to, from time to time, as a “**Party**”.

WHEREAS, the District wishes to retain Increase, LLC (Consultant) to support the transformation of the District’s central office design, roles and responsibilities, and compensation.

NOW THEREFORE, the Parties do mutually agree as follows:

1. Context & Contract Purpose

Please see the proposed scope of work in Appendix A.

2. Pricing

- i. Consultant’s billing rate will be hourly, based on the calculations below:

Phase	Budget
1	\$8,000
2	\$6,000
3	\$10,000
4	\$10,000
5	\$6,000
Total Project	\$40,000

- ii. Consultant shall submit invoices to the District for services rendered under this Agreement.

3. Other Terms

- i. It is expressly understood that Consultant is an independent contractor and no agency, employment, partnership, joint venture or other relationship is established, or is intended by this Agreement.
- ii. Consultant agrees to defend, save harmless, and indemnify District and its officers and employees, from any and all claims for injuries or damages to persons and/or property which arise out of the terms and conditions of this Agreement, and which result from the negligent acts or omissions of Consultant.
- iii. The term of this Agreement shall be from December 9th, 2022 until September 1st, 2023 unless the work is completed or the work is terminated by the District. The District may, at any time from execution of Agreement, terminate this Agreement, in whole or in part, for the convenience of the District, by giving written notice specifying the effective date and scope of such termination. In the event of termination, all finished or unfinished documents, data, studies, reports, and materials (hereafter referred to as materials) prepared by Consultant under this Agreement shall become the property of the District and shall be promptly delivered to the District. In the event of termination, Consultant shall be paid for all work satisfactorily performed until termination.
- iv. This Agreement is complete and contains all the terms and conditions agreed upon by the Parties. No amendment shall be valid unless made in writing and signed by the Parties, and no oral understanding or agreement shall be binding on the Parties. The Parties agree that only the Superintendent shall be authorized to execute written amendments to this Agreement on behalf of the District.
- v. This Agreement shall be governed by the laws of the State of California and any action brought in connection therewith shall have as its venue the County of San Mateo.
- vi. Consultant shall not assign this Agreement or any portion thereof to a third party without the prior written consent of the Superintendent and any attempted assignment without such prior written consent shall automatically terminate the Agreement.
- vii. Any notice, request, demand or other communication required or permitted under this Agreement shall be deemed to be properly given when deposited in the United States Mail, postage prepaid, or when deposited with a public courier service for transmittal or delivery, charges prepaid, and addressed as follows:

TO CONSULTANT:

Michael Moore
Increase LLC
michael@increaseconsulting.net

TO SCHOOL DISTRICT:

Gina Sudaria, Superintendent
Ravenswood City School District
2120 Euclid Avenue
East Palo Alto, CA 94303
gsudaria@ravenswoodschools.org

SIGNATURE PAGE

RAVENSWOOD CITY SCHOOL DISTRICT

Gina Sudaria, Superintendent

Date

INCREASE LLC

Michael Moore

Date

PROPOSAL FOR DISTRICT OFFICE REALIGNMENT AND TRANSFORMATION

Submitted by Jody Buchheit Spolar & Michael Moore

November 12, 2021

The Ravenswood City School District (RCSD) seeks consulting services to support the transformation of the District's central office design, roles and responsibilities, and compensation. The clarity that the district has regarding its circumstances, and the resolve to confront those circumstances, is notable. Systems that fail to prioritize a high-performing, efficient and service-oriented District central office fail to model a standard of excellence that must permeate a district if it is to be a place where students and staff can achieve their goals. It is with enthusiasm that we submit this proposal to develop a roadmap for the realignment – indeed the transformation - of the Ravenswood City School District's central office. We believe deeply in the importance of this work and would welcome the opportunity to be in service of the district's goals.

We embrace your goals for this work and propose to:

- 1) produce a streamlined and integrated organizational structure focused on school and school leader support and development,
- 2) develop role summaries for District office positions that define key responsibilities,
- 3) propose compensation ranges that reflect benchmarking for comparable District office positions,
- 4) prepare operating guidelines that clarify the relationships between school leaders and District administrators, and
- 5) recommend a structure for cascading goals that cement alignment between a service-oriented District office and schools, as well as strategies for building a resilient and nimble District office workplace environment.

We approach this work in a way that acknowledges the context of the district: declining enrollment over the last decade and a legacy District office structure that has too many departments for the optimization of a right-sized District office team. Adjustments in compensation are needed in order to attract and retain an efficient and effective District office team able to contribute to the district's success through the delivery of high-quality service to schools.

Importantly, we recognize that structures and documents alone will not produce the outcomes you desire. Equity, respect, collaboration, growth, accountability, and communication all must be evident in the workplace environment and culture. Career management that promotes individual fulfillment, growth, and satisfaction must be ongoing.

PROPOSED PLAN

1. Establish the interconnectedness of this project and the superintendent's vision, goals and priorities as well as the RCSD's strategic priorities. The perspectives of constituencies such as board members, school leaders, employee organizations, etc. will be heard as well, as per the direction of the superintendent.
2. Conduct a current state assessment that includes the following:
 - The District office structure and compensation plan will be established through interviews, document reviews, data, and reports.
 - How the school leaders experience district support.
 - Interdependencies across departments.
 - What is working well and should be preserved, as well as the opportunities for improvement, collaboration, and efficiency, will be established.
 - The current budget that supports the District office and the financial parameters for the recommendations will be confirmed.
 - Policies, procedures, contracts and agreements that intersect with this scope of work will be used to frame the context.
 - Barriers and challenges will be identified, together with responsive approaches.
3. Create a repository of best practices in design and operations for similarly situated school systems.
 - Include benchmarking compensation, staffing levels, and structures at other similarly sized districts within San Mateo County and across the Bay Area
4. Do a "step-back" to allow for innovative thinking and "outside the box" approaches that might meet the needs and goals of RCSD before developing a draft framework for the recommendations. Gather and consider employee input for solutions and improvements.
5. Following, and informed by, steps 1-4 above, produce a "Version 1" of the deliverables for the review and feedback of RCSD leaders:
 - produce a streamlined organizational structure,
 - develop role summaries for District office positions that define key responsibilities,
 - propose compensation ranges that reflect benchmarking for comparable District office positions,
 - prepare operating guidelines that clarify the relationships between school leaders and District administrators, and
 - recommend a structure for cascading goals that cement alignment between District office and schools
6. Refine Version 1 based on feedback and submit recommendations.

WORKFLOW & BUDGET

Phase 1: Entry/Current-state interviewing

- Interview and refinement of work plan with Superintendent
- Design of interview/focus group protocols
- Virtual interviews & focus groups with 9 Department Heads, 4 school leaders, and 5 school board members
- Preparation of findings & recommendations

Phase 2: District organizational redesign & confirmation

- Design of 2-3 potential district organization charts based on interview evidence
- Design and facilitation of a virtual “step back” meeting to discuss those options
- Selection and refinement of one district org chart

Phase 3: Compensation study

- Collection of compensation comparables from San Mateo County and other employer-competitors
- Draft summary of compensation findings & review with district leadership
- Design and presentation of recommended salary bands by level (e.g., Director, Manager)

Phase 4: Role summaries & Compensation plan

- Prepare high-level summaries for key district positions to include roles, responsibilities, reporting structure, and minimum qualifications
- Attach each role to a compensation band
- Review and refine role summaries
- Make recommendation, if needed, about phasing of salary adjustments

Phase 5: Close-out

- Meet with Superintendent to make final revisions to
- Gather final materials to prepare for Board discussion and adoption
- Assemble all working documents (except for interview notes, which are confidential)

Note that Phases 1 & 2 as shown here would require a period of 30 business days to complete from the date of the contract award. That “go slow to go fast” approach will put the project on firmer footing before moving into the compensation phase.

Phase	Budget
1	\$8,000
2	\$6,000
3	\$10,000
4	\$10,000
5	\$6,000
Total project	\$40,000

Increase, LLC will submit a net-30 invoice at the completion of each phase.

QUALIFICATIONS

We are uniquely qualified to address your needs. Together, we bring perspectives on how district leaders can best support schools and students, how district executives can work together as a team, and how to optimize the talent in a district to drive academic achievement and professional success.

Michael Moore has 45 years of experience as a K-12 public school educator and has served as a teacher, a high school principal, and a superintendent of schools. Before starting his coaching and consulting practice in 2010, Michael led the core program at New Leaders, Inc. as Chief Academic Officer. At the time, New Leaders was the largest urban principal preparation program in the nation training 120 leaders in 12 cities each year. As the New Leaders Executive Director in Oakland, he and his team supported 36 school leaders, 13 of whom saw 20+ point gains on state assessments.

Michael supports states, districts, charter organizations and nonprofits with projects that improve recruitment and selection, develop the educator workforce, and strengthen leadership effectiveness. As an executive coach, he works with senior leadership teams at a variety of urban districts and CMOs. He is currently a partner at the Urban Schools Human Capital Academy, a consultant for the Darden/Curry Partnership for Leaders in Education at UVA, and a regular contributor to the *District Administration* newsletter. He is the founding Board chair of [Onward](#).

Michael has led district redesign efforts in Palm Beach County, Hillsborough County, Denver Public Schools, Aurora (CO) Public Schools, and Dallas ISD. He has led or supported

compensation studies for Swing Education, Chicago International Charter School, and Aurora Public Schools.

With private and public sector experience, **Jody Buchheit Spolar**'s practice has ranged from traditional employee relations to leading progressive, collaborative human capital strategies and programs. In the steel industry, Jody supervised the labor relations department in a major flat-rolled facility of LTV Steel. At the Pittsburgh School District, she led the talent management and performance management teams and was responsible for all aspects of labor relations. As the district's Chief Human Resources Officer, Jody provided leadership regarding transformative human capital initiatives encompassing compensation, evaluation, and strategic staffing. She now consults in the areas of human capital management, strategic leadership, and labor relations within the education and non-profit sectors.

In 2016 Jody affiliated with the Urban Schools Human Capital Academy and works with states and school districts across the country. She is co-founder of the human capital consulting team [Volu2](#). Jody leads an annual labor relations leadership seminar in the Doctor of Education program at the University of Pittsburgh and teaches a human capital leadership course for emerging nonprofit leaders through the Forbes Funds. Jody holds a Masters of Industrial and Labor Relations from Cornell University. A national case study on her central office leadership in the Pittsburgh School District can be read [here](#).