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Board Cover Memorandum

To Board of Education

From Kyla Johnson-Trammell, Superintendent
Sondra Aguilera, Chief Academic Officer

Meeting Date May 25, 2022

Subject Amendment to Professional Services Contract and Data Sharing Agreement with Springboard Collaborative

Ask of the Board ☒ Approve Amendment to [Type] Agreement with [Vendor]
☐ Ratify Amendment to [Type] Agreement with [Vendor]

Background and Recommendation *Springboard Collaborative was selected as the lowest responsible bidder following a competitive RFP process. Springboard Collaborative has a proven track record of decreasing the reading achievement gap and students have averages three months' reading growth in five weeks' time during this programming for the Summer Learning Program at OUSD. Summer Learning is an important time to address the achievement gap by replacing typical summer learning regression with reading growth instead. In addition to providing services for our students, this program allows parents to grow in their knowledge or providing reading support at home, and builds OUSD capacity by providing targeted training to our OUSD teachers in guided reading, phonics instruction, and proper reading assessment administration*

District is exercising the third and final annual renewal pursuant to the RFP. The contract end date is being changed from February 20, 2022 to February 20, 2023. Vendor will provide in-person provide intervention services to include 4 and 5 week summer programs for summer 2022 that combines targeted reading instruction, family workshops, teacher coaching, and incentives to achieve lasting results in literacy. Also included in a Data Sharing Agreement 2021-2022.

Term Start Date: 5/15/20

End Date: 2/20/23

Not-To-Exceed Amount \$1,564,540.00

Competitively Bid Yes

If the Service Agreement/Contract was not competitively bid and the not-to-exceed amount is more than \$96,700, list the exception(s) that applies (requires Legal review/approval and may require a resolution): [Exception]

In-Kind Contributions *OUSD Employees will work and be compensated by the district for the actual direct service summer instruction, day to day programming.*

Funding Source(s) *Resource 2600 – Expanded Learning Opportunities Program in the amount of \$626,500.00; Resource 3010 – Title I in the amount of \$287,250.00; Resource 3180 – School Improvement Grant in the amount of \$82,500.00; Resource 9006 – Oakland Public Education Fund in the amount of \$72,500.00; Resource 3215 – Learning Loss Mitigation – GEER in the amount of \$495,790.00*

Attachment(s)

- Amendment No. 3, Professional Services Contract
- Data Sharing Agreement 2021-2022
- Amendment No. 2, Professional Services Contract
- Amendment No. 1, Professional Services Contract
- Professional Services Contract 2019-2020
- RFP #2019/SLLIS
- Vendor's Response to RFP

AMENDMENT NO. 3

to

Title of Original Contract/Agreement Professional Services Contract 2019-2020

This Amendment amends the attached legal agreement ("Original Agreement") and any prior amendments ("Prior Amendments," together with Original Agreement, "(Amended) Agreement"), incorporated herein by reference, which includes the following information:

- The (Amended) Agreement is between the Oakland Unified School District ("OUSD") and the below named entity or individual ("VENDOR," together with OUSD, "PARTIES"):

Full Name of Vendor Springboard Collaborative

- The Parties entered into the Original Agreement on the below date:

Enactment Date May 8, 2019

- The Enactment Number of the Original Agreement is below:

Enactment No. 19-0639

The PARTIES hereby agree to amend the (Amended) Agreement as stated herein.

1. Services:

☐ The scope of work of the (Amended) Agreement is unchanged.

☒ The scope of work of the (Amended) Agreement has changed. If the scope of work has changed: Provide brief description of revised scope of work including measurable description of expected final results, such as services, materials, products, and/or reports; select the appropriate option below:

☒ Revised scope of work attached

☐ VENDOR agrees to provide the following amended services:

Description of revision(s) to scope of Click or tap here to enter text.

2. Term (duration):

☐ The term of the (Amended) Agreement is unchanged

☒ The term of the (Amended) Agreement has changed. If the term has changed: The parties agree to amend the below original End Date of the (Amended) Agreement

to the below new End Date:

Original End Date: Original End Date **February 20, 2022**

New End Date: New End Date **February 20, 2023**

3. **Compensation:** ☐ The not-to-exceed amount in the (Amended) Agreement is unchanged
☒ The not-to-exceed amount in the (Amended) Agreement has changed. If the not-to-exceed amount has changed: The not-to-exceed amount in the (Amended) Agreement is amended as follows:
☒ Increase not-to-exceed amount by:
\$ Change in NTE Amount **626,500.00**.
☐ Decrease not-to-exceed amount by:
\$ Change in NTE Amount [Click or tap here to enter text.](#).
The new not-to-exceed amount under the (Amended) Agreement, as herein amended, is
\$ New Not-to-Exceed Amount **1,564,540.00**.
4. **COVID-19:** To the extent that the Agreement did not contain the following guarantees, by signing this Amendment, **VENDOR** agrees that:
- a. Through its execution of this Amendment, **VENDOR** declares that it is able to meet its obligations and perform the Services required pursuant to this Amendment in accordance with any shelter-in-place (or similar) order or curfew (or similar) order ("Orders") issued by local or state authorities and with any social distancing/hygiene (or similar) requirements.
 - b. **VENDOR** agrees to notify OUSD within twelve (12) hours if **VENDOR** or any employee, subcontractor, agent, or representative of **VENDOR** tests positive for COVID-19, shows or reports symptoms consistent with COVID-19, or reports to **VENDOR** possible COVID-19 exposure.
 - c. **VENDOR** agrees to immediately adhere to and follow any OUSD directives regards health and safety protocols including, but not limited to, providing OUSD with information regarding possible exposure of OUSD employees to **VENDOR** or any employee, subcontractor, agent, or representative of **VENDOR** and information necessary to perform contact tracing, as well as complying with any OUSD testing and vaccination requirements.
 - d. **VENDOR** shall bear all costs of compliance with this Paragraph.

5. **Remaining Provisions:** All other provisions of the (Amended) Agreement remain unchanged and in full force and effect as originally stated.
6. **Amendment Publicly Posted.** This Amendment, its contents, and all incorporated documents are public documents and will be made available by OUSD to the public online via the Internet.
7. **Signature Authority.**
 - a. Each PARTY has the full power and authority to enter into and perform this Amendment, and the person(s) signing this Amendment on behalf of each PARTY has been given the proper authority and empowered to enter into this Amendment.
 - b. Notwithstanding subparagraph (a), only the Superintendent, Chiefs, Deputy Chiefs, and the General Counsel has authority to sign contracts for OUSD and only under limited circumstances, which required ratification by the OUSD Governing Board. VENDOR agrees not to accept the signature of another other OUSD employee as having the proper authority and empowered to enter into this Amendment or as legally binding in any way.
8. **Amendment Contingent on Governing Board Approval.** OUSD shall not be bound by the terms of this Amendment unless and until it has been (i) formally approved by OUSD's Governing Board or (ii) validly and properly executed by the OUSD Superintendent, the General Counsel, or a Chief or Deputy Chief authorized by the Education Code or Board Policy, and no payment shall be owed or made to VENDOR absent such formal approval or valid and proper execution.

REST OF PAGE IS INTENTIONALLY LEFT BLANK

IN WITNESS WHEREOF, the PARTIES hereto agree and execute this Agreement and to be bound by its terms and conditions:

VENDOR

Name: Sanjeev Midha

Signature: 

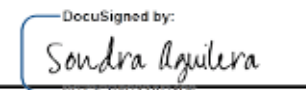
Position: Interim President

Date: 4/27/2022

One of the terms and conditions to which VENDOR agrees by its signature is subparagraph (e) of Paragraph 8 (Compensation), which states that VENDOR acknowledges and agrees not to expect or demand payment for any Services performed prior to the PARTIES, particularly OUSD, validly and properly executing this Agreement until this Agreement is validly and properly executed and shall not rely on verbal or written communication from any individual, other than the President of the OUSD Governing Board, the OUSD Superintendent, or the OUSD General Counsel, stating that OUSD has validly and properly executed this Agreement. VENDOR specifically acknowledges and agrees to this term/condition on the above date.

OUSD

Name: Sondra Aguilera

Signature: 

Position: Chief Academic Officer

Date: 4/27/2022

- ☒ Board President 5/26/2022 Gary Yee 
- ☐ Superintendent
- ☒ Chief/Deputy Chief/Executive Director

Name: Kyla Johnson-Trammell

Signature: 

Position: Secretary, Board of Education

Date: 5/26/2022

Template approved as to form by OUSD Office of the General Counsel.

Scope of Work

Springboard Collaborative will provide intervention services in an in person learning format to include 4 and 5 week summer programs that combine targeted reading instruction, family workshops, teacher coaching, and incentives to achieve lasting results in literacy. Springboard Collaborative will provide curriculum, guided reading books, access to online libraries to support implementation of Guided Reading and daily read-aloud sessions for the duration of programming, parent engagement curriculum, and marketing materials to serve 1,710 students at eleven OUSD Summer Learning designated elementary summer school sites to support OUSD teachers and staff in summer learning. In addition, Springboard Collaborative will provide professional development to OUSD teachers, summer principals, and attendance specialists in the areas of recruitment, instructional design, data management and assessment. Springboard Collaborative will provide OUSD support in monitoring student performance, parent participation, and student reading scores via an effective data management system. By the end of the Summer Learning Programs, Springboard Collaborative will conduct data analysis and provide OUSD with impact reports to assist OUSD in determining the effectiveness of this literacy intervention program.

Springboard will train 112 OUSD Teachers.

Springboard will train 11 OUSD Site Leaders.

Springboard will train 3 OUSD Teacher Leaders who will support all 9 sites with all aspects of Springboard program implementation.

Springboard will support the Teacher Leaders with leadership development and weekly planning meetings.

Springboard will train and support OUSD Program Director who will support all 11 sites with all aspects of Springboard program implementation.

Springboard will hire, with OUSD input, 11 Operations Leads to partner with Site Leaders at each site.

Springboard will pay stipends, with OUSD input, to 11 Enrollment Coordinators that insure all sites are fully enrolled by Day 1 of programs.

Springboard will hire, with OUSD input, 1 Operations Manager that will oversee the distribution of all books, supplies, T-shirts, and other incentives for all 11 sites. They will support data, technology, and logistics needs during program preparation (Ready Week), ten weeks of programming, and post-program wrap-up.

Responsibilities of Springboard:

Professional Management: Springboard will furnish dedicated Springboard coaches to guide implementation. This will include planning out of key dates with OUSD, creating a program calendar, and building out needed data tracking tools.

Professional Development: Springboard will grant access to on-demand professional development materials. Springboard will train the Site Leader to implement the Springboard Program. Springboard support site leaders and teacher leaders to conduct training sessions with teachers to support all elements of the program including family engagement, literacy, assessment, and setting goals.

Curriculum: Springboard will provide OUSD with access to its student and parent curricula and associated Program Materials (items provided to OUSD and developed by Springboard, including but not limited to, curricula, daily lesson guides., family books for each student (7 books), and incentive materials (for students, parents, teachers, and Site Leaders) and Professional Development Materials (protocols and written guides developed by Springboard) to train teachers on data-driven instruction, effective lesson planning, family communication, and facilitation of Parent Workshops, which are interactive training sessions led by teachers to educate parents, guardians, or care-givers about effective strategies for

reading with their student, and to permit parents, guardians or care-givers to share their insights and expertise on their student throughout the Springboard Program.

Books: Springboard will provide each site with access to online libraries to support implementation of Guided Reading and daily read-aloud sessions for the duration of programming. Families that lack connectivity or devices will be sent book packs directly to their homes.

Data and Communications: Springboard will provide a data system to store Springboard program information such as program dates, assessment data, growth goals, and workshop attendance.

Data Collection: Springboard will provide the data management system and reports (SLINKY) which will track and analyze all of Springboard's data throughout the Springboard Program, including but not limited to student and family demographic information, student reading progress, student and parent attendance, daily family engagement, and teacher observations. The Site Leader will ensure that teachers monitor student reading progress and daily attendance, input required information into the Data System, and administer sign-in protocols for Parent Workshops during the Springboard Program. Springboard will share Student Reading Scores and the school- and classroom-level data analysis impact reports it compiles with OUSD.

SCHOOL REGISTRATION INFORMATION:

Springboard will provide programming across 11 sites for the below indicated number of days:
School Location Total Enrollment # of days

Elem Site 1, Lockwood STEAM, East Oakland, 105 students, 23 days
Elem Site 2, Hoover Elem, West Oakland Hub, 135 students, 23 days
Elem Site 3, Laurel Elem, Central Oakland Hub, 165 student, 23 days
Elem Site 4, Bella Vista Elem, Central Oakland Hub, 150 students, 23 days
Elem Site 5, Sankofa Elem, North West Oakland Hub, 165 students, 23 days
Elem Site 6, Burckhalter, North East Oakland Hub, 150 students, 23 days
Elem Site 7, Reach Academy, East Oakland Hub, 150 students, 23 days
Elem Site 8 Acorn Woodland Elem, East Hub, 165 students, 23 days
Elem Site 9, Madison Primary Elem, East Hub, 165 students, 23 days
Elem Site 10, La Escuelita Elem, Central Oakland Hub, 165 students, 23 days
Elem Site 11, Garfield Elem, Central Oakland Hub, 165 students, 23 days

Springboard Summer (2022) Expected Enrollment: 1680 students Total Number of Classes: 112 classes

Payment Adjustment: Total payment due will be adjusted if Enrollment represents a 10% or more reduction from expected enrollment. The payment adjustment will be the per student resources fee (\$500) multiplied by the difference between expected enrollment and enrollment.

DATA SHARING AGREEMENT 2021-22

This Data Sharing Agreement ("Agreement") is a legally binding contract entered into between the Oakland Unified School District ("OUSD") and the below named entity(ies) or individual(s) ("RECIPIENT," together with OUSD, "PARTIES"):

The PARTIES hereby agree as follows:

1. **Limited Purpose of Agreement.** This Agreement pertains only to OUSD's transmission of data to RECIPIENT, and RECIPIENT's protection of such data. To the extent that OUSD seeks to impose any other legal obligations on RECIPIENT (e.g., RECIPIENT's provision of services to OUSD), or RECIPIENT seeks to impose any other legal obligations on OUSD (e.g., OUSD payment of compensation to RECIPIENT), such obligations shall be set forth in a separate agreement. If such an agreement exists at the time of execution of this Agreement, the Parties shall identify it in **Exhibit A**.
2. **Data to be Provided.** The Parties shall list the categories of data to be provided in the Schedule of Data, attached hereto as **Exhibit B**. The data categories listed in **Exhibit B**, and any portion thereof (including without limitation, meta data, user content or other non-public information and/or personally identifiable information contained in that data), shall be referred to hereinafter as OUSD Data.
3. **Term.**
 - a. This Agreement shall start on the below date ("Start Date"): 05/15/2020
If no Start Date is entered, then the Start Date shall be the latest of the dates on which each of the PARTIES signed this Agreement.
 - b. The work shall be completed no later than the below date ("End Date"): 02/20/2023
If no End Date is entered, then the End Date shall be the first June 30 after the Start Date. For OUSD Data transmitted as part of a research project approved by OUSD's Department of Research, Assessment, and Data ("RAD"), if the term is longer than one calendar year, be aware that you must obtain approval from RAD prior to extending the research project into the second and subsequent calendar years, and no data will be shared during the second and subsequent calendar years unless and until this approval is obtained.
4. **Family Educational Rights and Privacy Act.** OUSD data limited to student directory information, as defined in 34 C.F.R. § 99.31(a)(11) and OUSD Administrative Regulation 5125.1), or de-identified student information, as defined in 34 C.F.R. § 99.31(b), does not require completion of a data sharing agreement. For other student data, check any of the following that apply:

☐ OUSD Data includes personally identifiable information from a student record other than directory information. RECIPIENT is responsible for obtaining parental consent, as defined in 34 C.F.R. § 99.30, and presenting evidence thereof to OUSD.

X OUSD Data includes personally identifiable information from a student record, and:

X RECIPIENT is a contractor, consultant, volunteer, or other party to whom OUSD has outsourced institutional services or functions, and RECIPIENT performs an institutional service or function for which the agency or institution would otherwise use employees; is under the direct control of the agency or institution with respect to the use and maintenance of education records; and is subject to the requirements of § 99.31(a) governing the use and redisclosure of personally identifiable information from education records. (See 34 C.F.R. § 99.31(a)(1)(i)(B).)

☐ RECIPIENT is another school, school system, or institution of postsecondary education where an OUSD student seeks or intends to enroll, or where the student is already enrolled, and the disclosure is for purposes related to the student's enrollment or transfer. (See 34 C.F.R. § 99.31(a)(2).)

☐ RECIPIENT is an authorized representative of the Comptroller General of the United States; the Attorney General of the United States; the Secretary of Education; or State and local educational authorities. (See 34 C.F.R. § 99.31(a)(3).)

☐ RECIPIENT requires the data in order to determine an OUSD student's eligibility for financial aid; amount of aid; conditions for aid; or to enforce the terms and conditions of the aid. (See 34 C.F.R. § 99.31(a)(4).)

☐ RECIPIENT is an organization conducting studies for, or on behalf of, educational agencies or institutions to develop, validate, or administer predictive tests; administer student aid programs; or improve instruction. (See 34 C.F.R. § 99.31(a)(6).) Any RECIPIENT receiving OUSD Data pursuant to this subsection must first submit a research application pursuant to OUSD's Department of Research, Assessment, and Data protocols, and such application shall be incorporated into this Agreement by reference.

☐ The disclosure is in connection with a health or safety emergency. (See 34 C.F.R. §§ 99.31(a)(10) & 99.36.)

5. **Privacy Compliance.** RECIPIENT shall comply with all applicable state and federal laws and regulations pertaining to data privacy and security, including the Family Educational Rights and Privacy Act, the Children’s Online Privacy Protection Act, the Protection of Pupil Rights Amendment, the Student Online Personal Information Protection Act, AB 1584, and all other California privacy statutes.
6. **Authorized Use.** OUSD Data, including persistent unique identifiers, shall be used for no purpose other than as agreed herein and/or otherwise legally authorized. RECIPIENT shall not make any re-disclosure of any OUSD Data without the express written consent of OUSD.
7. **Advertising Prohibition.** RECIPIENT is prohibited from using or selling OUSD Data to (a) market or advertise to students or families/guardians; (b) inform, influence, or enable marketing, advertising, or other commercial efforts by RECIPIENT; (c) develop a profile of a student, family member/guardian or group, for any commercial purpose other than providing the Service to OUSD; or (d) use the OUSD Data for the development of commercial products or services.
8. **OUSD Data Property of OUSD.** All OUSD Data transmitted to the RECIPIENT pursuant to this Agreement is and will continue to be the property of and under the control of OUSD. RECIPIENT acknowledges and agrees that all copies of such OUSD Data transmitted to the RECIPIENT, including any modifications or additions or any portion thereof from any source, are subject to the provisions of this Agreement in the same manner as the original OUSD Data. The Parties agree that as between them, all rights, including all intellectual property rights in and to OUSD Data shall remain the exclusive property of OUSD.
9. **Correction of Records.** OUSD shall establish reasonable procedures by which a parent, guardian, or eligible student may review OUSD Data in the pupil’s records, correct erroneous information, and procedures for the transfer of pupil-generated content to a personal account, consistent with the functionality of services. RECIPIENT shall respond in a timely manner to OUSD’s request for OUSD Data in a pupil’s records held by RECIPIENT to view or correct as necessary.
10. **Third Party Request.** Should a Third Party, including law enforcement and government entities, contact RECIPIENT with a request for data held by RECIPIENT pursuant to the Services, RECIPIENT shall redirect the Third Party to request the data directly from OUSD. RECIPIENT shall notify OUSD in advance of a compelled disclosure to a Third Party.
11. **Employee Obligation.** RECIPIENT shall require all employees and agents who have access to OUSD Data to comply with all applicable provisions of this Agreement with respect to the data shared under the Agreement.
12. **Subprocessors.** RECIPIENT shall enter into written agreements with all Subprocessors performing functions pursuant to this Agreement or any other Agreement identified in

Exhibit A, whereby the Subprocessors agree to protect OUSD Data in manner consistent with the terms of this Agreement.

13. **No Re-Identification or Re-Disclosure.** RECIPIENT agrees not to attempt to re-identify de-identified OUSD Data and not to transfer de-identified OUSD Data to any party unless (a) that party agrees in writing not to attempt re-identification, and (b) prior written notice has been given to OUSD who has provided prior written consent for such transfer. RECIPIENT shall not copy, reproduce or transmit any data obtained except as necessary to fulfill the Agreement
14. **Disposition of Data.** RECIPIENT shall dispose or delete all OUSD Data upon written request by OUSD or when it is no longer needed for the purpose for which it was obtained. Disposition shall include (1) the shredding of any hard copies of any OUSD Data; (2) Erasing; or (3) Otherwise modifying the personal information in those records to make it unreadable or indecipherable by human or digital means. Nothing in this Agreement authorizes RECIPIENT to maintain OUSD Data beyond the time period reasonably needed to complete the disposition. RECIPIENT shall provide written notification to OUSD when the OUSD Data has been disposed.
15. **Data Security.** RECIPIENT agrees to abide by and maintain adequate data security measures, consistent with industry standards and technology best practices, to protect OUSD Data from unauthorized disclosure or acquisition by an unauthorized person.
16. **Data Breach.** In the event that OUSD Data is accessed or obtained by an unauthorized individual, RECIPIENT shall provide notification to OUSD within a reasonable amount of time of the incident, and not exceeding forty-eight (48) hours. RECIPIENT shall follow the following process:
 - a. The security breach notification shall be written in plain language, shall be titled “Notice of Data Breach,” and shall present the information described herein under the following headings: “What Happened,” “What Information Was Involved,” “What We Are Doing,” “What You Can Do,” and “For More Information.” Additional information may be provided as a supplement to the notice.
 - b. The security breach notification described above shall include, at a minimum, the following information:
 - (i) A list of the types of personal information that were or are reasonably believed to have been the subject of a breach.
 - (ii) If the information is possible to determine at the time the notice is provided, then either (1) the date of the breach, (2) the estimated date of the breach, or (3) the date range within which the breach occurred. The notification shall also include the date of the notice.

- (iii) Whether the notification was delayed as a result of a law enforcement investigation, if that information is possible to determine at the time the notice is provided.
 - (iv) A general description of the breach incident, if that information is possible to determine at the time the notice is provided.
 - c. RECIPIENT agrees to adhere to all requirements in applicable State and in federal law with respect to a data breach related to the OUSD Data, including, when appropriate or required, the required responsibilities and procedures for notification and mitigation of any such data breach.
 - d. RECIPIENT further acknowledges and agrees to have a written incident response plan that reflects best practices and is consistent with industry standards and federal and state law for responding to a data breach, breach of security, privacy incident or unauthorized acquisition or use of OUSD Data or any portion thereof, including personally identifiable information and agrees to provide OUSD, upon request, with a copy of said written incident response plan.
 - e. RECIPIENT is prohibited from directly contacting parent, legal guardian or eligible pupil unless expressly requested by OUSD. If OUSD requests RECIPIENT's assistance providing notice of unauthorized access, and such assistance is not unduly burdensome to RECIPIENT, RECIPIENT shall notify the affected parent, legal guardian or eligible pupil of the unauthorized access, which shall include the information listed above. If requested by OUSD, RECIPIENT shall reimburse OUSD for costs incurred to notify parents/families of a breach not originating from OUSD's use of the Service.
- 17. **Equipment and Materials.** RECIPIENT shall provide all equipment, materials, and supplies necessary for the performance of this Agreement.
- 18. **Termination.**
 - a. For Convenience by OUSD. OUSD may at any time terminate this Agreement upon thirty (30) days prior written notice to RECIPIENT. Upon approval by OUSD legal counsel, the OUSD Superintendent or an OUSD Chief or Deputy may issue the termination notice without approval by the OUSD Governing Board, in which case this Agreement would terminate upon ratification of the termination by the OUSD Governing Board or thirty (30) days after the notice was provided, whichever is later.
 - b. Due to COVID-19. Notwithstanding any other language of this Agreement, if a shelter-in-place (or similar) order due to COVID-19 is issued or is in effect during the term of this Agreement that would prohibit or limit, at the sole discretion of OUSD, the ability of RECIPIENT to perform the Services, OUSD may terminate this Agreement upon seven (7) days prior written notice to RECIPIENT. Upon approval by OUSD legal counsel, the OUSD Superintendent or an OUSD Chief or Deputy may

issue the termination notice without approval by the OUSD Governing Board, in which case this Agreement would terminate upon ratification of the termination by the OUSD Governing Board or seven (7) days after the notice was provided, whichever is later.

- c. For Cause. Either PARTY may terminate this Agreement by giving written notice of its intention to terminate for cause to the other PARTY. Written notice shall contain the reasons for such intention to terminate. Cause shall include (i) material violation of this Agreement or (ii) if either PARTY is adjudged bankrupt, makes a general assignment for the benefit of creditors, or a receiver is appointed on account of its insolvency. Upon approval by OUSD legal counsel, the OUSD Superintendent or an OUSD Chief or Deputy may issue the termination notice without approval by the OUSD Governing Board, in which case this Agreement would terminate upon ratification of the termination by the OUSD Governing Board or three (3) days after the notice was provided, whichever is later, unless the condition or violation ceases or satisfactory arrangements for the correction are made.
 - d. Upon termination, RECIPIENT shall provide OUSD with all materials produced, maintained, or collected by RECIPIENT pursuant to this Agreement, whether or not such materials are complete or incomplete or are in final or draft form.
19. **Legal Notices.** All legal notices provided for under this Agreement shall be sent via email to the email address set forth below and shall be either (i) personally delivered during normal business hours or (ii) sent by U.S. Mail (certified, return receipt requested) with postage prepaid to the other PARTY at the address set forth below.

OUSD

Name: Joshua R. Daniels
Site/Dept: Office of General Counsel
Address: 1000 Broadway, Suite 300
City, ST Zip: Oakland, CA 94607
Phone: 510-879-8535
Email: ousdlegal@ousd.org

RECIPIENT

Name: Greg Sampson
Title: Vice President of Engineering, Systems & Products
Address: 1500 John F. Kennedy Blvd., Suite 1160
City, ST Zip: Philadelphia, PA 19102.
Phone: (267)602-8189
Email: g.sampson@springboardcollaborative.org.

Notice shall be effective when received if personally served or emailed or, if mailed, three days after mailing. Either PARTY must give written notice of a change of mailing address or email.

20. **Status.**

- a. This is not an employment contract. RECIPIENT, in the performance of this Agreement, shall be and act as an independent contractor. RECIPIENT understands and agrees that it and any and all of its employees shall not be considered employees of OUSD, and are not entitled to benefits of any kind or nature normally provided employees of OUSD and/or to which OUSD's employees are normally entitled, including, but not limited to, State Unemployment Compensation or Worker's Compensation. RECIPIENT shall assume full responsibility for payment of all Federal, State, and local taxes or contributions, including unemployment insurance, social security and income taxes with respect to RECIPIENT's employees.
- b. If RECIPIENT is a natural person, RECIPIENT verifies all of the following:
 - (i) RECIPIENT is free from the control and direction of OUSD in connection with RECIPIENT's work;
 - (ii) RECIPIENT's work is outside the usual course of OUSD's business; and
 - (iii) RECIPIENT is customarily engaged in an independently established trade, occupation, or business of the same nature as that involved in the work performed for OUSD.
- c. If RECIPIENT is a business entity, RECIPIENT verifies all of the following:
 - (i) RECIPIENT is free from the control and direction of OUSD in connection with the performance of the work;
 - (ii) RECIPIENT is providing services directly to OUSD rather than to customers of OUSD;
 - (iii) the contract between OUSD and RECIPIENT is in writing;
 - (iv) RECIPIENT has the required business license or business tax registration, if the work is performed in a jurisdiction that requires RECIPIENT to have a business license or business tax registration;
 - (v) RECIPIENT maintains a business location that is separate from the business or work location of OUSD;
 - (vi) RECIPIENT is customarily engaged in an independently established business of the same nature as that involved in the work performed;
 - (vii) RECIPIENT actually contracts with other businesses to provide the same or similar services and maintains a clientele without restrictions from OUSD;
 - (viii) RECIPIENT advertises and holds itself out to the public as available to provide the same or similar services;
 - (ix) RECIPIENT provides its own tools, vehicles, and equipment to perform the services;
 - (x) RECIPIENT can negotiate its own rates;
 - (xi) RECIPIENT can set its own hours and location of work; and

- (xii) RECIPIENT is not performing the type of work for which a license from the Contractor's State License Board is required, pursuant to Chapter 9 (commencing with section 7000) of Division 3 of the Business and Professions Code.
21. **Certificates/ Permits/ Licenses/ Registration.** RECIPIENT's employees or agents shall secure and maintain in force such certificates, permits, licenses and registration as are required by law in connection with the furnishing of Services pursuant to this Agreement.
22. **Coronavirus/COVID-19.**
- a. Through its execution of this Agreement, RECIPIENT declares that it is able to meet its obligations and perform the Services required pursuant to this Agreement in accordance with any shelter-in-place (or similar) order or curfew (or similar) order ("Orders") issued by local or state authorities and with any social distancing/hygiene (or similar) requirements.
 - b. Consistent with the requirements of the paragraph titled Incident/Accident/Mandated Reporting, RECIPIENT agrees to notify OUSD, via email pursuant to the paragraph titled Legal Notices, within twelve (12) hours if RECIPIENT or any employee, subcontractor, agent, or representative of RECIPIENT tests positive for COVID-19, shows or reports symptoms consistent with COVID-19, or reports to RECIPIENT possible COVID-19 exposure.
 - c. RECIPIENT agrees to immediately adhere to and follow any OUSD directives regards health and safety protocols including, but not limited to, providing OUSD with information regarding possible exposure of OUSD employees to RECIPIENT or any employee, subcontractor, agent, or representative of RECIPIENT and information necessary to perform contact tracing, as well as complying with any OUSD testing and vaccination requirements.
 - d. RECIPIENT shall bear all costs of compliance with this Paragraph, including but not limited to those imposed by this Agreement.
23. **Assignment.** The obligations of RECIPIENT under this Agreement shall not be assigned by RECIPIENT without the express prior written consent of OUSD and any assignment without the express prior written consent of OUSD shall be null and void.
24. **Non-Discrimination.** It is the policy of OUSD that in connection with all work performed under Contracts there be no discrimination because of race, color, ancestry, national origin, religious creed, physical disability, medical condition, marital status, sexual orientation, gender, or age; therefore, RECIPIENT agrees to comply with applicable Federal and California laws including, but not limited to, the California Fair Employment and Housing Act beginning with Government Code section 12900 and Labor Code section 1735 and OUSD policy. In addition, RECIPIENT agrees to require like compliance by all its subcontractor (s). RECIPIENT shall not engage in unlawful discrimination in employment on the basis of actual or perceived; race, color, national origin, ancestry, religion, age,

marital status, pregnancy, physical or mental disability, medical condition, veteran status, gender, sex, sexual orientation, or other legally protected class.

25. **Drug-Free/Smoke Free Policy.** No drugs, alcohol, and/or smoking are allowed at any time in any buildings and/or grounds on OUSD property. No students, staff, visitors, RECIPIENTS, or subcontractors are to use controlled substances, alcohol or tobacco on these sites.
26. **Waiver.** No delay or omission by either PARTY in exercising any right under this Agreement shall operate as a waiver of that or any other right or prevent a subsequent act from constituting a violation of this Agreement.
27. **No Rights in Third Parties.** This Agreement does not create any rights in, or inure to the benefit of, any third party except as expressly provided herein.
28. **Conflict of Interest.**
 - a. RECIPIENT shall abide by and be subject to all applicable, regulations, statutes, or other laws regarding conflict of interest. RECIPIENT shall not hire any officer or employee of OUSD to perform any service by this Agreement without the prior approval of OUSD Human Resources.
 - b. RECIPIENT affirms to the best of his/her/its knowledge, there exists no actual or potential conflict of interest between RECIPIENT's family, business or financial interest and the services provided under this Agreement, and in the event of change in either private interest or services under this Agreement, any question regarding possible conflict of interest which may arise as a result of such change will be brought to OUSD's attention in writing.
 - c. Through its execution of this Agreement, RECIPIENT acknowledges that it is familiar with the provisions of section 1090 *et seq.* and section 87100 *et seq.* of the Government Code, and certifies that it does not know of any facts which constitute a violation of said provisions. In the event RECIPIENT receives any information subsequent to execution of this Agreement which might constitute a violation of said provisions, RECIPIENT agrees it shall notify OUSD in writing.
29. **Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion.** Through its execution of this Agreement, RECIPIENT certifies to the best of its knowledge and belief, that it and its principals are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency according to Federal Acquisition Regulation Subpart 9.4, and by signing this contract, certifies that this vendor does not appear on the Excluded Parties List (<https://www.sam.gov/>).
30. **Limitation of OUSD Liability.** OUSD shall have no financial obligations under this Agreement other than as provided in this Agreement. Notwithstanding any other provision of this Agreement, in no event shall OUSD be liable, regardless of whether any

claim is based on contract or tort, for any special, consequential, indirect or incidental damages, including, but not limited to, lost profits or revenue, arising out of, or in connection with, this Agreement for the Services performed in connection with this Agreement.

31. **Indemnification.**

- a. To the furthest extent permitted by California law, RECIPIENT shall indemnify, defend and hold harmless OUSD, its Governing Board, agents, representatives, officers, consultants, employees, trustees, and volunteers (“OUSD Indemnified Parties”) from any and all claims or losses accruing or resulting from injury, damage, or death of any person or entity arising out of RECIPIENT’s performance of this Agreement. RECIPIENT also agrees to hold harmless, indemnify, and defend OUSD Indemnified Parties from any and all claims or losses incurred by any supplier, RECIPIENT, or subcontractor furnishing work, services, or materials to RECIPIENT arising out of the performance of this Agreement. RECIPIENT shall, to the fullest extent permitted by California law, defend OUSD Indemnified Parties at RECIPIENT’s own expense, including attorneys’ fees and costs, and OUSD shall have the right to accept or reject any legal representation that RECIPIENT proposes to defend OUSD Indemnified Parties.
- b. To the furthest extent permitted by California law, OUSD shall indemnify, defend, and hold harmless RECIPIENT, its Board, agents, representatives, officers, consultants, employees, trustees, and volunteers (“RECIPIENT Indemnified Parties”) from any and all claims or losses accruing or resulting from injury, damage, or death of any person or entity arising out of OUSD’s performance of this Agreement. OUSD shall, to the fullest extent permitted by California law, defend RECIPIENT Indemnified Parties at OUSD’s own expense, including attorneys’ fees and costs.

32. **Audit.** RECIPIENT shall establish and maintain books, records, and systems of account, in accordance with generally accepted accounting principles, reflecting all business operations of RECIPIENT transacted under this Agreement. RECIPIENT shall retain these books, records, and systems of account during the term of this Agreement and for three (3) years after the End Date. RECIPIENT shall permit OUSD, its agent, other representatives, or an independent auditor to audit, examine, and make excerpts, copies, and transcripts from all books and records, and to make audit(s) of all records and other data related to Services covered by this Agreement. Audit(s) may be performed at any time, provided that OUSD shall give reasonable prior notice to RECIPIENT and shall conduct audit(s) during RECIPIENT’S normal business hours, unless RECIPIENT otherwise consents.

33. **Litigation.** This Agreement shall be deemed to be performed in Oakland, California and is governed by the laws of the State of California, but without resort to California’s principles and laws regarding conflict of laws. The Alameda County Superior Court shall have jurisdiction over any litigation initiated to enforce or interpret this Agreement.

34. **Incorporation of Recitals and Exhibits.** Any recitals and exhibits attached to this Agreement are incorporated herein by reference. RECIPIENT agrees that to the extent any recital or document incorporated herein conflicts with any term or provision of this Agreement, the terms and provisions of this Agreement shall govern.
35. **Integration/Entire Agreement of Parties.** This Agreement constitutes the entire agreement between the PARTIES and supersedes all prior discussions, negotiations, and agreements, whether oral or written. This Agreement may be amended or modified only by a written instrument executed by both PARTIES.
36. **Severability.** If any term, condition or provision of this Agreement is held by a court of competent jurisdiction to be invalid, void or unenforceable, the remaining provisions will nevertheless continue in full force and effect, and shall not be affected, impaired or invalidated in any way.
37. **Provisions Required By Law Deemed Inserted.** Each and every provision of law and clause required by law to be inserted in this Agreement shall be deemed to be inserted herein and this Agreement shall be read and enforced as though it were included therein.
38. **Captions and Interpretations.** Section and paragraph headings in this Agreement are used solely for convenience, and shall be wholly disregarded in the construction of this Agreement. No provision of this Agreement shall be interpreted for or against a PARTY because that PARTY or its legal representative drafted such provision, and this Agreement shall be construed as if jointly prepared by the PARTIES.
39. **Calculation of Time.** For the purposes of this Agreement, “days” refers to calendar days unless otherwise specified and “hours” refers to hours regardless of whether it is a work day, weekend, or holiday.
40. **Counterparts and Electronic Signature.** This Agreement, and all amendments, addenda, and supplements to this Agreement, may be executed in one or more counterparts, all of which shall constitute one and the same amendment. Any counterpart may be executed and delivered by facsimile or other electronic signature (including portable document format) by either PARTY and, notwithstanding any statute or regulations to the contrary (including, but not limited to, Government Code section 16.5 and the regulations promulgated therefrom), the counterpart shall legally bind the signing PARTY and the receiving PARTY may rely on the receipt of such document so executed and delivered electronically or by facsimile as if the original had been received. Through its execution of this Agreement, each PARTY waives the requirements and constraints on electronic signatures found in statute and regulations including, but not limited to, Government Code section 16.5 and the regulations promulgated therefrom.

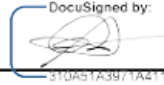
41. **Agreement Publicly Posted.** This Agreement, its contents, and all incorporated documents are public documents and will be made available by OUSD to the public online via the Internet.
42. **Signature Authority.**
- a. Each PARTY has the full power and authority to enter into and perform this Agreement, and the person(s) signing this Agreement on behalf of each PARTY has been given the proper authority and empowered to enter into this Agreement.
 - b. Notwithstanding subparagraph (a), only the Superintendent, Chiefs, Deputy Chiefs, and the General Counsel have been delegated the authority to sign contracts for OUSD and only under limited circumstances, which require ratification by the OUSD Governing Board. RECIPIENT agrees not to accept the signature of another other OUSD employee as having the proper authority and empowered to enter into this Agreement or as legally binding in any way.
 - c. Notwithstanding Paragraph 18, if this Agreement is executed by the signature of the Superintendent, Chiefs, Deputy Chiefs, or General Counsel under their delegated authority, and the Board thereafter declines to ratify the Agreement, the Agreement shall automatically terminate on the date that the Board declines to ratify it.
43. **Contract Contingent on Governing Board Approval.** OUSD shall not be bound by the terms of this Agreement unless and until it has been (i) formally approved by OUSD's Governing Board or (ii) validly and properly executed by the OUSD Superintendent, the General Counsel, or a Chief or Deputy Chief authorized by the Education Code or Board Policy, and no payment shall be owed or made to RECIPIENT absent such formal approval or valid and proper execution.

REST OF PAGE IS INTENTIONALLY LEFT BLANK

IN WITNESS WHEREOF, the PARTIES hereto agree and execute this Agreement and to be bound by its terms and conditions:

RECIPIENT

Name: Greg Sampson

Signature:  _____

Position: Vice President
Engineering, Systems & Products

Date: 5/17/2022

OUSD

Name: Susan Beltz

Signature:  _____

Position: Chief Technology Officer

Date: 5/16/2022

☐ Board President

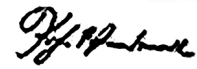
☐ Superintendent

☒ Chief/Deputy Chief/Executive Director



Gary Yee, President, BOE

Name: Kyla Johnson-Trammell

Signature:  _____

Position: Secretary, Board of Education

Date: 5/26/2022

Template approved as to form by OUSD Office of the General Counsel.

EXHIBIT A[2]

1) Anticipated Use of Data: *Describe the purpose for which the Recipient seeks access to the OUSD Data identified in Exhibit B.*

Springboard Collaborative accelerates literacy for students below grade level through personalized small group instruction, teacher professional development and family engagement. Key program components include a research-based, standards-aligned early literacy curriculum for K-3 students, family engagement activities to support children's reading at home, daily half-day sessions for students with OUSD teachers, and targeted professional development and PLCs for educators. In addition, Springboard provides project management support. Upon completion of the program, OUSD will receive Impact Reports reflecting progress towards goals, student attendance, and family participation. All student and family curriculum are available digitally and include slides and teacher scripts.

Program Resources

Springboard provides resources and structures at the start of the program to build family buy-in and lay the foundation for a strong partnership. Teachers will lead team-building huddles including goal setting which are quantifiable, individualized and achievable during the duration of the program. OUSD will determine whether team building huddles take place in person or virtually; Springboard provides family workshops structures, content and resources (translated) for OUSD to lead workshops that train families to be effective at-home literacy coaches. Springboard provides E-books and interactive lessons. All participants receive a Raz Plus subscription specific to Springboard programming which supports educators' lessons and provides access to 1,000s of e-book texts. Raz supports reading practice time both during program with teachers and at-home independently and with families. Springboard distributes educational incentives including school supplies, backpacks and tablets during a capstone celebration at the end of the program.

Data Portal & Family App

Educators use Springboard's "Slinky" data portal, which is built on a Salesforce platform. Slinky holds student enrollment and class rostering data, allowing educators to take attendance for Springboard instructional time, family workshops, and team-building huddles. The Slinky portal is also where teachers access Springboard curriculum and resources during the program.

All families and educators receive access to Springboard "Connect", a web-based texting app available in both Spanish and English. Connect provides family workshop reminders and reading tips and strategies. Families also use Connect to log minutes and books read at home.

Student Instruction Curricula & Resources

Springboard instructional components include Daily Message (SEL component), Reading Readiness and Phonics, Shared Reading which include the use of Raz e-books, Read Alouds, and Writing (which is connected to our Read Aloud lessons). All lessons correlate to Common Core ELA Reading Foundational skills, align to the Science of Reading and include facilitator notes and a short script for explicit instruction.

Assessment & Impact Data

Springboard provides professional development and support for the Raz Flightcheck and/or DIBELS assessment including how to analyze assessment data to drive instruction and at-home support.

Partners receive a site-level and district-level impact report that roll up data related to registrations, attendance, family workshop participation, incentives earned, student reading goals met, and pre- and post-program analysis of assessment data.

2) Description of Existing Agreements between OUSD and Recipient^[13]: *To the extent that OUSD and Recipient have entered separate agreements imposing legal obligations in addition to data sharing, list their date, Enactment Number (if applicable), and a brief summary below. Include research applications in this list. Contract attached hereto.*

3) Site/Department to Provide Data (e.g., Research, Assessment, & Data Department, Tech Services Department, specific school site):

Tech Services

EXHIBIT B

Please indicate each data element requested below ^(t4).

Category	Elements	Check if Requested
Application Technology Metadata	IP Addresses of users, use of cookies, etc.	☐
Application Use Statistics	Metadata on user interaction with application	X
Assessment	SBAC results	☐
	ELPAC results	☐
	IAB Results	☐
	Local benchmark assessment results	X
Attendance	Attendance rate	X
	Number of absences	☐
Communications	Online communications that are captured (emails, blog entries)	☐
Conduct	Number of Suspensions	☐
	Days suspended	☐
Demographics	Gender	X
	Race/Ethnicity	X
	Special ed. flag	X
	Home language	X

	Language proficiency	☐
	Birth country	☐
Enrollment	School	X
	Grade level	X

Parent/Guardian Contact Information	Name	X
	Address	X
	Email	X
	Phone	X
Schedule	Student scheduled courses	X
	Teacher names	X
Special Indicator	English language learner	X
	Title 1 flag (schoolwide)	☐
Student Contact Information	Name	X
	Address	☐
	Email	☐
	Phone	☐
Local Identifiers	Local student ID number	X

	Teacher ID number	☐
	State student ID number	☐
	Provider/App assigned student ID number	☐
	Student app username	☐
	Student app password(s)	☐
	Dummy identifiers	☐

Student Work	Student generated content; writing, pictures etc.	☐
Transcript	Student course grades	☐
	Current year GPA	☐
	Cumulative GPA	☐
Transportation	Student bus assignment	☐
	Student pick up and/or drop off location	☐
	Student bus card ID number	☐

Board Office Use: Legislative File Info.	
File ID Number	21-0956
Introduction Date	5/26/21
Enactment Number	21-0834
Enactment Date	5/26/2021 os



Board Cover Memorandum

To Board of Education

From Kyla Johnson-Trammell, Superintendent
Sondra Aguilera, Chief Academic Officer

Meeting Date May 26, 2021

Subject Amendment No. 2, Professional Services Contract 2019-2020 – Springboard Collaborative – Summer Learning Programs – Community Schools and Student Services Department

Ask of the Board Approval by the Board of Education of Professional Services Contract 2019-2020 between the District and Springboard Collaborative, Philadelphia, PA, for the latter to provide in-person provide intervention services to include 4 and 5 week summer programs that combines targeted reading instruction, family workshops, teacher coaching, and incentives to achieve lasting results in literacy, as described in the Scope of Work via the Community Schools and Student Services Department, in an additional amount of \$495,790.00, increasing the contract not to exceed amount from \$442,250.00 to \$938,040.00, and extending the term of the contract from May 15, 2020 through May 31, 2021 to February 20, 2022.

Background Springboard Collaborative has a track record of closing the reading achievement gap by coaching teachers, training family members, and incentivizing learning in OUSD over the past five years. While there is always need of effective reading programs to combat summer learning loss, it is particularly urgent this year with added learning loss due to extended time in distance learning setting.

Discussion Springboard Collaborative was selected as the lowest responsible bidder following a competitive RFP process. Springboard Collaborative has a proven track record of decreasing the reading achievement gap and students have averages three months' reading growth in five weeks' time during this programming for the Summer Learning Program at OUSD. Summer Learning is an important time to address the achievement gap by replacing typical summer learning regression with reading growth instead. In addition to providing services for our students, this program allows parents to grow in their knowledge or providing reading support at home, and builds OUSD capacity by providing targeted training to our OUSD teachers in guided reading, phonics instruction, and proper reading assessment administration.

The original Professional Services Contract was approved by the Board of Education on June 24, 2020 via Enactment No. 20-1061. Amendment No. 1 to the contract added school year, school day intervention services and was approved by the Board on March 24, 2021 via Enactment No. 21-0444.

Fiscal Impact

Resource 3010/Title I – in the amount of \$287,250.00
Resource 3180/School Improvement Grant in the amount of \$82,500.00
Resource 9006/Oakland Public Education Fund in the amount of \$72,500.00
Resource 3215/Learning Loss Mitigation – GEER in the amount of \$495,790.00

Attachment(s)

- Amendment No. 2, Professional Services Contract 2019-2020
- Authorization to Proceed with Consultant Contract
- System for Awards Management Search Results
- Amendment No 1, Professional Services Contract 2019-2020
- Original Professional Services Contract 2019-2020
- Original Request for Proposals
- Vendor's Submission for Request for Proposals

Board Office Use: Legislative File Info.	
File ID Number	21-0956
Introduction Date	5/26/21
Enactment Number	21-0834
Enactment Date	5/26/2021 os



**OAKLAND UNIFIED
SCHOOL DISTRICT**
Community Schools, Thriving Students

AMENDMENT NO. 2
to
Professional Services Contract 2019-2020

This Amendment amends the attached legal agreement (“Original Agreement”) and the prior amendment (“Prior Amendment,” together with Original Agreement, “(Amended) Agreement”), incorporated herein by reference.

The District issued a Request for Proposals (“RFP”) for Summer Learning Literacy Interventions Services on October 23, 2018. The RFP provided: “Contingent upon funding, the District anticipates the contract term to be March 1, 2019 through February 20, 2020, with the option for annual renewal up to three (3) separate, additional years (i.e., pursuant to one-year extensions through 2023).”

On May 8, 2019, the Board awarded the contract to Springboard Collaborative (“VENDOR”), and the District and VENDOR entered a contract (Enactment No. 19-0639) for the term May 15, 2019, through June 30, 2020. On June 24, 2020, the District and VENDOR entered the Original Agreement (Enactment No. 20-1061) for the term May 15, 2020 through May 31, 2021. On March 24, 2021, the District and VENDOR amended the Original Agreement by entering the Prior Amendment (Enactment No. 21-0444), with the same term.

The PARTIES hereby agree to amend the (Amended) Agreement as stated herein.

1. **Services:**
- ☐ The scope of work of the (Amended) Agreement is unchanged.
 - ☒ The scope of work of the (Amended) Agreement has changed. If the scope of work has changed: Provide brief description of revised scope of work

including measurable description of expected final results, such as services, materials, products, and/or reports; select the appropriate option below:

☒ Revised scope of work attached

☐ VENDOR agrees to provide the following amended services:

[Click or tap here to enter text.](#)

2. **Term** (duration): ☐ The term of the (Amended) Agreement is unchanged

☒ The term of the (Amended) Agreement has changed. If the term has changed: The parties agree to amend the below original End Date of the (Amended) Agreement to the below new End Date:

Original End Date: **May 31, 2021**

New End Date: **February 20, 2022**

3. **Compensation**: ☐ The not-to-exceed amount in the (Amended) Agreement is unchanged

☒ The not-to-exceed amount in the (Amended) Agreement has changed. If the not-to-exceed amount has changed: The not-to-exceed amount in the (Amended) Agreement is amended as follows:

☒ Increase not-to-exceed amount by:

\$495,790.00.

☐ Decrease not-to-exceed amount by:

[Click or tap here to enter text..](#)

The new not-to-exceed amount under the (Amended) Agreement, as herein amended, is

\$938,040.00.

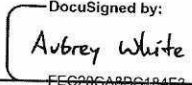
4. **COVID-19**: To the extent that the Amendment did not contain the following guarantees, by signing this Amendment, VENDOR agrees that:

- a. Through its execution of this Amendment, VENDOR declares that it is able to meet its obligations and perform the Services required pursuant to this Amendment in accordance with any shelter-in-place (or similar) order or curfew (or similar) order ("Orders") issued by local or state authorities and with any social distancing/hygiene (or similar) requirements.

- b. VENDOR agrees to notify OUSD within twelve (12) hours if VENDOR or any employee, subcontractor, agent, or representative of VENDOR tests positive for COVID-19, shows or reports symptoms consistent with COVID-19, or reports to VENDOR possible COVID-19 exposure.
 - c. VENDOR agrees to immediately adhere to and follow any OUSD directives regards health and safety protocols including, but not limited to, providing OUSD with information regarding possible exposure of OUSD employees to VENDOR or any employee, subcontractor, agent, or representative of VENDOR and information necessary to perform contact tracing.
 - d. VENDOR shall bear all costs of compliance with this Paragraph.
5. **Remaining Provisions:** All other provisions of the (Amended) Agreement remain unchanged and in full force and effect as originally stated.
6. **Amendment Publicly Posted.** This Amendment, its contents, and all incorporated documents are public documents and will be made available by OUSD to the public online via the Internet.
7. **Signature Authority.**
- a. Each PARTY has the full power and authority to enter into and perform this Amendment, and the person(s) signing this Amendment on behalf of each PARTY has been given the proper authority and empowered to enter into this Amendment.
 - b. Notwithstanding subparagraph (a), only the Superintendent, Chiefs, Deputy Chiefs, and the General Counsel has authority to sign contracts for OUSD and only under limited circumstances, which required ratification by the OUSD Governing Board. VENDOR agrees not to accept the signature of another other OUSD employee as having the proper authority and empowered to enter into this Amendment or as legally binding in any way.
8. **Amendment Contingent on Governing Board Approval.** OUSD shall not be bound by the terms of this Amendment unless and until it has been (i) formally approved by OUSD's Governing Board or (ii) validly and properly executed by the OUSD Superintendent, the General Counsel, or a Chief or Deputy Chief authorized by the Education Code or Board Policy, and no payment shall be owed or made to VENDOR absent such formal approval or valid and proper execution.

IN WITNESS WHEREOF, the PARTIES hereto agree and execute this Amendment and to be bound by its terms and conditions:

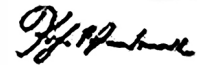
VENDOR

Name: Aubrey White Signature: 
Position: President Date: 4/27/2021

By its signature, VENDOR acknowledges and agrees not to expect or demand compensation pursuant to this Amendment prior to the PARTIES, particularly OUSD, validly and properly executing this Amendment until this Amendment is validly and properly executed and shall not rely on verbal or written communication from any individual, other than the President of the OUSD Governing Board, the OUSD Superintendent, or the OUSD General Counsel, stating that OUSD has validly and properly executed this Amendment. VENDOR specifically acknowledges and agrees to this term/condition on the above date.

OUSD

Name: Shanthi Gonzales Signature: 
Position: Presiden, BOE Date: 5/27/2021
☐ Board President
☐ Superintendent
☐ Chief/Deputy Chief

Name: Kyla Johnson-Trammell Signature: 
Position: Secretary, Board of Education Date: 5/27/2021

Approved as to form by OUSD Staff Attorney Joanna Powell on 4/26/21.



Scope of Work

Springboard Collaborative will provide intervention services in an in person learning format to include 4 and 5 week summer programs that combine targeted reading instruction, family workshops, teacher coaching, and incentives to achieve lasting results in literacy. Springboard Collaborative will provide curriculum, guided reading books, access to online libraries to support implementation of Guided Reading and daily read-aloud sessions for the duration of programming, parent engagement curriculum, and marketing materials to serve 1,190 students at nine OUSD Summer Learning designated elementary summer school sites to support OUSD teachers and staff in summer learning. In addition, Springboard Collaborative will provide professional development to OUSD teachers, summer principals, and attendance specialists in the areas of recruitment, instructional design, data management and assessment. Springboard Collaborative will provide OUSD support in monitoring student performance, parent participation, and student reading scores via an effective data management system. By the end of the Summer Learning Programs, Springboard Collaborative will conduct data analysis and provide OUSD with impact reports to assist OUSD in determining the effectiveness of this literacy intervention program.

Springboard will train 85 OUSD Teachers.

Springboard will train 9 OUSD Site Leaders.

Springboard will train 4 OUSD Operations Leads to partner with Site Leaders at each site.

Springboard will train 2 OUSD Teacher Leaders who will support all 9 sites with all aspects of Springboard program implementation. Springboard will support the Teacher Leaders with leadership development and weekly planning meetings.

Springboard, with input from OUSD will hire and pay a Program Director who will support all 9 sites with all aspects of Springboard program implementation.

Responsibilities of Springboard:

Professional Management: Springboard will furnish dedicated Springboard coaches to guide implementation. This will include planning out of key dates with OUSD, creating a program calendar, and building out needed data tracking tools.

Professional Development: Springboard will grant access to on-demand professional development materials. Springboard will train the Site Leader to implement the Springboard Program. Springboard support site leaders and teacher leaders to conduct training sessions with teachers to support all elements of the program including family engagement, literacy, assessment, and setting goals.

Curriculum: Springboard will provide OUSD with access to its student and parent curricula and associated Program Materials (items provided to OUSD and developed by Springboard, including but not limited to, curricula, daily lesson guides., family books for each student (7 books), and incentive materials (for students, parents, teachers, and Site Leaders) and Professional Development Materials (protocols and written guides developed by Springboard) to train teachers on data-driven instruction,

effective lesson planning, family communication, and facilitation of Parent Workshops, which are interactive training sessions led by teachers to educate parents, guardians, or care-givers about effective strategies for reading with their student, and to permit parents, guardians or care-givers to share their insights and expertise on their student throughout the Springboard Program.

Books: Springboard will provide each site with access to online libraries to support implementation of Guided Reading and daily read-aloud sessions for the duration of programming. Families that lack connectivity or devices will be sent book packs directly to their homes.

Data and Communications: Springboard will provide a data system to store Springboard program information such as program dates, assessment data, growth goals, and workshop attendance.

Data Collection: Springboard will provide the data management system and reports (SLINKY) which will track and analyze all of Springboard's data throughout the Springboard Program, including but not limited to student and family demographic information, student reading progress, student and parent attendance, daily family engagement, and teacher observations. The Site Leader will ensure that teachers monitor student reading progress and daily attendance, input required information into the Data System, and administer sign-in protocols for Parent Workshops during the Springboard Program. Springboard will share Student Reading Scores and the school- and classroom-level data analysis impact reports it compiles with OUSD.

SCHOOL REGISTRATION INFORMATION:

Springboard will provide programming across 9 sites for the below indicated number of days:
School Location Total Enrollment # of days

Elem Site 1, Futures/Cues, East Oakland, 98 students, 20 days
Elem Site 2, MLK JR, Elem, West Oakland Hub, 112 students, 20 days
Elem Site 3, Laurel Elem, Central Oakland Hub, 140 student, 20 days
Elem Site 4, Bella Vista Elem, Central Oakland Hub, 140 students, 24 days
Elem Site 5, Emerson Elem, North West Oakland Hub, 140 students, 24 days
Elem Site 6, TBD, North East Oakland Hub, 140 students, 24 days
Elem Site 7, TBD, North East Oakland Hub, 140 students, 24 days
Elem Site 8 Encompass Academy, East Hub, 140 students, 24 days
Elem Site 9, Esperanza Elem, East Hub, 140 students, 24 days

Springboard Summer (2021) Expected Enrollment: 1,190 students
Total Number of Classes: 85 classes

Payment Adjustment: Total payment due will be adjusted if Enrollment represents a 10% or more reduction from expected enrollment. The payment adjustment will be the per student resources fee (\$275) multiplied by the difference between expected enrollment and enrollment.



OAKLAND UNIFIED
SCHOOL DISTRICT

Community Schools,
Thriving Students

02-16-2021

OUSD USE ONLY

Springboard Collaborative
2 Penn Center, Suite 1615, 1500 JFK Blvd
Philadelphia, PA 19102
ATTN: Aubrey White

RE: Authorization to Proceed with Consultant Contract Processing

This letter is to inform you that you have successfully completed the consultant review process for Vendor Management in ContractsOnline for the current school year.

This authorization shall expire at the conclusion of the 2020-2021 school year.

Please note that THIS IS NOT AN AUTHORIZATION TO START WORK.

You must complete the entire Contract Approval Process, which includes:

A) Final contract execution and District Approval, and/or;

B) Issuance of your Purchase Order Number

whichever happens first.

Thank you for your commitment to help support and enhance the educational experience of Oakland students.

Procurement Department,
Oakland Unified School District

SAM Search Results
List of records matching your search for :

Search Term : springboard collaborative*
Record Status: Active

ENTITY	Springboard Collaborative	Status: Active
DUNS: 079665496	+4:	CAGE Code: 8U8Q0 DoDAAC:
Expiration Date: 01/12/2022	Has Active Exclusion?: No	Debt Subject to Offset?: No
Address: 1500 John F Kennedy Blvd Ste 1160		
City: Philadelphia	State/Province: PENNSYLVANIA	
ZIP Code: 19102-1752	Country: UNITED STATES	



**OAKLAND UNIFIED
SCHOOL DISTRICT**
Community Schools, Thriving Students

AMENDMENT ROUTING FORM 2018-2019

Amendment No. 2 to Professional Services Contract 2019-2020

Directions

- Services beyond the original contract cannot be provided until the amendment is fully approved and PO is increased by Procurement.
- To be eligible for an amendment, term end date of the contract cannot be expired. If expired, a new contract is necessary.
 - Insert the amendment number (i.e. if this is the first amendment enter "1," second enter "2," etc.) at the top of the amendment.
 - If contract total amount has increased, the scope of work must change.
 - OUSD contract originator creates new requisition with the original PO number referenced in the item description.

When the contract amendment is approved, Procurement will add additional funds to the original Purchase Order.

Attachment
Checklist

- Contract amendment packet including Board Memo and Amendment Form
- Board approved copy of the original contract and any prior Amendments.

Contractor Information

Contractor Name	Springboard Collaborative	Contractor's Contact	Aubrey White
OUSD Vendor ID #	004039	Title	President
Street Address	2 Penn Center, Ste 1315, 1500 JFK Blvd.	City, State	Philadelphia, PA
Telephone	484-580-9243	Zip Code	19102
		Email (required)	a.white@springboardcollaborative.org

Compensation and Terms

Current Contract Amount	\$442,250.00	OUSD Vendor ID #	004039	Start Date of Original Contract	5/15/2020
Amount of Increase	495,790	Original PO #	Multiple	Current Term End Date	5/31/2021
Amount of Decrease		New Requisition #	VR21-07415	New Term End Date*	2/20/2022
New Total Contract Amount	938,040	% Change	112.11	*Must be no more than five years from the start date	

Budget Information (If you are planning to multi-fund a contract using LEP funds, please contact the State and Federal Office before completing requisition)

Requisition No.	Budget Number	Resource Name	Amount
VR21-07415	010-3215-0-3200-1000-5825-937-9370-6350-9999-99999	Learning Loss Mitigation (GEEP)	\$ 261,000.00
21-22 Funds			\$ 234,790.00
			\$ 0.00
			\$ 0.00

Contract History

Agreement	OUSD Enactment #	Exact Name of Contract	Contract Amount
	20-1061	20-0996 - Professional Services Contract - Springboard Collaborative - A	\$369,750.00
Amend #	OUSD Enactment #	General Description of Reason for Amendment	Increase/Decrease Amount
1	21-0444	Adding school year, school-day intervention services	\$72,500.00

OUSD Contract Originator Information

Name of OUSD Contact	Julie McCalmont	Email	julie.mccalmont@ousd.org
Site/Dept. Name	Community Schools and Student Services Department	Site #	922
		Phone	510-879-2709

Approval and Routing (in order of approval steps)

Services above original contract cannot be provided before the amendment is fully approved and the PO amount is increased by Procurement.

	Signature - Approved	Denied - Reason	Date
1. Administrator/Manager	DocuSigned by: Julie McCalmont 2037-88803CA0405		4/28/2021
2. Resource Manager (if restricted funds)	DocuSigned by: Tony Christmas 188610C908E41E		4/28/2021
3. Network Superintendent/Executive Director	DocuSigned by: Andrea Bustamante 806EC208F1E4AD		4/28/2021
4. Chief/Deputy Chief	DocuSigned by: Sandra Aguilera 307C2B8033A0408		4/28/2021
5. Legal (if increase takes contract above \$92,600)			
6. Superintendent, Board of Education	Signature on the legal contract		

Procurement-Date Received: _____

THIS FORM IS NOT A CONTRACT

Board Office Use: Legislative File Info.	
File ID Number	21-0475
Introduction Date	3/24/21
Enactment Number	21-0444
Enactment Date	3/24/2021 If



Board Cover Memorandum

To Board of Education

From Kyla Johnson-Trammell, Superintendent
Sondra Aguilera, Chief Academic Officer

Meeting Date March 24, 2021

Subject Amendment No. 1, Professional Services Contract 2019-2020 – Springboard Collaborative – Reading Intervention Services - Community Schools and Student Services Department

Ask of the Board Approval by the Board of Education of Amendment No. 1 to Professional Services Contract 2019-2020 with Springboard Collaborative, San Francisco, CA, for the latter to provide a variety of reading intervention services as described in attached revised scope of work, incorporated herein by reference as though fully set forth, at ten school sites, via the Community Schools and Student Services Department, for the period May 15, 2020 through May 31, 2021, in an additional amount of \$72,500.00, increasing the not to exceed amount from \$369,750.00 to \$442,250.00.

Background Springboard Collaborative was selected as the lowest responsive responsible bidder following an OUSD competitive RFP process. Springboard Collaborative has a demonstrated track record of decreasing the reading achievement gap by coaching teachers, training family members, and incentivizing learning in OUSD for the past 5 years. Students have averaged 3 months reading growth in 4-5 weeks' time during this programming for the Summer Learning Program at OUSD.

The original Professional Services Contract was approved by the Board on June 24, 2020 via Enactment No. 20-1061. This contract included services for Summer 2020 as well as after school services during the 2020-2021 school year.

Discussion Instructional minutes have been lost during our transition to distance learning while the health of our community is threatened by COVID-19 and we are forced to shelter in place. Providing supplemental early literacy intervention is crucial for our students most at risk during this pandemic.

Fiscal Impact Title I (Resource 3010) in the amount of \$287,250.00, School Improvement Grant (Resource 3180) in the amount of \$82,500.00, Oakland Public Education Fund

(Resource 9006) in the amount of \$72,500.00

Attachment(s)

- Amendment No. 1, Professional Services Contract 2019-2020
- Authorization to Proceed with Consultant Contract Processing, 2020-2021
- System for Award Management Search Results
- Professional Services Contract 2019-2020

Board Office Use: Legislative File Info.	
File ID Number	21-0475
Introduction Date	3/24/21
Enactment Number	21-0444
Enactment Date	3/24/2021 If



**OAKLAND UNIFIED
SCHOOL DISTRICT**
Community Schools, Thriving Students

AMENDMENT NO. 1

to

Professional Services Contract 2019-2020

This Amendment amends the attached legal agreement (“Original Agreement”) and any prior amendments (“Prior Amendments,” together with Original Agreement, “(Amended) Agreement”), incorporated herein by reference, which includes the following information:

- The (Amended) Agreement is between the Oakland Unified School District (“OUSD”) and the below named entity or individual (“VENDOR,” together with OUSD, “PARTIES”):

Springboard Collaborative

- The Parties entered into the Original Agreement on the below date:

June 24, 2020

- The Enactment Number of the Original Agreement is below:

20-1061

The PARTIES hereby agree to amend the (Amended) Agreement as stated herein.

1. **Services:**

☐ The scope of work of the (Amended) Agreement is unchanged.

☒ The scope of work of the (Amended) Agreement has changed. If the scope of work has changed: Provide brief description of revised scope of work including measurable description of expected final results, such as services, materials, products, and/or reports; select the appropriate option below:

☒ Revised scope of work attached

☐ VENDOR agrees to provide the following amended services:

Click or tap here to enter text.

2. **Term** (duration): ☒ The term of the (Amended) Agreement is unchanged

☐ The term of the (Amended) Agreement has changed. If the term has changed: The parties agree to amend the below original End Date of the (Amended) Agreement to the below new End Date:

Original End Date: Click or tap to enter a date.

New End Date: Click or tap to enter a date.

3. **Compensation**: ☐ The not-to-exceed amount in the (Amended) Agreement is unchanged

☒ The not-to-exceed amount in the (Amended) Agreement has changed. If the not-to-exceed amount has changed: The not-to-exceed amount in the (Amended) Agreement is amended as follows:

☒ Increase not-to-exceed amount by:

\$72,500.00.

☐ Decrease not-to-exceed amount by:

\$Click or tap here to enter text..

The new not-to-exceed amount under the (Amended) Agreement, as herein amended, is

\$442,250.00.

4. **COVID-19**: To the extent that the Amendment did not contain the following guarantees, by signing this Amendment, VENDOR agrees that:

- a. Through its execution of this Amendment, VENDOR declares that it is able to meet its obligations and perform the Services required pursuant to this Amendment in accordance with any shelter-in-place (or similar) order or curfew (or similar) order ("Orders") issued by local or state authorities and with any social distancing/hygiene (or similar) requirements.
- b. VENDOR agrees to notify OUSD within twelve (12) hours if VENDOR or any employee, subcontractor, agent, or representative of VENDOR tests positive for COVID-19, shows or reports symptoms consistent with COVID-19, or reports to VENDOR possible COVID-19 exposure.
- c. VENDOR agrees to immediately adhere to and follow any OUSD directives regards health and safety protocols including, but not limited to, providing OUSD with information regarding possible exposure of OUSD employees to VENDOR or any employee,

subcontractor, agent, or representative of VENDOR and information necessary to perform contact tracing.

d. VENDOR shall bear all costs of compliance with this Paragraph.

5. **Remaining Provisions:** All other provisions of the (Amended) Agreement remain unchanged and in full force and effect as originally stated.

6. **Amendment Publicly Posted.** This Amendment, its contents, and all incorporated documents are public documents and will be made available by OUSD to the public online via the Internet.

7. **Signature Authority.**

a. Each PARTY has the full power and authority to enter into and perform this Amendment, and the person(s) signing this Amendment on behalf of each PARTY has been given the proper authority and empowered to enter into this Amendment.

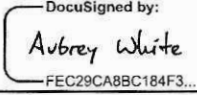
b. Notwithstanding subparagraph (a), only the Superintendent, Chiefs, Deputy Chiefs, and the General Counsel has authority to sign contracts for OUSD and only under limited circumstances, which required ratification by the OUSD Governing Board. VENDOR agrees not to accept the signature of another other OUSD employee as having the proper authority and empowered to enter into this Amendment or as legally binding in any way.

8. **Amendment Contingent on Governing Board Approval.** OUSD shall not be bound by the terms of this Amendment unless and until it has been (i) formally approved by OUSD's Governing Board or (ii) validly and properly executed by the OUSD Superintendent, the General Counsel, or a Chief or Deputy Chief authorized by the Education Code or Board Policy, and no payment shall be owed or made to VENDOR absent such formal approval or valid and proper execution.

REST OF PAGE IS INTENTIONALLY LEFT BLANK

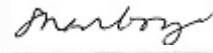
IN WITNESS WHEREOF, the PARTIES hereto agree and execute this Amendment and to be bound by its terms and conditions:

VENDOR

Name: Aubrey White Signature: 
Position: President Date: 2/24/2021

By its signature, VENDOR acknowledges and agrees not to expect or demand compensation pursuant to this Amendment prior to the PARTIES, particularly OUSD, validly and properly executing this Amendment until this Amendment is validly and properly executed and shall not rely on verbal or written communication from any individual, other than the President of the OUSD Governing Board, the OUSD Superintendent, or the OUSD General Counsel, stating that OUSD has validly and properly executed this Amendment. VENDOR specifically acknowledges and agrees to this term/condition on the above date.

OUSD

Name: Shanthi Gonzales Signature: 
Position: President, Board of Education Date: 3/25/2021
☒ Board President
☐ Superintendent
☐ Chief/Deputy Chief

Name: Kyla Johnson-Trammell Signature: 
Position: Secretary, Board of Education Date: 3/25/2021

Revised Scope of Work

Before programming:

Springboard will train 30 OUSD Teachers or Early literacy tutors. Springboard will train 10 program leaders. Springboard will provide 4 hours of individual consultation with each program lead.

Professional Development: Springboard will provide Educators with 6 hours of virtual PD (4 on family engagement, 2 on differentiated literacy instruction).

Curriculum: Springboard will provide OUSD with access to its student and parent curricula and associated program materials and incentive materials (for students, parents, teachers, and Site Leaders) and professional development materials (protocols and written guides developed by Springboard) to train teachers on data-driven instruction, effective lesson planning, family communication, and facilitation of Parent Workshops, which are interactive training sessions led by teachers to educate parents, guardians, or care-givers about effective strategies for reading with their student, and to permit parents, guardians or care-givers to share their insights and expertise on their student throughout the Springboard Program.

During programming:

Springboard will support program leaders and instructors to establish a baseline and growth goal for each student.

Springboard Connect: Families gain access to Springboard Connect, a home literacy app that provides reading strategies and reminders. (Connect is a web app with SMS messages, to maximize accessibility).

Family workshops: Springboard provides the curriculum and resources for educators to lead 5 workshops that train parents to be effective at-home literacy coaches in-person or virtual, in a variety of formats.

E-books: Springboard provides families and educators access to e-books (1,000s of leveled texts in multiple languages). Physical books can also be sent to families as an add-on.

Professional Learning Communities: Educators participate in weekly PLCs to improve their practice.

Assessment & awards: Springboard provides educational incentives to Partner (e.g.: backpack with school supplies) to distribute to students.

Ongoing consultation: Program leaders have access to 8 additional consulting hours with a Springboard specialist throughout implementation.

After Programming:

Data Collection: The Program Leader will ensure that educators monitor students' reading progress and daily attendance, input required information into the Data System, and administer sign-in protocols for Parent Workshops during the Springboard Program. Springboard will share Student Reading Scores and the school- and classroom-level data analysis it compiles with Partner.



OAKLAND UNIFIED
SCHOOL DISTRICT

Community Schools,
Thriving Students

02-16-2021

OUSD USE ONLY

Springboard Collaborative
2 Penn Center, Suite 1615, 1500 JFK Blvd
Philadelphia, PA 19102
ATTN: Aubrey White

RE: Authorization to Proceed with Consultant Contract Processing

This letter is to inform you that you have successfully completed the consultant review process for Vendor Management in ContractsOnline for the current school year.

This authorization shall expire at the conclusion of the 2020-2021 school year.

Please note that THIS IS NOT AN AUTHORIZATION TO START WORK.

You must complete the entire Contract Approval Process, which includes:

A) Final contract execution and District Approval, and/or;

B) Issuance of your Purchase Order Number

whichever happens first.

Thank you for your commitment to help support and enhance the educational experience of Oakland students.

Procurement Department,
Oakland Unified School District

SAM Search Results
List of records matching your search for :

Search Term : springboard collaborative*
Record Status: Active

ENTITY	Springboard Collaborative	Status: Active
DUNS: 079665496	+4:	CAGE Code: 8U8Q0 DoDAAC:
Expiration Date: 01/12/2022	Has Active Exclusion?: No	Debt Subject to Offset?: No
Address: 1500 John F Kennedy Blvd Ste 1160		
City: Philadelphia	State/Province: PENNSYLVANIA	
ZIP Code: 19102-1752	Country: UNITED STATES	



OAKLAND UNIFIED SCHOOL DISTRICT

Community Schools. Thriving Students.

AMENDMENT ROUTING FORM 2018-2019

Amendment No. 1 to Professional Services Contract 2019-2020

Directions

- Services beyond the original contract cannot be provided until the amendment is fully approved and PO is increased by Procurement.
- To be eligible for an amendment, term end date of the contract cannot not be expired. If expired, a new contract is necessary.
 - Insert the amendment number (i.e. if this is the first amendment enter "1," second enter "2," etc.) at the top of the amendment.
 - If contract total amount has increased, the scope of work must change.
 - OUSD contract originator creates new requisition with the original PO number referenced in the item description.

When the contract amendment is approved, Procurement will add additional funds to the original Purchase Order.

Attachment
Checklist

- Contract amendment packet including Board Memo and Amendment Form
- Board approved copy of the original contract and any prior Amendments.

Contractor Information

Contractor Name	Springboard Collaborative	Contractor's Contact	Aubrey White
OUSD Vendor ID #	004039	Title	President
Street Address	2 Penn Center, Ste 1315, 1500 JFK Blvd.	City, State	Philadelphia, PA
Telephone	484-580-9243	Zip Code	19102
		Email (required)	a.white@springboardcollaborative.org

Compensation and Terms

Current Contract Amount	\$369,750.00	OUSD Vendor ID #	004039	Start Date of Original Contract	5/15/2020
Amount of Increase	72,500	Original PO #	Multiple	Current Term End Date	5/31/2021
Amount of Decrease		New Requisition #	VR21-04520	New Term End Date*	
New Total Contract Amount	442,250	% Change	19.61	*Must be no more than five years from the start date	

Budget Information (If you are planning to multi-fund a contract using LEP funds, please contact the State and Federal Office before completing requisition)

Requisition No.	Budget Number	Resource Name	Amount
VR21-04520	010-9006-0-1110-1000-5825-937-9370-1173-0105-99999	Oakland Public Ed. Fund	\$ 72,500.00
			\$ 0.00
			\$ 0.00
			\$ 0.00

Contract History

Agreement	OUSD Enactment #	Exact Name of Contract	Contract Amount
Amend #	OUSD Enactment #	General Description of Reason for Amendment	Increase/Decrease Amount
	20-1061	20-0996 - Professional Services Contract - Springboard Collaborative - A	\$369,750.00

OUSD Contract Originator Information

Name of OUSD Contact	Julie McCalmont	Email	Julie.mccalmont@ousd.org
Site/Dept. Name	Community Schools and Student Services Department	Site #	922
		Phone	510-879-2709

Approval and Routing (in order of approval steps)

Services above original contract cannot be provided before the amendment is fully approved and the PO amount is increased by Procurement.

	Signature - Approved	Denied - Reason	Date
1. Administrator/Manager			
2. Resource Manager (if restricted funds)			
3. Network Superintendent/Executive Director	Decided by: Julie McCalmont 20240802063000		2/24/2021
4. Chief/Deputy Chief	Decided by: Andrea Bustamante 00012201111400		2/24/2021
5. Legal (if increase takes contract above \$92,600)	Decided by: Sandra Aguilera 00120000300000		2/24/2021
6. Superintendent, Board of Education	Signature on the legal contract		

Procurement-Date Received: _____

THIS FORM IS NOT A CONTRACT

Rev. 1/11/19

Board Office Use: Legislative File Info.	
File ID Number	20-0996
Introduction Date	6/24/20
Enactment Number	20-1061
Enactment Date	6/24/2020 If



**OAKLAND UNIFIED
SCHOOL DISTRICT**
Community Schools, Thriving Students

Memo

To Board of Education

From Kyla Johnson-Trammell, Superintendent
Andrea Bustamante, Executive Director, Community Schools & Student Services Department
Julie McCalmont, Coordinator, Expanded Learning Programs

Board Meeting Date June 24, 2020

Subject Professional Services Contract
Contractor: Springboard Collaborative
Services For: 922/Community Schools & Student Services Department

Action Requested and Recommendation Approval by the Board of Education of Professional Services Contract between the District and Springboard Collaborative, San Francisco, CA, for the latter to provide intervention services in a virtual/distance learning format to include 4-week summer programs and afterschool reading programs that combines targeted reading instruction, family workshops, teacher coaching, and incentives to achieve lasting results in literacy. Springboard Collaborative will provide curriculum, access to online libraries to support implementation of Guided Reading and daily read-aloud sessions for the duration of programming, parent engagement curriculum, and marketing materials to serve 1,065 students at eight OUSD Summer Learning designated elementary summer school sites to support OUSD teachers and staff in summer learning. These eight sights will consist of 4 Flagship sites with full supports and four Affiliate sites that will have more autonomy in intervention design and implementation. In addition, Springboard Collaborative will provide professional development to OUSD teachers, summer principals, and attendance specialists in the areas of recruitment, instructional design, data management and assessment. Springboard Collaborative will provide OUSD support in monitoring student performance, parent participation, and student reading scores via an effective data management system. By the end of the Summer Learning Programs, Springboard Collaborative will conduct data analysis and provide OUSD with impact reports to assist OUSD in determining the effectiveness of this literacy intervention program. Once summer has concluded, after school reading programs will be implemented in the fall of the 2020-2021 school year following a similar model as the summer.



Background

(Why do we need these services? Why have you selected this vendor?)

Springboard Collaborative was selected as the lowest responsive responsible bidder following an OUSD competitive RFP process. Springboard Collaborative has a demonstrated track record of decreasing the reading achievement gap by coaching teachers, training family members, and incentivizing learning in OUSD for the past 5 years. Students have averaged 3 months reading growth in 4-5 weeks' time during this programming for the Summer Learning Program at OUSD. Summer Learning is an important time to address the achievement gap by replacing typical summer learning regression instead with reading growth. In addition to providing services for our students, this program allows parents to grow in their knowledge of providing reading support at home, and builds OUSD capacity by providing targeted training to our OUSD teachers in guided reading, phonics instruction, and proper reading assessment administration.

Competitively Bid

Was this contract competitively bid? Yes

If no, exception:

Fiscal Impact

Funding resource(s): Title I, School Improvement Grant

Attachments

- Professional Services Contract
- COVID Amendment
- Authorization to proceed with Contract processing

Board Office Use: Legislative File Info.	
File ID Number	20-0996
Introduction Date	6/24/20
Enactment Number	20-1061
Enactment Date	6/24/2020 lf



**OAKLAND UNIFIED
SCHOOL DISTRICT**
Community Schools, Thriving Students

PROFESSIONAL SERVICES CONTRACT 2019-2020

This Agreement is entered into between Springboard Collaborative (CONTRACTOR) and Oakland Unified School District (OUSD). OUSD is authorized by Government Code Section 53060 to contract for the furnishing of special services and advice in financial, economic, accounting, engineering, legal, and administrative matters with persons specially trained, experienced, and competent to perform such services. CONTRACTOR warrants it is specially trained, experienced, and competent to provide such services. The parties agree as follows:

- Services:** CONTRACTOR shall provide the services ("Services" or "Work") as described in **Exhibit "A,"** attached hereto and incorporated herein by reference.
- Term:** The term of this Agreement shall be from 5/15/2020 (or the day immediately following approval by the Superintendent if the aggregate amount CONTRACTOR has contracted with the District is below \$92,600 in the current fiscal year; or, approval by the Board of Education if the total contract(s) exceed \$92,600, whichever is later) to 5/31/2021. The work shall be completed no later than 5/31/2021.
- Compensation:** OUSD agrees to pay CONTRACTOR for services satisfactorily rendered pursuant to this Agreement. The compensation under this Contract shall not exceed Three Hundred Sixty Nine Thousand, Seven Hundred Fifty Dollars (\$369,750.00) [per fiscal year], at an hourly billing rate not to exceed \$0.00 per hour. This sum shall be for full performance of this Agreement and includes all fees, costs, and expenses incurred by Contractor including, but not limited to, labor, materials, taxes, profit, overhead, travel, insurance, subcontractor costs, and other costs.

If CONTRACTOR will be compensated hourly for services provided under this Contract, CONTRACTOR shall describe in Exhibit "A," attached hereto, the specific scope of services to be delivered on an hourly basis to OUSD.

OUSD shall not be liable to CONTRACTOR for any costs or expenses paid or incurred by CONTRACTOR in performing services for OUSD, except as follows: N/A

Payment for Work shall be made for all undisputed amounts in monthly installment payments within forty-five (45) days after CONTRACTOR submits an invoice to OUSD for Work actually completed and after OUSD's written approval of the Work, or the portion of the Work for which payment is to be made.

The granting of any payment by OUSD, or the receipt thereof by CONTRACTOR, shall in no way lessen the liability of CONTRACTOR to correct unsatisfactory work, although the unsatisfactory character of that work may not have been apparent or detected at the time a payment was made. Work, which does not conform to the requirements of this Agreement, may be rejected by OUSD and in that case must be replaced by CONTRACTOR without delay.

- Equipment and Materials:** CONTRACTOR shall provide all equipment, materials, and supplies necessary for the performance of this Agreement.
- CONTRACTOR Qualifications / Performance of Services:**
 - CONTRACTOR Qualifications:** CONTRACTOR warrants it is specially trained, experienced, competent and fully licensed to provide the Services identified in this Agreement in conformity with the laws and regulations of the State of California, the United States of America, and all local laws, ordinances and/or regulations, as they may apply.
 - Standard of Care:** CONTRACTOR represents that CONTRACTOR has the qualifications and ability to perform the Services in a professional manner, without the advice, control or supervision of OUSD. CONTRACTOR's services will be performed, findings obtained, reports and recommendations prepared in accordance with generally and currently accepted principles and practices of its profession for services to California school districts and in accordance with applicable law, code, rule, regulation, and/or ordinance.
 - CONTRACTOR shall ensure that any individual performing work under the Agreement requiring a California license shall possess the appropriate license required by the State of California. All personnel shall have sufficient skill and experience to perform the work assigned to them.
 - CONTRACTOR shall carefully study and compare all documents, findings, and other instructions and shall at once report to District, in writing, any error, inconsistency, or omission that CONTRACTOR or its employees may discover. CONTRACTOR shall use professional efforts in identifying any errors, inconsistencies, or omissions.
- District Approval.** The work completed herein must meet the approval of OUSD and shall be subject to OUSD's general right of inspection and supervision to secure the satisfactory completion thereof.

6. **Certificates/Permits/Licenses/Registration:** CONTRACTOR and all CONTRACTOR's employees or agents shall secure and maintain in force such certificates, permits, licenses and registration as are required by law in connection with the furnishing of Services pursuant to this agreement.
7. **Invoicing:** Invoices furnished by CONTRACTOR under this Agreement must be in a form acceptable to OUSD. All amounts paid by OUSD shall be subject to audit by OUSD. Invoices shall include, but not be limited to: Contractor name, Contractor address, invoice date, invoice number, purchase order number, name of school or department service was provided to, period of service, name of the person performing the service, date service was rendered, brief description of services provided, number of hours of service, hourly rate, total payment requested.
8. **Notices:** All notices and invoices provided for under this Agreement shall be in writing and either personally delivered during normal business hours or sent by U.S. Mail (certified, return receipt requested) with postage prepaid to the other party at the address set forth below:

OUSD Representative:

Name: Julie McCalmont

Site /Dept.: Community Schools and Student Services

Address: 1000 Broadway, Suite 150
Oakland, CA 94607

Phone: 510-879-2709

Email: julie.mccalmont

@ousd.org

CONTRACTOR:

Name: Alejandro Gac-Artigas

Title: Founder and CEO

Address: 2 Penn Center, Ste 1160, 1500 JFK Blvd
Philadelphia, PA 19102

Phone: 415-269-0162

Email: a.gacartigas@springboardcollaborative.org

Notice shall be effective when received if personally served or, if mailed, three days after mailing. Either party must give written notice of a change of address.

9. **Status of Contractor:** This is not an employment contract. CONTRACTOR, in the performance of this Agreement, shall be and act as an independent contractor. CONTRACTOR understands and agrees that it and all of its employees shall not be considered officers, employees, agents, partner, or joint venture of OUSD, and are not entitled to benefits of any kind or nature normally provided employees of OUSD and/or to which OUSD's employees are normally entitled, including, but not limited to, State Unemployment Compensation or Worker's Compensation. CONTRACTOR shall assume full responsibility for payment of all Federal, State, and local taxes or contributions, including unemployment insurance, social security and income taxes with respect to CONTRACTOR's employees. In the performance of the work herein contemplated, CONTRACTOR is an independent contractor or business entity, with the sole authority for controlling and directing the performance of the details of the work, OUSD being interested only in the results obtained.

10. **Insurance:**

1. Unless specifically waived by OUSD, the following insurance is required:

- i. If CONTRACTOR employs any person to perform work in connection with this Agreement, CONTRACTOR shall procure and maintain at all times during the performance of such work, Workers' Compensation Insurance in conformance with the laws of the State of California (including, but not limited to, Labor Code section 3700) and Federal laws when applicable. Employers' Liability Insurance shall not be less than One Million Dollars (\$1,000,000) per accident or disease.
- ii. CONTRACTOR shall maintain Commercial General Liability insurance, including automobile coverage, with limits of at least One Million Dollars (\$1,000,000) per occurrence for corporal punishment, sexual misconduct, harassment, bodily injury and property damage. The coverage shall be primary as to OUSD and shall name OUSD as an additional insured with the additional insured endorsement provided to OUSD within 15 days of effective date of the Agreement (and within 15 days of each new policy year thereafter during the term of this Agreement). Evidence of insurance must be attached. Endorsement of OUSD as an additional insured shall not affect OUSD's rights to any claim, demand, suit or judgment made, brought or recovered against CONTRACTOR. The policy shall protect CONTRACTOR and OUSD in the same manner as though each were separately issued. Nothing in said policy shall operate to increase the Insurer's liability as set forth in the policy beyond the amount or amounts shown or to which the Insurer would have been liable if only one interest were named as an insured.
- iii. If CONTRACTOR is offering OUSD professional advice under this Contract, CONTRACTOR shall maintain Errors and Omissions insurance or Professional Liability insurance with coverage limits of One Million Dollars (\$1,000,000) per claim.

OR

- iv. CONTRACTOR is not required to maintain any insurance under this agreement. (Completed and approved Waiver of Insurance Form is required from OUSD's Risk Management.) Waiver of insurance does not release CONTRACTOR from responsibility for any claim or demand.

11. **Assignment:** The obligations of CONTRACTOR under this Agreement shall not be assigned by CONTRACTOR without the express prior written consent of OUSD.

12. **Non-Discrimination:** It is the policy of OUSD that in connection with all work performed under Contracts there be no discrimination because of race, color, ancestry, national origin, religious creed, physical disability, medical condition, marital status, sexual orientation, gender, or age; therefore, CONTRACTOR agrees to comply with applicable Federal and California laws including, but not limited to, the California Fair Employment and Housing Act beginning with Government Code Section 12900 and Labor Code Section 1735 and OUSD policy. In addition, CONTRACTOR agrees to require like compliance by all its subcontractor(s).

CONTRACTOR shall not engage in unlawful discrimination in employment on the basis of actual or perceived; race, color, national origin, ancestry, religion, age, marital status, pregnancy, physical or mental disability, medical condition, veteran status, gender, sex, sexual orientation, or other legally protected class.

13. **Waiver:** No delay or omission by either party in exercising any right under this Agreement shall operate as a waiver of that or any other right or prevent a similar subsequent act from constituting a violation of the Agreement.

14. **Termination:**

1. **For Convenience by OUSD:** OUSD may at any time terminate this Agreement upon 30 days prior written notice to CONTRACTOR. OUSD shall compensate CONTRACTOR for services satisfactorily provided through the date of termination. In addition, OUSD may terminate this Agreement for cause should CONTRACTOR fail to perform any part of this Agreement. In the event of termination for cause, OUSD may secure the required services from another contractor. If the cost to OUSD exceeds the cost of providing the services pursuant to this Agreement, CONTRACTOR shall pay the additional cost.

2. **With Cause by District.** OUSD may terminate this Agreement upon giving of written notice of intention to terminate for cause. Cause shall include:

- i. material violation of this Agreement by the CONTRACTOR; or
- ii. any act by CONTRACTOR exposing OUSD to liability to others for personal injury or property damage; or
- iii. CONTRACTOR is adjudged bankrupt, CONTRACTOR makes a general assignment for the benefit of creditors, or a receiver is appointed on account of CONTRACTOR's insolvency.

Written notice by OUSD shall contain the reasons for such intention to terminate and, unless within three (3) calendar days after that notice the condition or violation shall cease or satisfactory arrangements for the correction thereof be made, this Agreement shall upon the expiration of the three (3) calendar days cease and terminate. In the event of this termination, OUSD may secure the required Services from another CONTRACTOR. If the expense, fees, and/or costs to OUSD exceeds the cost of providing the Services pursuant to this Agreement, CONTRACTOR shall immediately pay the excess expense, fees, and/or costs to OUSD upon the receipt of OUSD's notice of these expense, fees, and/or costs. The foregoing provisions are in addition to and not a limitation of any other rights or remedies available to OUSD.

Upon termination, CONTRACTOR shall provide OUSD with all documents produced maintained or collected by CONTRACTOR pursuant to this Agreement, whether or not such documents are final or draft documents.

15. **Conduct of CONTRACTOR:** By signing this Agreement, CONTRACTOR certifies compliance with the following requirements and will provide OUSD with evidence of staff qualifications, which include:

1. **Tuberculosis Screening:** CONTRACTOR is required to screen employees who will be working at OUSD sites for more than six hours. CONTRACTOR agents who work with students must submit to a tuberculosis risk assessment as required by Education Code 49406 within the prior 60 days. If tuberculosis risk factors are identified, CONTRACTOR agents must submit to an intradermal or other approved tuberculosis examination to determine that he/she is free of infectious tuberculosis. If the results of the examination are positive, the CONTRACTOR agent shall obtain an x-ray of the lungs. At his/her discretion, CONTRACTOR agent may choose to submit to the examination instead of the risk assessment.

2. **Fingerprinting of Employees and Agents.** The fingerprinting and criminal background investigation requirements of Education Code section 45125.1 apply to CONTRACTOR's services under this Agreement and CONTRACTOR certifies its compliance with these provisions as follows: "CONTRACTOR certifies that CONTRACTOR has complied with the fingerprinting and criminal background investigation requirements of Education Code section 45125.1 with respect to all CONTRACTOR's employees, subcontractors, agents, and subcontractors' employees or agents ("Employees") regardless of whether those Employees are paid or unpaid, concurrently employed by OUSD, or acting as independent contractors of CONTRACTOR, who may have contact with OUSD pupils in the course of providing services pursuant to the Agreement, and the California Department of Justice has determined that none of those Employees has been convicted of a felony, as that term is defined in Education Code section 45122.1. Contractor further certifies that it has received and reviewed fingerprint results for each of its Employees and Contractor has requested and reviews subsequent arrest records for all Employees who may come into contact with OUSD pupils in providing services to the District under this Agreement."

In the event that OUSD, in its sole discretion, at any time during the term of this contract, desires the removal of any CONTRACTOR related persons, employee, representative or agent from an OUSD school site and, or property, CONTRACTOR shall immediately, upon receiving notice from OUSD of such desire, cause the removal of such person or persons.

16. **No Rights in Third Parties:** This Agreement does not create any rights in, or inure to the benefit of, any third party except as expressly provided herein.

17. **OUSD's Evaluation of CONTRACTOR and CONTRACTOR's Employees and/or Subcontractors.** OUSD may evaluate CONTRACTOR in any manner which is permissible under the law. OUSD's evaluation may include, without limitation:

1. Requesting that OUSD employee(s) evaluate CONTRACTOR and CONTRACTOR's employees and subcontractors and each of their performance.
2. Announced and unannounced observance of CONTRACTOR, CONTRACTOR's employee(s), and/or subcontractor(s).

18. **Limitation of OUSD Liability:** Other than as provided in this Agreement, OUSD's financial obligations under this Agreement shall be limited to the payment of the compensation provided in this Agreement. Notwithstanding any other provision of this Agreement, in no event, shall OUSD be liable, regardless of whether any claim is based on contract or tort, for any special, consequential, indirect

or incidental damages, including, but not limited to, lost profits or revenue, arising out of, or in connection with, this Agreement for the services performed in connection with this Agreement.

19. **Confidentiality:** CONTRACTOR and all CONTRACTOR's agents, personnel, employee(s), and/or subcontractor(s) shall maintain the confidentiality of all information received in the course of performing the Services. CONTRACTOR understands that student records are confidential and agrees to comply with all state and federal laws concerning the maintenance and disclosure of student records. This requirement to maintain confidentiality shall extend beyond the termination of this Agreement. Contractors will be permitted access to student data only where permissible under state and federal law and only after executing OUSD's Confidentiality Agreement Regarding Student Data.
20. **Conflict of Interest:** CONTRACTOR shall abide by and be subject to all applicable, regulations, statutes or other laws regarding conflict of interest. CONTRACTOR shall not hire any officer or employee of OUSD to perform any service by this Agreement without the prior approval of OUSD Human Resources.

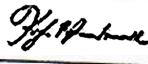
CONTRACTOR affirms to the best of his/her/its knowledge, there exists no actual or potential conflict of interest between CONTRACTOR's family, business or financial interest and the services provided under this Agreement, and in the event of change in either private interest or services under this Agreement, any question regarding possible conflict of interest which may arise as a result of such change will be brought to OUSD's attention in writing.

Through its execution of this Agreement, CONTRACTOR acknowledges that it is familiar with the provisions of section 1090 *et seq.* and section 87100 *et seq.* of the Government Code of the State of California, and certifies that it does not know of any facts which constitute a violation of said provisions. In the event CONTRACTOR receives any information subsequent to execution of this Agreement which might constitute a violation of said provisions, CONTRACTOR agrees it shall notify OUSD in writing.
21. **Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion:** CONTRACTOR certifies to the best of his/her/its knowledge and belief, that it and its principals are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency according to Federal Acquisition Regulation Subpart 9.4, and by signing this contract, certifies that this vendor does not appear on the Excluded Parties List (<https://www.sam.gov/>).
22. **Severability:** If any term, condition or provision of this Agreement is held by a court of competent jurisdiction to be invalid, void or unenforceable, the remaining provisions will nevertheless continue in full force and effect, and shall not be affected, impaired or invalidated in any way.
23. **Provisions Required By Law Deemed Inserted:** Each and every provision of law and clause required by law to be inserted in this Agreement shall be deemed to be inserted herein and this Agreement shall be read and enforced as though it were included therein.
24. **Captions and Interpretations:** Section and paragraph headings in this Agreement are used solely for convenience, and shall be wholly disregarded in the construction of this Agreement. No provision of this Agreement shall be interpreted for or against a party because that party or its legal representative drafted such provision, and this Agreement shall be construed as if jointly prepared by the Parties.
25. **Calculation of Time:** For the purposes of this Agreement, "days" refers to calendar days unless otherwise specified.
26. **Copyright/Trademark/Patent/Ownership:** CONTRACTOR understands and agrees that all matters produced under this Agreement shall become the property of OUSD and cannot be used without OUSD's express written permission. OUSD shall have all right, title and interest in said matters, including the right to secure and maintain the copyright, trademark, and/or patent of said matter in the name of OUSD (specifically excluding any underlying pre-existing intellectual property). OUSD may, with CONTRACTOR's prior written consent, use CONTRACTOR's name in conjunction with the sale, use, performance and distribution of the matters, for any purpose and in any medium. These matters include, without limitation, drawings, plans, specifications, studies, reports, memoranda, computation sheets, the contents of computer diskettes, artwork, copy, posters, billboards, photographs, videotapes, audiotapes, systems designs, software, reports, diagrams, surveys, source codes or any other original works of authorship, or other documents prepared by CONTRACTOR or its Sub-CONTRACTORS in connection with the Services performed under this Agreement. All works shall be works for hire as defined under Title 17 of the United States Code, and all copyrights in those works are the property of OUSD.
27. **Audit.** Consultant shall establish and maintain books, records, and systems of account, in accordance with generally accepted accounting principles, reflecting all business operations of Consultant transacted under this Agreement. Consultant shall retain these books, records, and systems of account during the Term of this Agreement and for three (3) years thereafter. Consultant shall permit the District, its agent, other representatives, or an independent auditor to audit, examine, and make excerpts, copies, and transcripts from all books and records, and to make audit(s) of all billing statements, invoices, records, and other data related to the Services covered by this Agreement. Audit(s) may be performed at any time, provided that the District shall give reasonable prior notice to Consultant and shall conduct audit(s) during Consultant's normal business hours, unless Consultant otherwise consents.
28. **Litigation:** This Agreement shall be performed in Oakland, California and is governed by the laws of the State of California, but without resort to California's principles and laws regarding conflict of laws. The Alameda County Superior Court shall have jurisdiction over any litigation initiated to enforce or interpret this Agreement.
29. **Incorporation of Recitals and Exhibits:** Any recitals and exhibits attached to this Agreement are incorporated herein by reference. CONTRACTOR agrees that to the extent any recital or document incorporated herein conflicts with any term or provision of this Professional Services Contract, the terms and provisions of this Professional Services Contract shall govern.

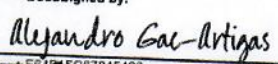
30. **Integration/Entire Agreement of Parties:** This Agreement constitutes the entire agreement between the Parties and supersedes all prior discussions, negotiations, and agreements, whether oral or written. This Agreement may be amended or modified only by a written instrument executed by both Parties.
31. **Drug-Free / Smoke Free Policy:** No drugs, alcohol, and/or smoking are allowed at any time in any buildings and/or grounds on OUSD property. No students, staff, visitors, CONTRACTORS, or subcontractors are to use controlled substances, alcohol or tobacco on these sites.
32. **Counterparts:** This Agreement and all amendments and supplements to it may be executed in counterparts, and all counterparts together shall be construed as one document.
33. **Signature Authority:** Each party has the full power and authority to enter into and perform this Agreement, and the person signing this Agreement on behalf of each Party has been given the proper authority and empowered to enter into this Agreement.
34. **W-9 Form:** If CONTRACTOR is doing business with OUSD for the first time, complete and return with the signed Contract the W-9 form.
35. **Indemnification:** To the furthest extent permitted by California law, CONTRACTOR shall indemnify, defend and hold harmless OUSD, its Governing Board, agents, representatives, officers, consultants, employees, trustees, and volunteers ("the Indemnified Parties") from any and all claims or losses accruing or resulting from injury, damage, or death of any person or entity arising out of or in any way related to the performance of this Agreement. CONTRACTOR also agrees to hold harmless, indemnify, and defend the Indemnified Parties from any and all claims or losses incurred by any supplier, contractor, or subcontractor furnishing work, services, or materials to CONTRACTOR arising out of or in any way related to the performance of this Agreement. CONTRACTOR shall, to the fullest extent permitted by California law, defend the Indemnified Parties at CONTRACTOR's own expense, including attorneys' fees and costs, and OUSD shall have the right to accept or reject any legal representation that CONTRACTOR proposes to defend the Indemnified Parties. This provision survives termination of this Agreement.
36. **Contract Publicly Posted:** This contract, its contents, and all incorporated documents are public documents and will be made available by OUSD to the public online via the Internet.
37. **Contract Contingent on Governing Board Approval:** OUSD shall not be bound by the terms of this Agreement until it has been formally approved by OUSD's Governing Board, and no payment shall be owed or made to CONTRACTOR absent that formal approval. This Agreement shall be deemed approved when it has been signed by the Board of Education, and/or the Superintendent as its designee.

OAKLAND UNIFIED SCHOOL DISTRICT


☐ President, Board of Education
☐ Superintendent
☐ Chief or Deputy Chief


 Secretary, Board of Education
 Date 6/25/2020

CONTRACTOR

DocuSigned by:

 Contractor Signature
 Date 5/27/2020

 Alejandro Gac-Artigas
 Founder and CEO
 Print Name, Title

Form approved by OUSD General Counsel for 2018-19 FY

EXHIBIT "A" SCOPE OF WORK

[IF A CONTRACTOR PROVIDES AN ACCEPTABLE DESCRIPTION OF SERVICES AS PART OF A PROPOSAL, THAT DESCRIPTION OF SERVICES MAY BE ATTACHED WITHOUT ANY TERMS, CONDITIONS, LIMITATIONS, ETC., FROM THAT PROPOSAL.]

- 1. Description of Services to be Provided:** Provide a description of the service(s) the contractor will provide. Be specific about what service(s) OUSD is purchasing and what *this* Contractor will do.

(Scope of Work Page 1 of 2)

Springboard Collaborative will provide intervention services in a virtual/distance learning format to include 4-week summer programs and afterschool reading programs that combines targeted reading instruction, family workshops, teacher coaching, and incentives to achieve lasting results in literacy. Springboard Collaborative will provide curriculum, access to online libraries to support implementation of Guided Reading and daily read-aloud sessions for the duration of programming, parent engagement curriculum, and marketing materials to serve 1,065 students at eight OUSD Summer Learning designated elementary summer school sites to support OUSD teachers and staff in summer learning. These eight sites will consist of 4 Flagship sites with full supports and four Affiliate sites, that will have more autonomy in intervention design and implementation. In addition, Springboard Collaborative will provide professional development to OUSD teachers, summer principals, and attendance specialists in the areas of recruitment, instructional design, data management and assessment. Springboard Collaborative will provide OUSD support in monitoring student performance, parent participation, and student reading scores via an effective data management system. By the end of the Summer Learning Programs, Springboard Collaborative will conduct data analysis and provide OUSD with impact reports to assist OUSD in determining the effectiveness of this literacy intervention program. Once summer has concluded, after school reading programs will be implemented in the fall of the 20-21 school year following a similar model as the summer.

Springboard will train 71 OUSD Teachers.

Springboard will train 8 OUSD Site Leaders.

Springboard, with input from OUSD, will select, hire and train 4 Operations Leads to partner with Site Leaders at each Flagship site. Springboard, with input from OUSD, will select, hire and train 4 Springboard Enrollment Coordinators who will enroll 525 students at each Flagship site.

Springboard, with input from OUSD will hire, train, and pay a Cluster Leader who will support all 4 Flagship sites with all aspects of Springboard program implementation. Springboard will support the Cluster Leader with leadership development and weekly planning meetings.

Responsibilities of Springboard:

Curriculum: Springboard will provide OUSD with access to its student and parent curricula and associated Program Materials (items provided to OUSD and developed by Springboard, including but not limited to, curricula, daily lesson guides, t-shirts for both student and caregiver, family books for each student (7 books), and incentive materials (for students, parents, teachers, and Site Leaders) and Professional Development Materials (protocols and written guides developed by Springboard) to train teachers on data-driven instruction, effective lesson planning, family communication, and facilitation of Parent Workshops, which are interactive training sessions led by teachers to educate parents, guardians, or care-givers about effective strategies for reading with their student, and to permit parents, guardians or care-givers to share their insights and expertise on their student throughout the Springboard Program.

Books: Springboard will provide each site with access to online libraries to support implementation of Guided Reading and daily read-aloud sessions for the duration of programming. Families that lack connectivity or devices will be sent book packs directly to their homes.

Marketing: Springboard will provide Enrollment Coordinators with marketing materials to recruit students and families and oversee the student enrollment process at each school. Springboard will provide OUSD with materials to support OUSD teacher recruitment and outreach.

Training: Springboard will train the Enrollment Coordinator to recruit students and families at the four Flagship sites. The Enrollment Coordinators will oversee the student enrollment process at each school. The Enrollment Coordinators will be trained, employed, and paid by Springboard. Springboard will train the Site Leader to implement the Springboard Program. Springboard will conduct training sessions with teachers to support in the following: 10 hours of pre-programming professional development sessions, including virtual home visit and assessment trainings 2 hours per week of Professional Learning Community sessions during 4 week summer program.

CONTINUED ON NEXT PAGE

EXHIBIT "A" SCOPE OF WORK

[IF A CONTRACTOR PROVIDES AN ACCEPTABLE DESCRIPTION OF SERVICES AS PART OF A PROPOSAL, THAT DESCRIPTION OF SERVICES MAY BE ATTACHED WITHOUT ANY TERMS, CONDITIONS, LIMITATIONS, ETC., FROM THAT PROPOSAL.]

- 1. Description of Services to be Provided:** Provide a description of the service(s) the contractor will provide. Be specific about what service(s) OUSD is purchasing and what *this* Contractor will do.
(Scope of Work Page 2 of 2)

Data Collection: Springboard will provide the data management system and reports (SLINKY) which will track and analyze all of Springboard's data throughout the Springboard Program, including but not limited to student and family demographic information, student reading progress, student and parent attendance, daily family engagement, and teacher observations. The Site Leader will ensure that teachers monitor student reading progress and daily attendance, input required information into the Data System, and administer sign-in protocols for Parent Workshops during the Springboard Program. Springboard will share Student Reading Scores and the school- and classroom-level data analysis impact reports it compiles with OUSD.

SCHOOL REGISTRATION INFORMATION:

Springboard will provide programming across 8 sites for the below indicated number of days:
School Location Total Enrollment # of days

Flagship Sites:

Elem Flagship Site 1, Futures/Cues.East Oakland, 150 students, 19 days
Elem Flagship Site 2, West Oakland Hub, 105 students, 19 days
Elem Flagship Site 3, North East Oakland Hub, 135 student, 19 days
Elem Flagship Site 4, Central Oakland Hub, 135 students, 19 days
Flagship Model Expected Enrollment: 525
Flagship partnership Fee per student: \$550

Affiliate Sites:

Elem Affiliate Site 1, North West Oakland Hub, 135 students, 19 days
Elem Affiliate Site 2, Central Oakland Hub, 135 students, 19 days
Elem Affiliate Site 3, East Hub, 135 students, 19 days
Elem Affiliate Site 4, East Hub, 135 students, 19 days
Affiliate model expected enrollment: 540
Affiliate model partnership fee per student: \$150

Springboard Summer (2020) Expected Enrollment: 1,065 students
Total Number of Classes: 71 classes

Due to the COVID-19 distance learning format and the challenges it creates for implementation and enrollment and in preparation of potential enrollment decline due to distance learning/virtual format of the Springboard program, Springboard Collaborative will waive the per student fee in our Springboard Afterschool programs in the fall of the 20-21 school year for the number of seats equal to the number of unused enrollment slots during the 2020 Summer Learning program.

2. **Specific Outcomes:** What are the expected outcomes from the services of this Contract? Be specific. For example, as a result of the service(s): 1) How many more Oakland children are graduating from high school? 2) How many more Oakland children are attending school 95% or more? 3) How many more students have meaningful internships and/or paying jobs? 4) How many more Oakland children have access to, and use, the health services they need? Provide details of program participation (Students will...) and measurable outcomes (Participants will be able to...). NOT THE GOALS OF THE SITE OR DEPARTMENT.

By the end of the summer program, it is expected that students will reach their growth goals for their grade level. In order to reach this reading goal, the following participation outcomes are expected: Students who attend the summer program will have engagement level of 85% or better. 80% of all families participating in Springboard Summer program will receive a virtual home visit. Families participating in Springboard Summer will attend weekly virtual engagement sessions 70% of the time or greater.

3. **Alignment with Single Plan for Student Achievement – SPSA (required if using State or Federal Funds):**

Please select:

- ☐ **Action Item included in Board Approved SPSA** (no additional documentation required) – Item Number: _____
- ☐ **Action Item added as modification to Board Approved SPSA** – Submit the following documents to the Resource Manager either electronically via email of scanned documents, fax or drop off.
1. Relevant page of SPSA with action item highlighted. Page must include header with the word "Modified", modification date, school site name, both principal and school site council chair initials and date.
 2. Meeting announcement for meeting in which the SPSA modification was approved.
 3. Minutes for meeting in which the SPSA modification was approved indicating approval of the modification.
 4. Sign-in sheet for meeting in which the SPSA modification was approved.

Professional Services Contract

VendorID: 004039

Vendor Name: Springboard Collaborative

Summer Learning Program – Community Schools and Student Services Department

COVID Amendment

This Amendment modifies the attached Agreement, incorporated herein by reference, between the Oakland Unified School District (“OUSD”) and [Springboard Collaborative] (“CONTRACTOR”, together with OUSD, “PARTIES”).

- A. **Recitals.** Both OUSD and CONTRACTOR agree to the following recitals:
- On Friday, March 13, 2020 at 6:00pm, OUSD ceased in-person instruction at all OUSD school sites. Subsequently, OUSD cancelled in-person instruction for the remainder of the school year.
 - The Alameda County Public Health Officer issued a number of shelter-in-place orders that prohibited non-essential work and travel. These effectively prohibited, among other things, non-essential work and travel as well as in-person instruction at all OUSD school sites.
 - The Governor issued a series of Executive Orders that directed “all individuals living in the State of California to stay home or at their place of residence.” As with the orders by the Alameda County Public Health Officer, these Executive Orders also prohibited non-essential work and travel as well as in-person instruction at all OUSD school sites.
- B. **Term.** Unless the term of the Agreement ends on or after August 15, 2020, the Agreement is hereby modified to authorize OUSD, at its sole discretion, to extend the term to any date up to and including August 15, 2020; provided that OUSD may only extend the term if CONTRACTOR is unable to perform under the Agreement, as modified herein, for all or part of the time that in-person instruction is prohibited. OUSD may only extend the term for the length of time that CONTRACTOR was unable to perform due to the effective prohibition against in-person instruction.
- C. **Scope of Work.** The scope of work described in the Agreement is hereby modified to enable CONTRACTOR to provide the services described in the Agreement by any means that are consistent with COVID-19-related local, state, and federal orders (including, but limited to, those referenced above in the Recitals), provided that OUSD agrees, in writing, that doing so will provide a meaningful benefit to OUSD. Only a site administrator or central office OUSD employee may give such written permission.
- D. **Invoicing.** The Agreement is modified such that, for services performed on or after March 14, 2020 and that are permitted by Paragraph C above, CONTRACTOR must first receive written permission from OUSD to invoice OUSD for such services. Only a central office OUSD employee may give such written permission; an OUSD employee assigned to a school site may not give such written permission. Any invoice submitted pursuant to this paragraph must, at a minimum, include the following for each date (on or after March 14, 2020) on which an invoiced service was performed: the date and the length of time; a description of the service performed; a description of the individual(s) who performed the service; the medium by which the service was performed (e.g., virtually); and whom at OUSD received and benefited from the service. At its discretion, OUSD may require additional information included in an invoice.

E. **Electronic Signatures.** This Amendment and all future amendments and supplements to the Agreement may be executed in one or more counterparts, all of which shall constitute one and the same amendment. Any counterpart may be executed and delivered by facsimile or other electronic signature (including portable document format) by either of the parties and, notwithstanding any statute or regulations to the contrary (including, but not limited to, Government Code section 16.5 and the regulations promulgated therefrom), the counterpart shall legally bind the signing party and the receiving party may rely on the receipt of such document so executed and delivered electronically or by facsimile as if the original had been received. This section constitutes a waiver by each party of the requirements and constraints on electronic signatures found in statute and regulations including, but not limited to, Government Code section 16.5 and the regulations promulgated therefrom.

OAKLAND UNIFIED SCHOOL DISTRICT

DocuSigned by:
Sondra Aguilera 5/27/2020
Chief or Deputy Chief Date

Sondra Aguilera, Chief Academic Officer
Print Name, Title

CONTRACTOR

DocuSigned by:
Alejandro Gac-Artigas 5/27/2020
Contractor Signature Date

Alejandro Gac-Artigas, Founder and CEO
Print Name, Title

Jody London _____
President Date

Kyla Johnson-Trammell _____
Secretary Date

Previously approved as to form by OUSD General Counsel



OAKLAND UNIFIED
SCHOOL DISTRICT

Community Schools,
Thriving Students

05-11-2020

OUSD USE ONLY

Springboard Collaborative
2 Penn Center, Suite 1615, 1500 JFK Blvd
Philadelphia, PA 19102
ATTN: Jeff Feinman

RE: Authorization to Proceed with Consultant Contract Processing

This letter is to inform you that you have successfully completed the consultant review process for Vendor Management in ContractsOnline for the current school year.

This authorization shall expire at the conclusion of the 2019-2020 school year.

Please note that THIS IS NOT AN AUTHORIZATION TO START WORK.

You must complete the entire Contract Approval Process, which includes:

A) Final contract execution and District Approval, and/or;

B) Issuance of your Purchase Order Number

whichever happens first.

Thank you for your commitment to help support and enhance the educational experience of Oakland students.

Procurement Department,
Oakland Unified School District

PROFESSIONAL SERVICES CONTRACT ROUTING FORM 2019-2020



OAKLAND UNIFIED
SCHOOL DISTRICT
Community Schools, Rising Students

Basic Directions

Additional directions and related documents are on the Contracts Website (Intranet)

Services cannot be provided until the contract is fully approved and a Purchase Order has been issued.

- Contractor and OUSD contract originator (principal or manager) reach agreement about scope of work and compensation.
- Ensure contractor meets the consultant requirements (including the Excluded Party List, Insurance and Talent Consultant Verification)
- Contractor and OUSD contract originator complete the contract packet together and attach required attachments.

Attachment Checklist

- ☒ For All Consultants: Authorization to Work, which indicates vendor has cleared the registration and background check
- ☒ For All Consultants: Results page of the Excluded Party List (<https://www.sam.gov/>)
- ☒ For All Consultants: Statement of qualifications (organization); or resume (individual consultant).

Contractor Information

Contractor Name	Springboard Collaborative			Contractor's Contact	Alejandro Gac-Artigas		
OUSD Vendor ID #	004039			Title	Founder and CEO		
Street Address	2 Penn Center, Ste 1160, 1500 JFK Blvd			City, State	Philadelphia, PA	Zip Code	19102
Telephone	415-269-0162			Email (required)	a.gacartigas@springboardcollaborative.org		
Contractor History	Previously been an OUSD contractor? Yes			Worked as an OUSD employee? No			

Compensation and Terms – Must be within the OUSD Billing Guidelines

Anticipated Start Date	5/15/2020	Date Work Will End	5/31/2021	Other Expenses	\$0.00
Pay Rate Per Hour (required)	\$0.00	Number of Hours (required)			

Requisition No.	Budget Number	Resource Name	Amount
VR20-10636	010-3010-0-1110-1000-5825-937-9370-1140-9999-99999	Title I	\$ 139,350.00
VR20-11167	010-3180-0-1110-1000-5825-123-1230-3184-9999-99999	School Improvement Grant	\$ 82,500.00
20/21 Funds		Title I	\$ 147,900.00
			\$ 0.00
Total Contract Amount			\$ 369,750.00

OUSD Contract Originator Information

Name of OUSD Contact	Julie McCalmont			Email	julie.mccalmont@ousd.org
Site/Dept. Name	Community Schools and Student Services			Site #	922
				Phone	510-879-2709

Approval and Routing (in order of approval steps)

Services cannot be provided before the contract is fully approved and a Purchase Order is issued. Signing this document affirms that to your knowledge services were not provided before a PO was issued.

1.	Administrator / Manager (Originator)	Name	Julie McCalmont	Phone	510-879-2709	Fax	
	Site/Department (Name & #)	922/Community Schools and Student Services			Date Approved		
	Signature				☐ Administrator verifies vendor is not excluded on https://www.sam.gov/		
2.	Resource Manager	Type of Funds:	☒ Restricted ☐ Unrestricted ☐ Grant	☐ Scope of work indicates compliant use of restricted resource and is in alignment with school site plan (CSSSP)			
	Signature				Date Approved	5/27/2020	
	Signature (if using multiple restricted resources)				Date Approved		
3.	Network Superintendent/Executive Director	Signature					
	Chiefs / Deputy Chiefs	Consultant Aggregate	☐ Under ☐ Over \$ 92,600	Date Approved	5/27/2020		
4.	☐ Services described in the scope of work align with needs of department or school site						
	☐ Consultant is qualified to provide services described in the scope of work						
	Signature				Date Approved	5/27/2020	
5.	Superintendent, Board of Education	Signature on the legal contract			Date Approved	5/27/2020	
Legal Required if not using standard contract							
Procurement	Date Received	Approved		Denied - Reason		Date	
				PO Number			

Board Office Use: Legislative File Info.	
File ID Number	21-0475
Introduction Date	3/24/21
Enactment Number	
Enactment Date	



Board Cover Memorandum

To Board of Education

From Kyla Johnson-Trammell, Superintendent
Sondra Aguilera, Chief Academic Officer

Meeting Date March 24, 2021

Subject Amendment No. 1, Professional Services Contract 2019-2020 – Springboard Collaborative – Reading Intervention Services - Community Schools and Student Services Department

Ask of the Board Approval by the Board of Education of Amendment No. 1 to Professional Services Contract 2019-2020 with Springboard Collaborative, San Francisco, CA, for the latter to provide a variety of reading intervention services as described in attached revised scope of work, incorporated herein by reference as though fully set forth, at ten school sites, via the Community Schools and Student Services Department, for the period May 15, 2020 through May 31, 2021, in an additional amount of \$72,500.00, increasing the not to exceed amount from \$369,750.00 to \$442,250.00.

Background Springboard Collaborative was selected as the lowest responsive responsible bidder following an OUSD competitive RFP process. Springboard Collaborative has a demonstrated track record of decreasing the reading achievement gap by coaching teachers, training family members, and incentivizing learning in OUSD for the past 5 years. Students have averaged 3 months reading growth in 4-5 weeks' time during this programming for the Summer Learning Program at OUSD.

The original Professional Services Contract was approved by the Board on June 24, 2020 via Enactment No. 20-1061. This contract included services for Summer 2020 as well as after school services during the 2020-2021 school year.

Discussion Instructional minutes have been lost during our transition to distance learning while the health of our community is threatened by COVID-19 and we are forced to shelter in place. Providing supplemental early literacy intervention is crucial for our students most at risk during this pandemic.

Fiscal Impact Title I (Resource 3010) in the amount of \$287,250.00, School Improvement Grant (Resource 3180) in the amount of \$82,500.00, Oakland Public Education Fund

(Resource 9006) in the amount of \$72,500.00

Attachment(s)

- Amendment No. 1, Professional Services Contract 2019-2020
- Authorization to Proceed with Consultant Contract Processing, 2020-2021
- System for Award Management Search Results
- Professional Services Contract 2019-2020

**REQUEST FOR PROPOSALS
FOR
SUMMER LEARNING LITERACY INTERVENTION SERVICES
RFP # 2019/SLLIS**

Posted at: <https://www.ousd.org/domain/39>

1. INTRODUCTION

The Oakland Unified School District (the “District” or “OUSD”) is seeking proposals from qualified organizations (“Organizations,” “Respondents,” “Bidders,” “Proposers” or “Contractors”) to provide K-5 Literacy intervention services as part of the District’s Summer Learning programming. The services will supplement regular literacy instruction.

Organizations choosing to serve in this role must be financially stable and demonstrate the capacity to leverage other resources in support of summer programming.

Contingent upon funding, the District anticipates the contract term to be March 1, 2019 through February 20, 2020 with the option for annual renewal up to three (3) separate, additional years (*i.e.*, pursuant to one year extensions through 2023). The selected Organization will be required to commit to the District no later than January 17, 2019 to allow for proper development and implementation so that services to students may commence during Summer 2019.

The District reserves the right to issue other RFPs or contracts to meet its curriculum requirements. Contract award does not preclude the District from using other service providers for the same contracted services as those secured through this RFP. An underlying principle of this RFP is best value. Best value is determined through a process that evaluates strengths, weaknesses, risks and exemplary customer service.

2. BACKGROUND ON OUSD

The District’s student enrollment is approximately 36,900. During the 2017-18 school year, the District operated 87 schools: 49 elementary schools, 5 elementary schools (K-8), 14 middle schools (6-8), 3 middle/high schools (6-12), 7 high schools (9-12), and 8 alternative/continuation schools. In addition, the District operates 30 Early Childhood Education sites, 11 transitional kindergarten programs and there are 35 independently operated District-authorized charters. The District employs approximately 4,881 personnel, including certificated (credentialed teaching), classified (non-teaching) and management. The District’s 2017-2018 Fiscal Year Budget was \$762.8 million. Further information regarding the District can be found via the Internet, including “fast facts” as to the 17/18 year at: <http://www.ousddata.org/announcements/new-fast-facts-2017-18-now-available>. Vendors are encouraged to explore OUSD’s website for more information about the District and the District’s Summer Learning Programs at: <http://www.ousd.org> and <https://www.ousd.org/Domain/147>.

3. SCOPE OF SERVICES

The selected Organization will be responsible for providing programmatic supports for daily literacy intervention services across four (4) OUSD Summer Learning sites in service of

approximately 600 students, with the opportunity to expand. The intervention services must be offered for 4-6 weeks during the Summer Learning period.

The selected Organization must develop and implement a targeted program at each school at the same level of implementation.

The selected Organization must provide strategies and collaborate with the District to effectively recruit and engage a diverse population (English Language Learners, Students with disabilities, Latino and African American students).

The selected Organization must generally demonstrate and document three (3) months of reading growth among students served within the intervention window, as measured by pre/post assessment data from District-approved assessment tools (Fountas and Pinnell (F&P) assessment), Developmental Reading Assessment (DRA), Scholastic Reading Inventory (SRI)).

The selected Organization must provide an integrated platform that brings together:

- Targeted instruction
- OUSD Certificated Teacher development
- Family engagement
- Home visits
- District aligned pre/post assessments
- Year round wrap around services during after school programming

The selected Organization must utilize District employees to deliver the intervention services.

The selected Organization will provide all elements of the literacy curriculum, professional development, and family engagement curriculum.

The selected Organization will provide year round coordination support to the District to support recruitment of staff and recruitment and enrollment of students into the program.

The projected scope of students/schools to be served is listed in the grid below. Summer Learning is designed utilizing an equitable hub model, whereby students from a variety of schools come together to one site during the summer.

School	Students and Grades Served
Elementary Hub Site 1, Network 2	150 (K-4)
Elementary Hub Site 2, Network 3	150 (K-4)
Elementary Hub Site 3, Network 4	150 (K-4)
Elementary Hub Site 4, Network 4	150 (K-4)
Total	600

4. SCHEDULE

Date	Activity
October 23, 2018	RFP Issued (Posted online)
November 2, 2018	First publication notice inviting bids
November 9, 2018	Second publication notice inviting bids

November 13, 2018	Deadline to submit email requests for interpretation, correction or modification. Submit emails to the following: julie.mccalmont@ousd.org
November 20, 2018	Deadline for District to respond to requests for interpretation, correction or modification
November 30, 2018	Proposals due by 2:00 p.m., at 1000 Broadway, Suite 150
December 10, 2018	Interviews, if necessary.
December 14, 2018	If selected, notification to selected Organization
January 17, 2019	Deadline for selected Organization to commit to Contract
January 24, 2019	Deadline for selected Organization to return signed contract
February 27, 2019	If selected, OUSD Board approved contract

5. SUBMITTAL INSTRUCTIONS

Interested Organizations are required to submit one original signed proposal, four (4) hard copies and an electronic copy on a USB flash drive. The complete proposal shall be enclosed in a sealed envelope addressed and delivered no later than 2:00 p.m. on November 30, 2018, to:

Oakland Unified School District
Community Schools & Student Services
Attn: Julie McCalmont, Coordinator, Expanded Learning Programs
1000 Broadway, Suite 150
Oakland, CA 94607

The sealed envelope shall be marked on the outside lower left corner with the words **“Summer Learning Literacy Intervention RFP” and “RFP #2019/SLLIS.”** It is the Proposer’s sole responsibility to ensure that its proposal is received by the scheduled closing time for receipt of proposals. No proposals will be accepted after the deadline of 2 p.m. on November 30, 2018. Any proposal that is submitted after this time shall be non-responsive and returned to the Organization. Any claim by an Organization of error in its proposal must be made in compliance with section 5100 et seq. of the Public Contract Code.

6. PROPOSAL GENERAL INFORMATION

- A. The District encourages any prospective Organization to submit a proposal to this RFP. The District by policy supports local businesses and encourages local Organizations to apply.
- B. All responses to the RFP become the property of the District.
- C. The RFP does not commit the District to award a contract or to pay any cost incurred in the preparation of the proposal.
- D. The District reserves the sole right to evaluate each proposal and to accept or reject any or all proposals received as a result of the RFP process.
- E. The District reserves the unqualified right to modify, suspend, or terminate at its sole discretion any and all aspects of the RFP and/or RFP process, to obtain further

information from any and all Organizations teams and to waive any defects as to form or content of the RFP or any responses by any Organization.

- F. Once a final award is made, all RFP responses, except financial and proprietary information which is clearly marked as “Confidential Proprietary Information,” become a matter of public record and shall be regarded by the District as public records.
- G. As noted above, in order to provide economic opportunity for Oakland residents and businesses and stimulate economic development in Oakland, the District has its Local Business Program. The District encourages Local, Small and Small Local Resident Businesses to apply. The District's Local Business Program is waived for this RFP. However, Contractors claiming preference as a *certified* Oakland Local and/or Small Business must attach a copy of their certification letter to their proposal package.
- H. By submitting a proposal, the Organization agrees to hold its proposal open for a period of at least Ninety (90) days after the date of the District's receipt of the Organization's proposal.

7. REQUIREMENTS OF ORGANIZATION

A. Minimum Qualifications

A demonstrable experience in coordinating a summer learning intervention program is strongly preferred, and all Organizations must provide acceptable documents demonstrating three (3) years of experience with school districts in the following areas:

- Successfully running literacy intervention summer learning programming.
- Documented reading growth from participating students utilizing the following District-approved assessment tools: Fountas and Pinnell F&P), Scholastic Reading Inventory (SRI), and Developmental Reading Assessment (DRA).
- Utilizing curriculum in summer learning programs that is aligned with California common core state standards, preferably CDE-approved.
- Effectively developing strategies and collaborating to recruit and engaging a diverse population of students (*e.g.*, English Language Learners, students with disabilities, Latino and African-American students).
- The Organization should also illustrate specific examples and strategies it has developed that actively engage parents and family members throughout the school year.
- Maintaining collaborative relationships with school site leadership in the development and implementation of a quality summer learning program that supports Districts' and schools' goals.

B. Organization's Qualifications

The Organization represents that it has the qualifications and skills necessary to perform the services under the contract in a competent and professional manner without the advice or direction of the District. The Organization's services will be performed in accordance with the generally accepted principles and practices applicable to the Organization's trade or profession. The Organization warrants that the Organization, and the Organization's employees, sub-Organizations, and sub-contractors are properly

licensed, registered, and/or certified as may be required under any applicable federal, state and local laws, statutes, ordinances, rules and regulations relating to the Organization's performance of the Services. All Services provided pursuant to the contract shall comply with all applicable laws and regulations and District policies. The Organization will promptly advise the District of any change in the applicable laws, regulations, or other conditions that may affect the District's program. This means the Organization is able to fulfill the requirements of the contract. Failure to perform all of the services required under the contract will constitute a material breach of the contract and may be cause for termination of the contract. The Organization has complete and sole discretion for the manner in which the work under the contract is performed.

C. Non-Discrimination

It is the policy of the District that in connection with all work performed under contracts there be no discrimination against anyone engaged in the work because of race, color, ancestry, national origin, religious creed, physical disability, medical condition, marital status, sexual orientation, gender, age, or any other protected class. Therefore, the Organization agrees to comply with all applicable federal and California laws including, but not limited to, the California Fair Employment and Housing Act (beginning with Government Code Section 12900); Labor Code Section 1735; and District policy. In addition, the Organization agrees to require like compliance by all its subcontractor(s). The Organization shall not engage in unlawful discrimination in employment on the basis of actual or perceived race, color, national origin, ancestry, religion, age, marital status, pregnancy, physical or mental disability, medical condition, veteran status, gender, sex or sexual orientation, or any other protected class.

8. QUESTIONS ABOUT THE RFP

The Deadline to submit emails with questions about the RFP is November 13, 2018. Questions must be submitted to Julie McCalmont at julie.mccalmont@ousd.org, and specify "Question(s) re RFP for Summer Learning Literacy Intervention" in the subject line.

No questions submitted after 2 p.m. on November 13, 2018 will be considered. Responses to questions received will be posted on the District's website at <https://www.ousd.org/domain/39>.

9. CONTENTS FOR PROPOSALS

All proposals and responses must be clear, concise, complete, well organized and demonstrate Respondent's qualifications, as well as its ability to follow instructions. The quality of answers, not length of responses or visual exhibits is important in the proposal.

The proposal shall be organized in the format listed below. Please read each item carefully and provide/answer each of the following items accurately to ensure compliance with District requirements.

A. Submittal Letter

Include the RFP's title, RFP Number, and submittal due date, the name, address, fax number and telephone number of the Respondent. Include a contact person and corresponding e-mail address. The letter shall state that the proposal shall be valid for a 90-day period and that the staff proposed will be immediately available to work if they are awarded the contract. The person authorized by the

Respondent to negotiate a contract with the District shall sign the cover letter. Include as **Appendix A** to the submittal letter a work proposal that envisions how the program would operate.

B. Description of Respondent

This section must provide an overview and history of Respondent, and its intervention services in California (as well as nationwide, if applicable).

C. Description of the Proposal

This section will provide a detailed summary of the intervention model you envision. The description should include methods to ensure quality staffing, data analysis, planned collaboration with OUSD staff and standards-based instruction. The structure and hierarchy of the program should be clearly stated. Respondent's proposal should state demonstrable results that Respondent's program has achieved with students similar to the students to be served as a result of this RFP.

D. References and Description of Experience

Indicate the areas of expertise of Respondent and how the District would benefit from that expertise. This section shall identify similar projects/work that your Organization has completed/performed for other K-12 school districts along with the names and all contact information of school district personnel familiar with your work who can be contacted by OUSD staff.

E. Team

Please provide the names and résumés of lead staff who would be working with the District, and identify individuals by responsibility. Please indicate who the primary contact will be and who will be responsible for the day-to-day work with the District.

F. Specialized Skill or additional information

Please describe any specialized skill or additional information that is relevant to this RFP for the consideration of your Organization. This section should clearly convey your Organization's understanding of the nature of the work required as outlined in the Scope of Services (Section 3).

G. Proposed Cost

[Note to Vendors: The cost of teachers and District operations support staff (*e.g.*, attendance clerk and custodial staff) will be borne and paid directly by the District. Further, The District is interested in costs that are both in line with the specific services provided the District and are comparable to those paid by other school districts on similar programs.]

Provide the proposed costs (on an annual basis) for serving 600 OUSD students across four (4) OUSD sites. Bidders must break their cost proposal down in four (4) ways:

- i. Proposed Summer Learning Programs cost per student
- ii. Itemization of how the per student cost was determined by breaking the cost down in the following categories:
 - Curriculum/books
 - Staff Development
 - Program Management
 - Communications
 - Technology/Data Systems

- iii. List separately any costs associated with additional services (*i.e.*, after school interventions) your program offers outside of the summer learning program that your program plans to implement during the school year. This should be described in the same manner as the summer learning cost (per pupil cost + category breakdown of how that per pupil price is determined)
- iv. List by category and cost any other types of services payable by the District during each contract year that are not included in the above price quotes, plus a formula and/or description as to how said additional costs will be determined and billed to the District.

H. Additional Required Documents/Information

Failure to provide any of the following information or forms may result in a proposal being disqualified:

- i. Description of overall balanced literacy program design to include:
 - Teacher/Staff training scope and sequence
 - Overview of instructional design model,
 - Overall scope and sequence
 - Sample lesson plans describing 180 minutes of daily instruction
 - List of curriculum (publishers/titles).
- ii. Family Engagement Plan
 - training modules scope and sequence
- iii. Year round schedule for wrap around services
 - Any additional interventions your Organization offers in addition to Summer Learning.
- iv. Student/Staff recruitment and enrollment strategy
 - Timeline for outreach
 - Sample recruitment publications for staff, students, and families
- v. Assessment Reports showcasing track record of reading growth (the District is seeking an Organization that shows 2.9 months of growth) from participating students with demographics similar to OUSD utilizing one or more of the following assessment tools:
 Fountas and Pinnell (F&P)
 Developmental Reading Assessment (DRA)
 Scholastic Reading Inventory (SRI)
- vi. Attendance Records showing attendance rate (ADA) of 85% or higher at summer learning programs Organization has served and/or operated for the past three (3) years.
- vii. Profit and Loss Statement for each of the past three (3) years, as well as the current Balance Sheet
- viii. Organizational chart that shows how summer programs will be supported administratively and programmatically.
- ix. Certificates of Insurance and Endorsements evidencing Organization's insurance meets requirements of insurance noted in Required Insurance section.
- x. Any other documents necessary to demonstrate fulfillment of minimum qualifications
- xi. Required Fully-Completed/Attested Attachments (A, B, and C; D is a sample only do not return)

10. EVALUATION & SELECTION CRITERIA

A. Analysis of Cost Proposals

Bidders should bid firm, clear costs for services to be provided under a contract resulting from this RFP, broken down in four (4) ways as required in the Proposed Cost section above. All anticipated costs, including any fees passed on to the District and/or any materials that the District must purchase as part of the provided services, must be specified in an itemized list as described in Proposed Cost Section above. The District has the discretion to elect cost method for purposes of awarding the bid. As noted above, the District reserves the right to negotiate further on pricing with the awarded Bidder prior to the execution of a contract.

B. Local Business (10% Bid Discount Applied)

On January 29, 2014, OUSD Board of Education adopted a resolution amending the 2008 Local, Small Local and Small Local Resident Business Enterprise Program (L/SL/SLRBE) and increasing the mandatory local participation requirement from twenty (20%) to fifty (50%) percent for all capital program/construction related contracts and professional services agreements. As with all OUSD projects, companies must be certified by the City of Oakland in order to earn credit toward meeting the participation requirement.

The basic Local Business Utilization Policy requires that there is a mandatory fifty percent (50%) LBU participation with a 25% or less Local Business (LBE) participation and a 25% or more Small Local or Small Local Resident Business (SLBE/SLRBE) participation. The full version of OUSD's latest Local, Small Local and Small Local Resident Business Enterprise Program can be found by going to the OUSD home page: ousd.org > Departments, Offices & Services Directory > Facilities Planning & Management Department > Bids and Requests for Proposals > Bidding Information > 2014 Amendment to Local Business Participation Policy. Due to the specialized services required by this solicitation, the District is exercising its discretion and waiving the Policy for this RFP. However, vendors who meet the District's L/SL/SLRBE policy will receive a 10% bid discount applied to the cost proposal submitted in their bid when comparing it to other bids. The District expects each Vendor to demonstrate support for the Policy by including in its Proposal some local business utilization, if practicable.

11. PROCESS FOR SELECTING ORGANIZATION

All qualifying bids will be numerically ranked based on costs. The District retains the right to analyze the responsibility of the bidder through reference checks and other means. The lowest responsive responsible bidder ranked first will be invited to participate in contract negotiations. Should the District and the first ranked bidder not be able to reach an agreement as to the contract terms within a reasonable timeframe, the District may terminate the negotiations and begin negotiations with the bidder that is next in line, and proceed down the list as necessary until an agreement is reached or the list is exhausted.

The contract amount (including reimbursables) shall be a not-to-exceed amount, to be established based upon a mutually agreeable Scope of Services and Fee Schedule.

The District reserves the right to withhold the final 10% of contract amount pending successful completion of the work.

All contracts are subject to approval by the District's Governing Board.

12. GENERAL TERMS AND CONDITIONS

Sample terms and conditions are provided in **Attachment D – Professional Services Contract 2018-19**. The terms below shall also apply:

Criminal Background Check/Tuberculosis Screening: All staff who interact with OUSD students must undergo a criminal background check and tuberculosis clearance consistent with state law.

Submissions: All submissions shall be retained by the District and therefore shall not be returned to the bidders. With the exception of proprietary financial information, the submissions shall become the property of the District, which shall have the right to distribute or use such information as it determines.

Instructions: Bidders are expected to examine the requirements of all instructions (including all amendments, addenda, attachments, and exhibits) in this RFP. Failure to do so shall be at the sole risk of the bidder and may result in disqualification.

Financial Obligations: The District shall not bear or assume any financial obligations or liabilities regarding the preparation of any submissions submitted in response to this RFP, or prepared in connection therewith, including, but not limited to, any submissions, statements, reports, data, information, materials or other documents or items.

Contractor Not District Officer, Employee or Agent: While engaged in carrying out and complying with the terms and conditions of the Contract, the Vendor is and shall be considered an independent contractor and not an officer, employee, or agent of the District.

Excluded Parties Certification/ Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion: The District must be able to certify the following statement as part of the resulting Contract:

The District and Contractor certify to the best of their knowledge and belief, that Contractor and its officials: Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency according to Federal Acquisition Regulation Subpart 9.4, and by signing the Contract, certify that the Contractor does not appear on the Excluded Parties List <https://www.sam.gov/portal/public/SAM>.

Right of Decision-Making: The District reserves the right, in its sole discretion:

- A. To cancel this solicitation or reject all submissions.
- B. To reject submissions that fail to prove the Bidder's responsibility.
- C. To reject submissions that contain conditions and/or contingencies that in the District's sole judgment, make the submission indefinite, incomplete, otherwise non-responsive, or otherwise unacceptable for award.
- D. To waive minor irregularities in any submission, provided such waiver does not result in an unfair advantage to any Bidder.
- E. To take any other action within the applicable Procurement Regulations or law.
- F. To reject the submission of any bid that has submitted a false or misleading statement, affidavit or certification in connection with such submission or this RFP.
- G. To negotiate the terms, including but not limited to pricing, with respect to any prospective Contractor and Agreement arising from this RFP.

13. Insurance

A. Required Insurance

The selected Organization shall be required to file with the District endorsements and certificates of proof of all required insurance prior to the execution of the contract, including copies of the Organization's insurance policies, if and when requested. The bidder must also submit, by March 1 of each Contract year, its required insurance policies and endorsements subject to all of the conditions contained herein. Failure to furnish such evidence, or failure to provide the insurance proof requested in a timely manner, may constitute grounds for rescission of the contract award and/or may be considered

default of, and breach of contract by, the selected Organization. Performance under the Contract shall not commence until such proof has been filed with the District's Risk Manager.

The insurance policies shall operate as primary and no other insurance that applies to or protects the District will be called upon to cover a loss incurred by said policy or policies.

The selected Organization will be required to maintain at minimum the below insurance throughout the life of the Contract. Each insurance policy shall be issued in the name of the selected Organization and shall name the District as an additional insured party, and shall not be cancelable or reduced without thirty (30) days prior written notice to the District.

- i. The Organization shall procure and maintain at all times during the performance of such work, Workers' Compensation Insurance in conformance with the laws of the State of California and Federal laws when applicable. Employers' Liability Insurance shall not be less than One Million Dollars (\$1,000,000) per accident or disease.
- ii. The Organization shall maintain Commercial General Liability insurance, including automobile coverage, with limits of at least One Million Dollars (\$1,000,000) per occurrence for corporal punishment, sexual misconduct, harassment, bodily injury and property damage. The coverage shall be primary as to OUSD and shall name OUSD as an additional insured, and Organization shall be required to provide OUSD proof of OUSD as an additional insured. Endorsement of OUSD as an additional insured shall not affect OUSD's rights to any claim, demand, suit or judgment made, brought or recovered against the Organization. The policy shall protect the Organization and OUSD in the same manner as though each were separately issued. Nothing in said policy shall operate to increase the Insurer's liability as set forth in the policy beyond the amount or amounts shown or to which the Insurer would have been liable if only one interest were named as an insured.
- iii. The Organization shall maintain Errors and Omissions insurance or Professional Liability insurance with coverage limits of at least One Million Dollars (\$1,000,000) per claim.

B. Strength of Insurer

All insurance shall be placed with insurers that are reasonably acceptable to the District and with an A.M. Best's rating of not less than A- (Excellent). All such insurers shall be licensed and approved to do business in the State of California.

14. ADDENDA/ERRATA

Changes and addenda to a solicitation may occur prior to the solicitation opening date and time. It is the bidder's responsibility to check the District website to verify whether addenda/errata have been issued. The District website is <https://www.ousd.org/domain/39 under the Summer Learning section>.

ATTACHMENT A

NON-COLLUSION DECLARATION

I, _____, declare that I am the party making the foregoing proposal, that the proposal is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation; that the proposal is genuine and not collusive or sham; that the proponent has not directly or indirectly induced or solicited any other proponent to put in a false or sham proposal and has not directly or indirectly colluded, conspired, connived, or agreed with any proponent or anyone else to put in a sham proposal, or that anyone shall refrain from responding; that the proponent has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix any overhead, profit, or cost element of the proposal price, or of that of any other proponent, or to secure any advantage against the public body awarding the Contract of anyone interested in proposed Contract; that all statements contained in the proposal are true, and, further, that the proponent has not, directly or indirectly, submitted his or her proposal price of any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company association, organization, bid depository, or to any member or agent thereof to effectuate a collusive or sham bid.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct.

_____ Date

_____ Name of Vendor

Printed Name of Authorized Company Representative

Authorized Company Representative Signature of

NOTARY FOR NON-COLLUSION AFFIDAVIT

Subscribed and sworn to (or affirmed) before me this _____ day of _____, 2018.

Signature of Notary

(SEAL OF NOTARY)

Printed/Typed Name of Notary

ATTACHMENT B

CERTIFICATION REGARDING DEBARMENT, SUSPENSION, INELIGIBILITY AND VOLUNTARY EXCLUSION

I am aware of and hereby certify that neither _____ nor
[Name of Bidder]

its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency. I further agree that I will include this clause without modification in all lower tier transactions, solicitations, proposals, contracts and subcontracts. Where the bidder/offer or/contractor or any lower participant is unable to certify to this statement, it shall attach an explanation to this solicitation proposal.

IN WITNESS WHEREOF, this instrument has been duly executed by the Principal of the above named bidder on the _____ day of _____ 2018 for the purposes of submission of this bid.

By

Signature

Typed or Printed Name

Title

As the potential awardee under this Bid, I hereby certify that the above certification remains valid as of the date of proposal and contract award, specifically, as of the _____ day of _____ 2018 for the purposes of proposal and award of contract.

By

Signature

Title

Date

ATTACHMENT C

Authorized Vendor Signature

Prime Point of Contact

Proposal Submitted by:

The undersigned declares under penalty of perjury under the laws of the State of California that the presentations made in this bid are true and correct.

Date	Signature/Title	Type or Print Name
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Name of Company	Address	City and State
-----------------	---------	----------------

Area Code	Telephone Number	Fax Number
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Federal Tax ID Number

NOTARY FOR AUTHORIZED VENDOR SIGNATURE

Subscribed and sworn to (or affirmed) before me this _____ day of _____, 2018.

(SEAL OF NOTARY)

Signature of Notary

Printed/Typed Name of Notary

Board Office Use: Legislative File Info.	
File ID Number	
Introduction Date	
Enactment Number	
Enactment Date	

ATTACHMENT D



**OAKLAND UNIFIED
SCHOOL DISTRICT**
Community Schools, Thriving Students

PROFESSIONAL SERVICES CONTRACT 2018-2019

This Agreement is entered into between _____ (CONTRACTOR) and Oakland Unified School District (OUSD). OUSD is authorized by Government Code Section 53060 to contract for the furnishing of special services and advice in financial, economic, accounting, engineering, legal, and administrative matters with persons specially trained, experienced, and competent to perform such services. CONTRACTOR warrants it is specially trained, experienced, and competent to provide such services. The parties agree as follows:

- Services:** CONTRACTOR shall provide the services ("Services" or "Work") as described in **Exhibit "A,"** attached hereto and incorporated herein by reference.
- Term:** The term of this Agreement shall be from _____ (or the day immediately following approval by the Superintendent if the aggregate amount CONTRACTOR has contracted with the District is below _____ in the current fiscal year; or, approval by the Board of Education if the total contract(s) exceed _____, whichever is later) to _____. The work shall be completed no later than _____.
- Compensation:** OUSD agrees to pay CONTRACTOR for services satisfactorily rendered pursuant to this Agreement. The compensation under this Contract shall not exceed _____ Dollars (_____) [per fiscal year], at an hourly billing rate not to exceed _____ per hour. This sum shall be for full performance of this Agreement and includes all fees, costs, and expenses incurred by Contractor including, but not limited to, labor, materials, taxes, profit, overhead, travel, insurance, subcontractor costs, and other costs.

If CONTRACTOR will be compensated hourly for services provided under this Contract, CONTRACTOR shall describe in Exhibit "A," attached hereto, the specific scope of services to be delivered on an hourly basis to OUSD.

OUSD shall not be liable to CONTRACTOR for any costs or expenses paid or incurred by CONTRACTOR in performing services for OUSD, except as follows: _____.

Payment for Work shall be made for all undisputed amounts in monthly installment payments within forty-five (45) days after CONTRACTOR submits an invoice to OUSD for Work actually completed and after OUSD's written approval of the Work, or the portion of the Work for which payment is to be made.

The granting of any payment by OUSD, or the receipt thereof by CONTRACTOR, shall in no way lessen the liability of CONTRACTOR to correct unsatisfactory work, although the unsatisfactory character of that work may not have been apparent or detected at the time a payment was made. Work, which does not conform to the requirements of this Agreement, may be rejected by OUSD and in that case must be replaced by CONTRACTOR without delay.

- Equipment and Materials:** CONTRACTOR shall provide all equipment, materials, and supplies necessary for the performance of this Agreement.
- CONTRACTOR Qualifications / Performance of Services:**
 - CONTRACTOR Qualifications:** CONTRACTOR warrants it is specially trained, experienced, competent and fully licensed to provide the Services identified in this Agreement in conformity with the laws and regulations of the State of California, the United States of America, and all local laws, ordinances and/or regulations, as they may apply.
 - Standard of Care:** CONTRACTOR represents that CONTRACTOR has the qualifications and ability to perform the Services in a professional manner, without the advice, control or supervision of OUSD. CONTRACTOR's services will be performed, findings obtained, reports and recommendations prepared in accordance with generally and currently accepted principles and practices of its profession for services to California school districts and in accordance with applicable law, code, rule, regulation, and/or ordinance.
 - CONTRACTOR shall ensure that any individual performing work under the Agreement requiring a California license shall possess the appropriate license required by the State of California. All personnel shall have sufficient skill and experience to perform the work assigned to them.
 - CONTRACTOR shall carefully study and compare all documents, findings, and other instructions and shall at once report to District, in writing, any error, inconsistency, or omission that CONTRACTOR or its employees may discover. CONTRACTOR shall use professional efforts in identifying any errors, inconsistencies, or omissions.
 - District Approval.** The work completed herein must meet the approval of OUSD and shall be subject to OUSD's general right of inspection and supervision to secure the satisfactory completion thereof.

6. **Certificates/Permits/Licenses/Registration:** CONTRACTOR and all CONTRACTOR's employees or agents shall secure and maintain in force such certificates, permits, licenses and registration as are required by law in connection with the furnishing of Services pursuant to this agreement.
7. **Invoicing:** Invoices furnished by CONTRACTOR under this Agreement must be in a form acceptable to OUSD. All amounts paid by OUSD shall be subject to audit by OUSD. Invoices shall include, but not be limited to: Contractor name, Contractor address, invoice date, invoice number, purchase order number, name of school or department service was provided to, period of service, name of the person performing the service, date service was rendered, brief description of services provided, number of hours of service, hourly rate, total payment requested.
8. **Notices:** All notices and invoices provided for under this Agreement shall be in writing and either personally delivered during normal business hours or sent by U.S. Mail (certified, return receipt requested) with postage prepaid to the other party at the address set forth below:

OUSD Representative:

Name: _____

Site /Dept.: _____

Address: _____

Phone: _____

Email: _____

CONTRACTOR:

Name: _____

Title: _____

Address: _____

Phone: _____

Email: _____

Notice shall be effective when received if personally served or, if mailed, three days after mailing. Either party must give written notice of a change of address.

9. **Status of Contractor:** This is not an employment contract. CONTRACTOR, in the performance of this Agreement, shall be and act as an independent contractor. CONTRACTOR understands and agrees that it and all of its employees shall not be considered officers, employees, agents, partner, or joint venture of OUSD, and are not entitled to benefits of any kind or nature normally provided employees of OUSD and/or to which OUSD's employees are normally entitled, including, but not limited to, State Unemployment Compensation or Worker's Compensation. CONTRACTOR shall assume full responsibility for payment of all Federal, State, and local taxes or contributions, including unemployment insurance, social security and income taxes with respect to CONTRACTOR's employees. In the performance of the work herein contemplated, CONTRACTOR is an independent contractor or business entity, with the sole authority for controlling and directing the performance of the details of the work, OUSD being interested only in the results obtained.

10. **Insurance:**

1. Unless specifically waived by OUSD, the following insurance is required:

- i. If CONTRACTOR employs any person to perform work in connection with this Agreement, CONTRACTOR shall procure and maintain at all times during the performance of such work, Workers' Compensation Insurance in conformance with the laws of the State of California (including, but not limited to, Labor Code section 3700) and Federal laws when applicable. Employers' Liability Insurance shall not be less than One Million Dollars (\$1,000,000) per accident or disease.
- ii. CONTRACTOR shall maintain Commercial General Liability insurance, including automobile coverage, with limits of at least One Million Dollars (\$1,000,000) per occurrence for corporal punishment, sexual misconduct, harassment, bodily injury and property damage. The coverage shall be primary as to OUSD and shall name OUSD as an additional insured with the additional insured endorsement provided to OUSD within 15 days of effective date of the Agreement (and within 15 days of each new policy year thereafter during the term of this Agreement). Evidence of insurance must be attached. Endorsement of OUSD as an additional insured shall not affect OUSD's rights to any claim, demand, suit or judgment made, brought or recovered against CONTRACTOR. The policy shall protect CONTRACTOR and OUSD in the same manner as though each were separately issued. Nothing in said policy shall operate to increase the Insurer's liability as set forth in the policy beyond the amount or amounts shown or to which the Insurer would have been liable if only one interest were named as an insured.
- iii. If CONTRACTOR is offering OUSD professional advice under this Contract, CONTRACTOR shall maintain Errors and Omissions insurance or Professional Liability insurance with coverage limits of One Million Dollars (\$1,000,000) per claim.

OR

- iv. CONTRACTOR is not required to maintain any insurance under this agreement. (Completed and approved Waiver of Insurance Form is required from OUSD's Risk Management.) Waiver of insurance does not release CONTRACTOR from responsibility for any claim or demand.

11. **Assignment:** The obligations of CONTRACTOR under this Agreement shall not be assigned by CONTRACTOR without the express prior written consent of OUSD.

12. **Non-Discrimination:** It is the policy of OUSD that in connection with all work performed under Contracts there be no discrimination because of race, color, ancestry, national origin, religious creed, physical disability, medical condition, marital status, sexual orientation, gender, or age; therefore, CONTRACTOR agrees to comply with applicable Federal and California laws including, but not limited to, the California Fair Employment and Housing Act beginning with Government Code Section 12900 and Labor Code Section 1735 and OUSD policy. In addition, CONTRACTOR agrees to require like compliance by all its subcontractor(s).

CONTRACTOR shall not engage in unlawful discrimination in employment on the basis of actual or perceived; race, color, national origin, ancestry, religion, age, marital status, pregnancy, physical or mental disability, medical condition, veteran status, gender, sex, sexual orientation, or other legally protected class.

13. **Waiver:** No delay or omission by either party in exercising any right under this Agreement shall operate as a waiver of that or any other right or prevent a similar subsequent act from constituting a violation of the Agreement.

14. **Termination:**

1. **For Convenience by OUSD:** OUSD may at any time terminate this Agreement and compensate CONTRACTOR only for services satisfactorily rendered to the date of termination. Written notice by OUSD shall be sufficient to stop further performance of services by CONTRACTOR. Notice shall be deemed given when received by CONTRACTOR or no later than three (3) calendar days after the day of mailing, whichever is sooner.
2. **With Cause by District.** OUSD may terminate this Agreement upon giving of written notice of intention to terminate for cause. Cause shall include:
 - i. material violation of this Agreement by the CONTRACTOR; or
 - ii. any act by CONTRACTOR exposing OUSD to liability to others for personal injury or property damage; or
 - iii. CONTRACTOR is adjudged bankrupt, CONTRACTOR makes a general assignment for the benefit of creditors, or a receiver is appointed on account of CONTRACTOR's insolvency.

Written notice by OUSD shall contain the reasons for such intention to terminate and, unless within three (3) calendar days after that notice the condition or violation shall cease or satisfactory arrangements for the correction thereof be made, this Agreement shall upon the expiration of the three (3) calendar days cease and terminate. In the event of this termination, OUSD may secure the required Services from another CONTRACTOR. If the expense, fees, and/or costs to OUSD exceeds the cost of providing the Services pursuant to this Agreement, CONTRACTOR shall immediately pay the excess expense, fees, and/or costs to OUSD upon the receipt of OUSD's notice of these expense, fees, and/or costs. The foregoing provisions are in addition to and not a limitation of any other rights or remedies available to OUSD.

Upon termination, CONTRACTOR shall provide OUSD with all documents produced maintained or collected by CONTRACTOR pursuant to this Agreement, whether or not such documents are final or draft documents.

15. **Conduct of CONTRACTOR:** By signing this Agreement, CONTRACTOR certifies compliance with the following requirements and will provide OUSD with evidence of staff qualifications, which include:

1. **Tuberculosis Screening:** CONTRACTOR is required to screen employees who will be working at OUSD sites for more than six hours. CONTRACTOR agents who work with students must submit to a tuberculosis risk assessment as required by Education Code 49406 within the prior 60 days. If tuberculosis risk factors are identified, CONTRACTOR agents must submit to an intradermal or other approved tuberculosis examination to determine that he/she is free of infectious tuberculosis. If the results of the examination are positive, the CONTRACTOR agent shall obtain an x-ray of the lungs. At his/her discretion, CONTRACTOR agent may choose to submit to the examination instead of the risk assessment.
2. **Fingerprinting of Employees and Agents.** The fingerprinting and criminal background investigation requirements of Education Code section 45125.1 apply to CONTRACTOR's services under this Agreement and CONTRACTOR certifies its compliance with these provisions as follows: "CONTRACTOR certifies that CONTRACTOR has complied with the fingerprinting and criminal background investigation requirements of Education Code section 45125.1 with respect to all CONTRACTOR's employees, subcontractors, agents, and subcontractors' employees or agents ("Employees") regardless of whether those Employees are paid or unpaid, concurrently employed by OUSD, or acting as independent contractors of CONTRACTOR, who may have contact with OUSD pupils in the course of providing services pursuant to the Agreement, and the California Department of Justice has determined that none of those Employees has been convicted of a felony, as that term is defined in Education Code section 45122.1. Contractor further certifies that it has received and reviewed fingerprint results for each of its Employees and Contractor has requested and reviews subsequent arrest records for all Employees who may come into contact with OUSD pupils in providing services to the District under this Agreement."

In the event that OUSD, in its sole discretion, at any time during the term of this contract, desires the removal of any CONTRACTOR related persons, employee, representative or agent from an OUSD school site and, or property, CONTRACTOR shall immediately, upon receiving notice from OUSD of such desire, cause the removal of such person or persons.

16. **No Rights in Third Parties:** This Agreement does not create any rights in, or inure to the benefit of, any third party except as expressly provided herein.

17. **OUSD's Evaluation of CONTRACTOR and CONTRACTOR's Employees and/or Subcontractors.** OUSD may evaluate CONTRACTOR in any manner which is permissible under the law. OUSD's evaluation may include, without limitation:

1. Requesting that OUSD employee(s) evaluate CONTRACTOR and CONTRACTOR's employees and subcontractors and each of their performance.
2. Announced and unannounced observance of CONTRACTOR, CONTRACTOR's employee(s), and/or subcontractor(s).

18. **Limitation of OUSD Liability:** Other than as provided in this Agreement, OUSD's financial obligations under this Agreement shall be limited to the payment of the compensation provided in this Agreement. Notwithstanding any other provision of this Agreement, in no event, shall OUSD be liable, regardless of whether any claim is based on contract or tort, for any special, consequential, indirect

or incidental damages, including, but not limited to, lost profits or revenue, arising out of, or in connection with, this Agreement for the services performed in connection with this Agreement.

19. **Confidentiality:** CONTRACTOR and all CONTRACTOR's agents, personnel, employee(s), and/or subcontractor(s) shall maintain the confidentiality of all information received in the course of performing the Services. CONTRACTOR understands that student records are confidential and agrees to comply with all state and federal laws concerning the maintenance and disclosure of student records. This requirement to maintain confidentiality shall extend beyond the termination of this Agreement. Contractors will be permitted access to student data only where permissible under state and federal law and only after executing OUSD's Confidentiality Agreement Regarding Student Data.

20. **Conflict of Interest:** CONTRACTOR shall abide by and be subject to all applicable, regulations, statutes or other laws regarding conflict of interest. CONTRACTOR shall not hire any officer or employee of OUSD to perform any service by this Agreement without the prior approval of OUSD Human Resources.

CONTRACTOR affirms to the best of his/her/its knowledge, there exists no actual or potential conflict of interest between CONTRACTOR's family, business or financial interest and the services provided under this Agreement, and in the event of change in either private interest or services under this Agreement, any question regarding possible conflict of interest which may arise as a result of such change will be brought to OUSD's attention in writing.

Through its execution of this Agreement, CONTRACTOR acknowledges that it is familiar with the provisions of section 1090 *et seq.* and section 87100 *et seq.* of the Government Code of the State of California, and certifies that it does not know of any facts which constitute a violation of said provisions. In the event CONTRACTOR receives any information subsequent to execution of this Agreement which might constitute a violation of said provisions, CONTRACTOR agrees it shall notify OUSD in writing.

21. **Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion:** CONTRACTOR certifies to the best of his/her/its knowledge and belief, that it and its principals are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency according to Federal Acquisition Regulation Subpart 9.4, and by signing this contract, certifies that this vendor does not appear on the Excluded Parties List (<https://www.sam.gov/>).

22. **Severability:** If any term, condition or provision of this Agreement is held by a court of competent jurisdiction to be invalid, void or unenforceable, the remaining provisions will nevertheless continue in full force and effect, and shall not be affected, impaired or invalidated in any way.

23. **Provisions Required By Law Deemed Inserted:** Each and every provision of law and clause required by law to be inserted in this Agreement shall be deemed to be inserted herein and this Agreement shall be read and enforced as though it were included therein.

24. **Captions and Interpretations:** Section and paragraph headings in this Agreement are used solely for convenience, and shall be wholly disregarded in the construction of this Agreement. No provision of this Agreement shall be interpreted for or against a party because that party or its legal representative drafted such provision, and this Agreement shall be construed as if jointly prepared by the Parties.

25. **Calculation of Time:** For the purposes of this Agreement, "days" refers to calendar days unless otherwise specified.

26. **Copyright/Trademark/Patent/Ownership:** CONTRACTOR understands and agrees that all matters produced under this Agreement shall become the property of OUSD and cannot be used without OUSD's express written permission. OUSD shall have all right, title and interest in said matters, including the right to secure and maintain the copyright, trademark, and/or patent of said matter in the name of OUSD (specifically excluding any underlying pre-existing intellectual property). OUSD may, with CONTRACTOR's prior written consent, use CONTRACTOR's name in conjunction with the sale, use, performance and distribution of the matters, for any purpose and in any medium. These matters include, without limitation, drawings, plans, specifications, studies, reports, memoranda, computation sheets, the contents of computer diskettes, artwork, copy, posters, billboards, photographs, videotapes, audiotapes, systems designs, software, reports, diagrams, surveys, source codes or any other original works of authorship, or other documents prepared by CONTRACTOR or its Sub-CONTRACTORS in connection with the Services performed under this Agreement. All works shall be works for hire as defined under Title 17 of the United States Code, and all copyrights in those works are the property of OUSD.

27. **Audit.** Consultant shall establish and maintain books, records, and systems of account, in accordance with generally accepted accounting principles, reflecting all business operations of Consultant transacted under this Agreement. Consultant shall retain these books, records, and systems of account during the Term of this Agreement and for three (3) years thereafter. Consultant shall permit the District, its agent, other representatives, or an independent auditor to audit, examine, and make excerpts, copies, and transcripts from all books and records, and to make audit(s) of all billing statements, invoices, records, and other data related to the Services covered by this Agreement. Audit(s) may be performed at any time, provided that the District shall give reasonable prior notice to Consultant and shall conduct audit(s) during Consultant's normal business hours, unless Consultant otherwise consents.

28. **Litigation:** This Agreement shall be performed in Oakland, California and is governed by the laws of the State of California, but without resort to California's principles and laws regarding conflict of laws. The Alameda County Superior Court shall have jurisdiction over any litigation initiated to enforce or interpret this Agreement.

29. **Incorporation of Recitals and Exhibits:** Any recitals and exhibits attached to this Agreement are incorporated herein by reference. CONTRACTOR agrees that to the extent any recital or document incorporated herein conflicts with any term or provision of this Professional Services Contract, the terms and provisions of this Professional Services Contract shall govern.

30. **Integration/Entire Agreement of Parties:** This Agreement constitutes the entire agreement between the Parties and supersedes all prior discussions, negotiations, and agreements, whether oral or written. This Agreement may be amended or modified only by a written instrument executed by both Parties.
31. **Drug-Free / Smoke Free Policy:** No drugs, alcohol, and/or smoking are allowed at any time in any buildings and/or grounds on OUSD property. No students, staff, visitors, CONTRACTORS, or subcontractors are to use controlled substances, alcohol or tobacco on these sites.
32. **Counterparts:** This Agreement and all amendments and supplements to it may be executed in counterparts, and all counterparts together shall be construed as one document.
33. **Signature Authority:** Each party has the full power and authority to enter into and perform this Agreement, and the person signing this Agreement on behalf of each Party has been given the proper authority and empowered to enter into this Agreement.
34. **W-9 Form:** If CONTRACTOR is doing business with OUSD for the first time, complete and return with the signed Contract the W-9 form.
35. **Indemnification:** To the furthest extent permitted by California law, CONTRACTOR shall indemnify, defend and hold harmless OUSD, its Governing Board, agents, representatives, officers, consultants, employees, trustees, and volunteers ("the Indemnified Parties") from any and all claims or losses accruing or resulting from injury, damage, or death of any person or entity arising out of or in any way related to the performance of this Agreement. CONTRACTOR also agrees to hold harmless, indemnify, and defend the Indemnified Parties from any and all claims or losses incurred by any supplier, contractor, or subcontractor furnishing work, services, or materials to CONTRACTOR arising out of or in any way related to the performance of this Agreement. CONTRACTOR shall, to the fullest extent permitted by California law, defend the Indemnified Parties at CONTRACTOR's own expense, including attorneys' fees and costs, and OUSD shall have the right to accept or reject any legal representation that CONTRACTOR proposes to defend the Indemnified Parties. This provision survives termination of this Agreement.
36. **Contract Publicly Posted:** This contract, its contents, and all incorporated documents are public documents and will be made available by OUSD to the public online via the Internet.
37. **Contract Contingent on Governing Board Approval:** OUSD shall not be bound by the terms of this Agreement until it has been formally approved by OUSD's Governing Board, and no payment shall be owed or made to CONTRACTOR absent that formal approval. This Agreement shall be deemed approved when it has been signed by the Board of Education, and/or the Superintendent as its designee.

OAKLAND UNIFIED SCHOOL DISTRICT**CONTRACTOR**

☐ President, Board of Education
☐ Superintendent
☐ Chief or Deputy Chief

Date

Contractor Signature

Date

Secretary, Board of Education

Date

Print Name, Title

Form approved by OUSD General Counsel for 2018-19 FY

EXHIBIT "A" SCOPE OF WORK

[IF A CONTRACTOR PROVIDES AN ACCEPTABLE DESCRIPTION OF SERVICES AS PART OF A PROPOSAL, THAT DESCRIPTION OF SERVICES MAY BE ATTACHED WITHOUT ANY TERMS, CONDITIONS, LIMITATIONS, ETC., FROM THAT PROPOSAL.]

- 1. Description of Services to be Provided:** Provide a description of the service(s) the contractor will provide. Be specific about what service(s) OUSD is purchasing and what *this* Contractor will do.

- 2. Specific Outcomes:** What are the expected outcomes from the services of this Contract? Be specific. For example, as a result of the service(s): 1) How many more Oakland children are graduating from high school? 2) How many more Oakland children are attending school 95% or more? 3) How many more students have meaningful internships and/or paying jobs? 4) How many more Oakland children have access to, and use, the health services they need? Provide details of program participation (Students will...) and measurable outcomes (Participants will be able to...). NOT THE GOALS OF THE SITE OR DEPARTMENT.

3. Alignment with Single Plan for Student Achievement – SPSA (required if using State or Federal Funds):

Please select:

- ☐ **Action Item included in Board Approved SPSA** (no additional documentation required) – Item Number: _____
- ☐ **Action Item added as modification to Board Approved SPSA** – Submit the following documents to the Resource Manager either electronically via email of scanned documents, fax or drop off.
1. Relevant page of SPSA with action item highlighted. Page must include header with the word “Modified”, modification date, school site name, both principal and school site council chair initials and date.
 2. Meeting announcement for meeting in which the SPSA modification was approved.
 3. Minutes for meeting in which the SPSA modification was approved indicating approval of the modification.
 4. Sign-in sheet for meeting in which the SPSA modification was approved.

A. Submittal Letter

SUMMER LEARNING LITERACY INTERVENTION SERVICES
RFP # 2019/SLLIS
DUE DATE: November 30th, 2018

SPRINGBOARD COLLABORATIVE
1210 W. Winton Ave.
Hayward, CA 94545
CONTACT: Jeff Feinman, Executive Director
FAX: None
PHONE: (415) 269-0162
EMAIL: j.feinman@springboardcollaborative.org

Please accept this proposal on behalf of Springboard Collaborative (Springboard) in response to RFP #2019/SLLIS.

The proposal shall be valid for a 90-day period. The staff proposed to implement the work stated in this proposal will be immediately available to work if Springboard is awarded the contract.

Appendix A immediately follows this proposal and includes details on our work proposal.

Sincerely,



Alejandro Gac de Gibes
CEO and Founder
Springboard Collaborative

B. Description of Respondent

Springboard Collaborative was founded in 2011 by Alejandro Gibes de Gac, then a 1st grade teacher in North Philly who was becoming increasingly frustrated to notice that it took his students months to recover from what he later learned was referred to as the ‘summer slide’. He saw his students—and millions more in low-income communities—face chronic, summertime reading losses in elementary school. Unchecked, this summer reading loss accounts for two-thirds of the achievement gap in high school.

Alejandro later realized summer learning loss is also symptomatic of an even deeper problem: low-income parents have been left out of the process of educating their kids. So, he founded Springboard Collaborative to close the literacy gap by closing the gap between home and school. Springboard incorporated and then gained 501(c)(3) status in January 2012.

From its inception, Springboard was built to capitalize on this underutilized and undervalued natural resource in education — namely the parents and families of our students. Springboard couples family engagement, targeted literacy instruction, and focused teacher coaching to cultivate enduring reading habits. Instead of losing months of reading growth during the summer, Springboard scholars gain an average 3.0 months of reading growth.

Since launching six years ago, Springboard has grown its reach from 40 to nearly 7,000 families through partnership agreements in Philadelphia, PA; Oakland, CA; Washington D.C.; New York, NY; San Francisco, CA; San Jose, CA; and, starting this year, in Norwalk, CT; Baltimore, MD; Wilmington, DE; and Fresno, CA. Amidst rapid growth, Springboard has consistently delivered best-in-class results.

Springboard has served the Bay Area since we first partnered with OUSD in summer 2015. Today in the Bay Area, we serve close to 2500 students across four school districts through our summer and afterschool interventions: OUSD, SFUSD, Alum Rock Union School District (San Jose), and Fresno Unified (FUSD).

For four consecutive summers, Springboard has been awarded the opportunity to manage summer literacy programming for rising kindergarten through 4th grade students in Oakland Unified School District. We appreciate and guard the trust that school communities in the Oakland Unified School District have placed in us as we help families become reading coaches and teachers hone their practice.

In 2012, Springboard was named “one of the world’s best emerging social innovations” by Echoing Green, a leading venture philanthropy firm that selected 20 startups from 3,500 global applicants. Alejandro was recognized as one of Forbes Magazine’s 30 Under 30 in 2014 and one of the Chronicle of Philanthropy’s 40 Under 40 in 2016.

C. Description of the Proposal

Our Model

Springboard Collaborative closes the literacy gap by closing the gap between home and school. Springboard offers summer, afterschool, and in-school programs to Oakland families that combine personalized instruction for Pre-K through 3rd graders, workshops training parents to become effective reading coaches at home, and professional development for district teachers and seasonal leaders. By training parents and teachers to collaborate, we put children on a path that closes the literacy gap by 4th grade.

Springboard Summer begins with a home visit to unlock the promise of teacher-parent collaboration. Then, for 5 consecutive weeks (4 hours daily), teachers lead a balanced literacy curriculum for classes of 15 scholars, grouped by reading level. Springboard provides each classroom teacher with high quality read aloud titles for each day of instruction, as well as online bilingual libraries that their scholars can access at home.

Once per week, families attend workshops with their children through which they learn strategies that equip them to be competent home literacy coaches, thus unlocking a world of one-on-one instructional time. At the first family workshop, families receive seven books to either seed or complement their home libraries. This ensures that lack of access to books at their child's reading level isn't a barrier to developing home reading habits.

Twice per week after instructional hours, teachers participate in a site-based professional learning community (PLC). Here, the Site Leader shares what they've observed and what instructional practices need adjustment in the classroom. Teachers also use this time to share best practices and prepare for the weekly family workshop.

During the last week of program, students are assessed for reading growth. On the last day of instruction, student effort and outcomes are celebrated at each site's Learning Bonus Celebration. At these celebrations, students receive incentives--from books to tablets-- in proportion to their reading gains and dependent upon family workshop attendance.

Prior to program launch, teachers participate in up to 10 hours of professional development to set them up for success. Springboard's local teams arrange for delivery of all program materials and leveled libraries to each partner school.

Springboard Afterschool trains teachers to differentiate instruction and engage families in order to accelerate struggling readers' progress during the academic year. It includes all of the summer elements that have proven to be successful (home visits, family workshops, guided reading, incentives, etc.) but extends the model across a 10-week instructional period (February to April). In combination with summer programming, Springboard Afterschool offers a double dose of support to a school's struggling readers.

The Structure of Our Organization

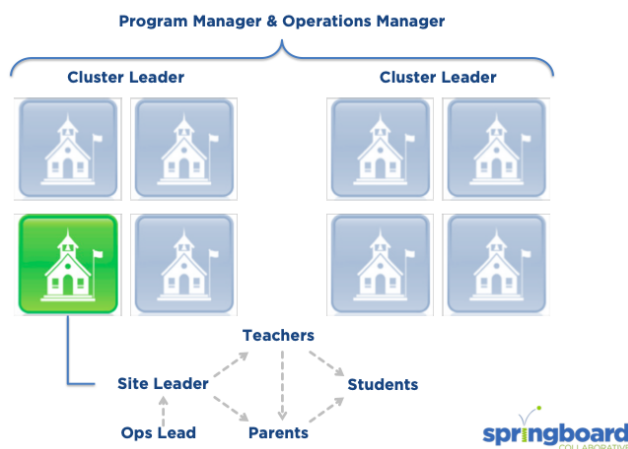
Schools select their own students and teachers to participate in programming. In Springboard's model, teachers are paid by the district while seasonal leadership roles are compensated by Springboard.

Springboard supports each school's recruitment and outreach efforts by hiring and compensating an Enrollment Coordinator. Springboard also hires a Site Leader at every school, typically a teacher from that school who is looking to stretch their skill set. The Site Leader oversees programming while leading teachers through a 5-week coaching cycle. Springboard also hires an Operations Lead at each partner school to support logistics and materials distribution and collection (books, incentives, t-shirts) so that the Site Leader can focus their energy on teacher coaching.

Schools are grouped into clusters of four, with each cluster receiving support from a Springboard Cluster Manager. Cluster Managers support Site Leaders in their cluster to reach performance targets while conducting a leadership development program for Site Leaders. Cluster Managers are supported by a district Program Manager.

The Program Manager meets weekly with each Cluster Manager to troubleshoot and ensure the success of each cluster's schools. Operations Managers work alongside Program Managers and are responsible for supporting Operations Leads at a cluster of four schools. Both the Program Manager and the Operations Manager(s) report to the Bay Area Program Director, Desiree Caliguiran.

Seasonal school site org chart



Lastly, Springboard's national team provides support to the Bay Area team across all functional areas: curriculum, operations, training, data and evaluation, finance, and human resources.

How We Ensure Quality Staffing and Collaboration With the District

Springboard works closely with a district point of contact (in OUSD, that collaborator has been Julie McCalmont) to ensure that we're proactively addressing all logistical and operational

variables that impact a successful summer implementation. Our planning is comprehensive and includes student and teacher recruitment, facilities, snacks and meal service, collaboration with on-site enrichment providers, compensation protocols, student safety, assessment, aligning professional development, and materials procurement.

We like to begin summer planning as early as September and meetings are scheduled biweekly up until summer launch. Typically, Springboard's Executive Director, Program Director, and Operations Manager attend these biweekly meetings. We track all notes through Google Docs, and each action item is assigned a clear owner and deadline for completion.

Springboard supports the district's teacher recruitment and hiring efforts by customizing a Springboard calendar that doesn't conflict with any district trainings or special events, drafting a detailed teacher job description that the district can edit prior to distribution, conducting site-based teacher information sessions to generate interest in the open positions, and by fielding inquiries from teachers who might have follow-up questions prior to committing.

Naturally, once all teachers are identified, Springboard delivers all pre-program professional development (up to 10 hours) to ensure district teachers can successfully implement the Springboard model with a high degree of fidelity.

In terms of recruiting strong talent for seasonal leadership roles, Springboard has a strong track record of onboarding dedicated leaders with deep Springboard experience for our most senior leadership roles (Program Director, Program Manager, Operations Manager, Cluster Leaders). These staff are deeply familiar with our model and committed to providing a positive, outcomes-driven experience for site-based leadership teams which tend to be less experienced with our model. We work closely with principals and district staff to source a qualified candidate pool for our Site Leader positions, then we handle all interviewing to ensure candidates understand the rigor and requirements of the position before we move forward together.

Springboard offers a carefully orchestrated professional growth experience for teachers and leaders. Our National Director of Staff Development ensures that Springboard is designed and implemented as a singularly effective and immersive PD experience.

Data-Analysis

At Springboard, being data-driven, means we use the information that we have about a child to guide individual planning for instruction. Teachers use action plans to help students reach their personal growth goal. Formative assessments, used by educators to monitor student learning, help form teacher and student plans. Data-driven instruction refers not to reaching an end point but rather to allowing the information we have at the beginning to guide our path as we move towards the end. We continue to collect data from students during the program and we adjust our course to "drive" a different way towards the goal.

To inform planning and guide in-the-moment teaching, we train teachers to leverage formal and informal running records. Other data that informs Springboard teacher practice are

observations, qualitative spelling inventory, analyzing student writing, sight word list assessments, student discussion, and examining independent work at literacy centers.

Springboard leadership teams also analyze data dashboards daily, using our customized Slinky platform. Through Slinky we track home visit completion, student attendance, family workshop attendance, student pre- and post-assessment data, minutes read, action plan completion, and reading growth goals. Both site-based and city-wide leadership teams communicate frequently about data and strategize together to course correct when things veer from our targeted goals.

Lastly, our national data team generates summative reports at the program's conclusion that we share with district data teams. For example, we send raw data files to district partners so they can import student results into their own database prior to school starting in fall. This gives them opportunities to share student end-of-summer data with their teachers so they don't have to wait to the first testing window to understand their students' reading levels.

Our Curriculum is Standards-Based

The Springboard curriculum takes a balanced approach to literacy. This means that our curriculum includes direct reading instruction that will help students reach the Reading Foundational Skills (RF) standards and also promotes a variety and volume of reading experiences that will help students reach the Reading Informational (RI) and Reading Literacy (RL) standards. Teachers (and families) are encouraged to read **to** children, **with** children and promote reading **by** children.

Throughout the instructional day, Springboard students look at texts in a variety of settings and through various lenses with varying degrees of support from the teacher. The different daily curricular components include Interactive Read Alouds, Shared Text, Independent Reading, Guided Reading, Writing Workshop, and Word Work (or phonics). *Further information about how these components align to the standards can be found in section H.i below.*

Demonstrable Results

Springboard Collaborative has a 4-year track record of generating demonstrable results for students attending some of the lower performing schools in Oakland Unified School District.

Below is a summary of our summer reading outcomes for the past four years, as measured through F&P pre- and post-assessment:

Year	# Students	Reading Growth (months)	Family Workshop Attendance	Home Visit Completion	Average Student Attendance	Met Reading Growth Goal (One-Level Increase)
2015	257	3.9	91%	n/a	91%	60%
2016	929	3.1	88%	65%	91%	68%
2017	806	3	96%	69%	92%	78%
2018	532	2.9	69%	76%	85%	70%

These results are consistent with our national results (3.1 months average reading growth in 2018). For our Afterschool intervention in OUSD, we supported our school partners to generate 4.1 months of average reading growth in our 2017 program cycle and 3.9 months in 2018.

D. References and Description of Experience

Since launching 6 years ago, Springboard has grown its reach from 40 to nearly 7,000 families through partnership agreements in Philadelphia, PA; Oakland, CA; Washington D.C.; New York, NY; San Francisco, CA; San Jose, CA; and, starting this year, in Norwalk, CT; Baltimore, MD; Wilmington, DE; and Fresno, CA. Amidst rapid growth, Springboard has consistently delivered best-in-class results.

Last summer, students replaced the typical 3-month summer reading loss with a 3.1-month reading *gain*. After a single intervention, Springboard Summer closes the gap to grade-level performance by 54%. During Springboard Afterschool, scholars averaged a 4.1-month reading gain during programming.

Springboard Collaborative will bring three important areas of expertise to our partnership with the Oakland Unified School District:

1. Engaging families as academic partners. Six years ago, Springboard set out to close the literacy gap by closing the gap between home and school. We treat families as assets to leverage not barriers to overcome, and through our family workshop model we tap their potential to be effective stewards of literacy when their scholars are away from their classrooms. We work to bring parents and teachers together to drive reading progress collaboratively.

In our pre-programming and ongoing professional development, we specifically train teachers and leaders on best practices in family engagement, including home visits, designing home reading interventions, ongoing communication, and how to lead a successful family workshop.

Through our family workshops, we train family members to be at-home literacy coaches and how to work more effectively with their child's teacher. In post-programming surveys year after year, families report these habits persist for 6+months after the conclusion of their Springboard experiences.

Last summer across all Springboard sites nationally, parent workshops averaged 87% parent attendance. In the process, teachers and families turn effective practices into lasting behavior change. In OUSD specifically, 96% of Springboard families could name a reading strategy to use at home that they learned at Springboard workshops.

Springboard also trains teachers on how to create student action plans that include an individualized plan for reading at home. They are coached on how to clearly communicate these to families. These actions plans effectively help to multiply the time students spend working on a

specific reading strategy or goal. 98.5% of OUSD students in the Springboard program had an individualized plan for reading at home during our 2018 program cycle and not surprisingly, 69.5% of students met or exceeded their reading growth goal.

2. Building teacher capacity. At Springboard we invest in adult learning and many districts view us as an extension of their own professional development strategies. Our model includes high quality professional development for teachers and seasonal leaders. Our Director of Staff Development ensures that all of our trainings align with the latest research and best practices, while our local teams work closely with their district contacts to ensure that our training reinforces key concepts or priorities that the district is currently emphasizing.

A hallmark of our professional development is coaching. Teachers participate in a rigorous coaching cycle and weekly Professional Learning Communities (PLCs). Site Leaders are trained to be teacher coaches and receive their own coaching from a Springboard Cluster Leader. The practice of coaching teachers is a skill that stays with Springboard leaders. In fact, Springboard is the perfect opportunity for more experienced teachers to try out new leadership roles, thus building 'bench strength' for district partners looking to diversify and deepen their administrative leadership pool.

After their Springboard experience, a number of Springboard Site Leaders transition to leadership roles in their schools and have cited their Springboard experience as having prepared them to effectively provide individualized coaching to the teachers that they now support.

3. Designing data-driven instruction. Springboard trains teachers to use assessment data to create personalized instructional plans, or what we call 'student action plans.' Teachers also have opportunities to practice using ongoing, formative assessments like running records, observation, qualitative spelling inventory, and examining independent work at literacy centers to adjust the course of instruction for each individual student.

Leaders are also expected to use site data to reflect, make decisions, and drive outcomes. Leaders create a school-wide action plan which is informed by data and key performance indicators. The practice of using data to inform decision making is a skill that leaders and teachers hone daily throughout the 5-weeks of program.

Contacts/References

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Mr. Jason Sorich, Teacher on Special Assignment
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SAN FRANCISCO UNIFIED SCHOOL DISTRICT
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E. Team

Jeff Feinman (primary contact)
Bay Area Executive Director

Desiree Caliguiran (program implementation)
Bay Area Program Director

Mariya Delrio (program implementation)
Bay Area Operations Coordinator

All résumés are attached in the Appendix.

F. Specialized Skill or additional information

For the past four years, Springboard Collaborative has supported OUSD school communities to stem the summer reading slide and replace reading losses with significant reading gains. Our signature 5-week, half-day literacy intervention connects teachers and family members as collaborative partners who work together to generate student reading outcomes.

Springboard is unique in that we provide a framework and platform to districts that want to implement high quality summer and afterschool interventions—using their own people—but that lack the capacity to design something similar. We provide curriculum but we're not just a curriculum company. We deliver robust professional development to teachers and leaders but we're not just a technical assistance provider. We manage a large inventory of books and get them to our school partners, but we're not really a textbook company. We work closely with district partners every step of the way, but we're more than an external consultant. In short, we view our organization as a district partner that delivers enduring value through a robust, turn key summer literacy (and afterschool) program.

Springboard has strong relationships with many school leaders, teachers, and family members across Oakland Unified. We are familiar with the hub/feeder school model, we've successfully demonstrated our willingness to partner with various district departments to align and avoid redundancies, and we know how to partner effectively with the district's broad range of enrichment providers with whom we share school space during our summer and afterschool program windows. As such, we feel uniquely qualified and positioned to meet OUSD's needs as expressed through this RFP.

In summary, Springboard empowers school communities to realize their potential by building internal capacity in four ways:

- **We develop children as readers** by replacing chronic summer learning losses with lasting reading gains.
- **We develop parents as teachers** by training and equipping family members to be effective reading coaches, enabling schools to increase instructional hours in a way that would otherwise be cost-prohibitive.
- **We develop teachers as instructors** by leading professional development and a 5-week coaching cycle on data-driven instruction and family engagement.
- **We develop a leadership pipeline** by guiding Site Leaders through a management training program.

G. Proposed Cost

i. Proposed Summer Learning Programs cost per student

Springboard Summer costs Springboard roughly \$850/student.

Partnership fees for OUSD are \$625/student. Springboard would fundraise \$225/student to meet our total costs. Total partnership fees for 600 students would require an investment of \$375,000 from OUSD.

ii. Itemization

Line Item	Springboard Direct Costs	Per Child
<i>Staff Development</i>	\$ 29,269	\$ 279
<i>Program Management</i>	\$ 29,565	\$ 282
<i>Curriculum / Books</i>	\$ 20,450	\$ 195
<i>Technology / Data Systems</i>	\$ 4,036	\$ 38
<i>Communications</i>	\$ 6,009	\$ 57
TOTAL	\$ 89,328	\$ 851

iii. List separately any costs associated with additional services (i.e., after school interventions) your program offers outside of the summer learning program that your program plans to implement during the school year. This should be described in the same manner as the summer learning cost (per pupil cost + category breakdown of how that per pupil price is determined)

We price our afterschool intervention at \$625/student, just like for summer. That said, our costs for afterschool fluctuate based on numbers served.

iv. List by category and cost any other types of services payable by the District during each contract year that are not included in the above price quotes, plus a formula and/or description as to how said additional costs will be determined and billed to the District.

Springboard will bill the district for the partnership fees (\$625/child), which include the following:

- Curriculum for students and parents
- Planning support 9-months in advance of launch w/biweekly partnership meetings
- Seasonal hiring of all leadership positions
- Management support
- Up to 10 hours of PD for 600+ teachers
- Books for families, t-shirts for kids and families
- Leveled libraries for schools to use, high quality read aloud titles, Raz Kids licenses
- Technology, data management, reports and grants templates

OUSD will incur include teacher costs, facilities costs, and incidental materials expenses.

For summer, OUSD should budget up to 140 hours per teacher. This includes 10 hours of pre-program PD, 15 hours for home visits, 5 hours for Ready Week, 100 hours of instructional hours, and 10 hours for PLCs.

To serve 600 kids, OUSD will need to hire 40 teachers at their extended contract (or per diem) pay rate. Each teacher leads a classroom of 15 children.

For afterschool, OUSD should budget up to 80 hours per teacher. To serve 45 kids per site (our typical program size), OUSD will need to hire 3 teachers per participating site.

We don't have the ability to calculate facility costs.

We estimate that each site needs access to about \$600 in supplies to be successful. These expenses include toner for printing, copy paper, easel paper, dry erase markers, Post-Its, pens and pencils, and name tags.

H. Additional Required Documents/Information

i. Description of overall balanced literacy program

Before the launch of Springboard Summer, Springboard offers a blend of larger, centralized trainings and smaller, school-based trainings to support seasonal leaders and teachers as they plan, lead, coach, assess and instruct Springboard scholars.

Trainings cover topics related to the respective roles of leaders and teachers and to topics such as family engagement, assessments, and small group instruction. School-based PDs will be intentionally focused on teacher needs and planned/driven by data and the goals of the district, school, and teachers.

For Summer programming, two PD tracks for teachers will be offered:

- Track 1 for new staff:
 - 1-hr Springboard Orientation
 - 2-hr Family Engagement Workshop 101 (home visits, cultural competency, engaging families as partners)
 - 2-hour Assessment Workshop 101 (running records/F&P calibration)
 - 4-hour Instructional Seminar (curriculum training/Slinky tutorial)
- Track 2 for returning staff:
 - 1-hr Springboard Orientation
 - 2-hr Family Engagement Workshop 102 (home visits, cultural competency, engaging families as partners, strengthening student action plans)
 - 2-hr Assessment Workshop 102 (running records/F&P calibration/using data to drive instructional practice)
 - 4-hour Instructional Seminar (curriculum training/Slinky tutorial)

Pre-learning to the orientation and school-based PDs (Springboard Orientation and the Family Engagement school-based PD and Assessment school-based PD – RRI) launched online in Summer 2018. All Springboard seasonal staff (leaders and teachers) are encouraged to start their learning of Springboard's standard topics online, prior to the start of these sessions in their city. Foundational knowledge about Springboard and our key programming elements provides a knowledge base that will be important for in-person trainings.

Our curriculum is built upon the Common Core State Standards with a strong emphasis on individualized instruction through guided reading so each child can receive targeted instruction at their level of need. Exposing students to a text at their independent level (reading and receiving independently leveled books for each child), their instructional level (during guided reading teachers guide them through texts that are slightly above their independent level to stretch their growth, little by little, each day), and their grade level (during components like Interactive Read Aloud and Shared Reading), teachers guide students through grade level text so students are consistently being exposed to content, language, and vocabulary at their grade and age level expectations.

Below are the elements of a typical Springboard day, followed by a sample daily schedule:

Morning Message: Based heavily upon the CCSS and written by Springboard's Director of Curriculum and Instruction, the morning message component states the common core objectives of the day (either literacy or informational based) and previews either the teaching point and/or text along with activities that can set a positive classroom culture and tone. In the past, this is where teachers have integrated SEL concepts to align with OUSD's priorities.

Guided Reading: Small group guided reading rotations are a critical element of our model. Each day, teachers rotate guided reading groups to ensure each child receives meaningful coaching from their Springboard teacher. Springboard teachers use student assessment data to plan guided reading for their students. The rest of Springboard's curriculum is easily accessed through our Slinky database. Springboard provides a variety of resources to support guided reading planning that are based on the approaches of CCSS, Fountas and Pinnell, Jan Richardson, Jennifer Serravallo, and more.

Independent Reading: Springboard provides resources to support teachers to establish classroom management systems and classroom culture across age groups that help children to enjoy reading independently, free of distraction, for sustained periods of time.

Explicit Phonics Instruction: IBRDS curriculum (Introduce sounds, Blend words, Read sentences, Decodable text, and Spelling) was written by a Springboard consultant and has since been edited and updated to fit the curriculum components in a holistic way.

Shared Reading: Springboard's shared reading component follows our balanced literacy approach because it is the way we read WITH children by exposing them to text at their grade level across various genres. Grounded in the morning message and common core standards, these literacy/informational standards spiral throughout the day to ensure multiple at-bats when taught to students.

Modeled Reading/Interactive Read Aloud (IRA): Although planned to be "interactive," Read Aloud is the component in which teachers are reading TO children. Here, they model proper fluency, intonation, prosody, and model well-established reading habits and strategies while reading and thinking aloud to children. IRA is also grounded in the common core standards rooted in the morning message component.

Memoir Writing: Also based on the common core standards (for writing), Springboard's writing unit was created by a curriculum consultant and has been updated and edited periodically to ensure teachers embrace the individual stories of Springboard students through memoir writing. Teachers and students are guided and rooted in anchor text available through Springboard's Read Aloud materials.

The table below is a sample daily schedule that includes different balanced literacy components and their suggested time allotment. This can vary based on school philosophy and priority, child age and development, scheduling conflicts, space constraints, and possibly other factors:

Morning Message	10/15 minutes
Interactive Read Aloud (IRA)	20 minutes
Shared Reading	20 minutes
Guided Reading (including all groups and centers/independent reading)	60 minutes *typically 3 rotating groups at 20 minutes each
Word Work/Direct Phonics Instruction	20 minutes
Memoir Writing Unit	45 minutes

Times and components change slightly when working with level D4, D5, and D6 (older student curriculum).

ii. Family Engagement Plan

Springboard trains teachers to meaningfully engage families as partners who help to cultivate reading habits and drive reading gains.

There are several ways that Springboard intentionally engages families throughout the summer and afterschool programs:

Home Visits

Our first teacher training equips teachers with the tools that they need to conduct a parent-teacher home visit. Home visits are designed to build trust and to give the teacher insight into the unique reading needs and strengths of the scholars in their Springboard classroom. These visits are intentionally structured to break down the power imbalances that can be real or perceived, and to give the families opportunities to share more about their children ‘on their terms, and on their turf.’ Each teacher is expected to conduct 15 home visits--one for every scholar in their Springboard classroom.

Ready Week

After home visits are completed, each school site schedules a Ready Week designed to orient families to the program flow, requirements, and incentive structure. Families are reminded of their weekly workshop day and time, receive Springboard t-shirts to be worn on workshop days, and have opportunities to ask questions of Springboard staff in advance of program launch.

Family Workshops

Springboard family workshops provide families with the space to comfortably learn and apply reading tips with their children. During workshops, teachers engage in informal and formal academic exchanges with families, the latter of which has been shown to increase reading gains

(Senechal 2008). With home visits and Ready Week ensuring a foundation of mutually respectful relationships, teachers can give the information and support that families need to improve their children's educational outcomes. Involving parents in reading activities (Justice & Ezell 2000; Primavera 2000) and training parents to be competent in teaching their child reading have been effective in improving reading achievement (Purcell-Gates, Lenters, McTavish, & Anderson 2014; Senechal 2008).

During the series of workshops (5 workshops in summer, 4 during the 10-week afterschool cycle), family members join their children to participate in a workshop with their Springboard teacher. Each workshop encourages adults to be purposeful with their scholar and to adopt the practice of asking questions before, during, and after reading with their child.

Each workshop is one hour and is structured as noted below:

Welcome: Getting situated and seated, reviewing norms, and discussing the purpose of workshops and student action plans.

Reading Tip: An introduction to the objective of the workshop, with time for the teacher to model the tip and to provide **guided practice** of the tip.

Practice Time: A block of time set aside for the family to practice reading together, which looks different depending on the reading skill of the child and the adult. The teacher **is always circulating** and checking in with families, providing feedback, discussing action plans, and/or doing a mid-workshop share to highlight a positive habit or correct a misconception.

Reflection: A question to guide reflection while also providing an opportunity for children and families to congratulate and encourage one another. This is also the time to go over school/program announcements, RAZ-kids updates, and ask any more questions.

During principal planning meetings that precede our programming, we give school leaders opportunities to choose the specific workshop content that best suits their scholars' needs. Our workshop bank includes over 30 modules, ensuring each leader will have a broad range of content to choose from. All of the workshops encourage families to ask questions and aim to strengthen readers' ability to figure out the words, sound like storytellers, and/or understand the story/text they read.

Below are sample scope and sequence configurations:

Afterschool Family Workshops (Sample)

Workshop 1	Before Reading	Picking a Book – Monitoring Frustration
Workshop 2	Before Reading	Planning for Growth Moments

Workshop 3	During Reading	Having a conversation
Workshop 4	During & After Reading	Sharing the Story

Summer Family Workshops (Sample)

*Each level (PR – D) has a differentiated workshop to accommodate reading levels

Workshop 1	Before Reading	Picking a book on your child's reading level
Workshop 2	Before Reading	Making predictions
Workshop 3	During Reading	Decoding and defining
Workshop 4	During & After Reading	Comprehending
Workshop 5	After Reading	Re-reading to improve fluency

iii. Year-round schedule for wrap around services

Springboard Afterschool

Springboard also runs afterschool literacy interventions that are designed to complement our summer programming and act as a double dose of support for a subset of scholars for whom the summer is inadequate to bring to grade level reading. We've led afterschool interventions at several OUSD schools for the past two years and have generated over 4.1 months of reading growth in just a 2-month instructional period.

Springboard Afterschool trains teachers to differentiate instruction and engage families in order to accelerate struggling readers' progress during the academic year. It is a 4-month intervention—with a customizable calendar—that combines teacher coaching, small-group instruction, family workshops, and incentives.

- **Pre-program:** In December and January, Springboard trains teachers to analyze assessment data, create individualized action plans, and communicate plans to families.
- **Program:** Over 10 weeks in February–April, Springboard repeats this cycle:

- **Coaching:** On Mondays, each school's dedicated coach helps teachers plan for differentiated instruction and effective parent collaboration. They return later in the week to provide feedback in real-time.
- **Guided reading:** On Tuesdays, Wednesdays, and Thursdays, students receive one hour of targeted, small group reading instruction.
- **Family workshops:** On four Wednesdays during programming, teachers lead workshops to equip families with strategies and resources.
- **Learning bonuses:** Springboard distributes educational incentives—including books, backpacks, and tablets—during a capstone celebration.

School partners often appreciate the Springboard Afterschool program offering in that it helps to prepare participating students for late spring SBAC testing. The calendar is structured so that those children who take the SBACs receive a solid 10-weeks of personalized instruction and extra time reading with a teacher, so they enter SBAC testing better positioned for success.

iv. Student/Staff recruitment and enrollment strategy

Springboard works with district partners to shape a timeline that meets their needs. Most often, once we identify a district point of contact with whom we will co-plan the summer literacy program, we establish a biweekly meeting schedule to ensure that we plan adequately for all program logistics. For summer, an ideal planning process commences in September. Springboard provides a detailed calendar to each district partner with clear deadlines for important milestones (teacher hiring, student enrollment, etc.) in addition to all pre-program teacher professional development dates.

Since teacher hiring remains the responsibility of Springboard's partner districts, Springboard supports teacher outreach through teacher information sessions, teacher recruitment pamphlets that highlight the professional development opportunities, and by drafting job descriptions that district partners can modify and post using their own internal recruitment channels and mechanisms. We make ourselves available at the district's request to support teacher hiring.

Once hub schools are identified, Springboard schedules meetings with school principals (both hub and feeder principals) to define a student enrollment strategy. Springboard defers to district and principal decision making around target students. Some schools and districts choose to prioritize kids who are far below grade level reading levels while others target a specific grade level or levels and give the families of students in those grade bands the first crack at filling program slots. We are here to facilitate recruitment efforts in service to our school partners.

Springboard hires and trains Enrollment Coordinators (ECs) at each site to manage all student enrollment and family outreach work. Enrollment Coordinators are selected from within the school community and chosen on the basis of the strength of their relationships with families, organizational acumen, and ability to fill all available program slots. Springboard provides all the materials that are required to manage this process seamlessly.

Springboard outreach activities are designed to be adaptable to district enrollment procedures. All enrollment work is done in collaboration with the central and site-based administrators and includes activities such as initial family outreach, Family Info Sessions, enrollment confirmation, and rostering. We also equip each EC with a toolkit that includes the following resources:

- Enrollment Coordinator Guide
 - Enrollment Forms
 - Family Brochures
 - School Partner Banner
 - Family Invitation Flyer
 - Program Calendar
 - Outreach Exemplars
 - Enrollment Confirmation Letter
 - Family Information Session PowerPoint
 - Family Information Session Sign-In Sheet; Reenrollment List (If applicable)
- *multiple languages available*

Sample recruitment publications for staff, students, and families are included below.

v. Assessment Reports showcasing track record of reading growth

Springboard has consistently generated strong reading growth outcomes for OUSD students since our partnership commenced in summer 2015. We aligned our assessments to match what OUSD currently uses (F&P) and our trainings reinforce district protocol. All assessments are administered by OUSD teaching staff, who Springboard trains to ensure calibration of results.

Below is a summary of our summer reading outcomes for the past four years, as measured through pre- and post-assessment:

Year	# Students	Reading Growth (months)	Family Workshop Attendance	Home Visit Completion	Average Student Attendance	Met Reading Growth Goal (One-Level Increase)
2015	257	3.9	91%	n/a	91%	60%
2016	929	3.1	88%	65%	91%	68%
2017	806	3	96%	69%	92%	78%
2018	532	2.9	69%	76%	85%	70%

These results are consistent with our national results (3.1 months average reading growth in 2018). For our Afterschool intervention in OUSD, we supported our school partners to generate 4.1 months of average reading growth in our 2017 program cycle and 3.9 months in 2018.

vi. Attendance Records showing attendance rate (ADA) of 85% or higher at summer learning programs Organization has served and/or operated for the past three (3) years.

Year	OUSD # Students	OUSD Average Student Attendance	National # Students	National Average Student Attendance
2016	929	91%	3,136	81%
2017	806	92%	3,798	81%
2018	532	85%	5,249	87%

vii. Profit and Loss Statement for each of the past three (3) years, as well as the current Balance Sheet

Attached in the appendix are copies of our P&L statements for the past three (3) years, as well as the current Balance Sheet.

In your electronic version of this proposal, you can access these documents directly through the following hyperlinks:

[P&L FY16](#)

[P&L FY17](#)

[P&L FY18](#)

[Balance Sheet](#)

viii. Organizational chart that shows how summer programs will be supported administratively and programmatically.

See attached [organization chart](#) (org-wide) in addition to our [seasonal staffing](#) organizational chart.

ix. Certificates of Insurance and Endorsements evidencing Organization's insurance meets requirements of insurance noted in Required Insurance section.

See attached [Certificates of Insurance and Endorsements](#).

x. Any other documents necessary to demonstrate fulfillment of minimum qualifications
N/A

xi. Required Fully-Completed/Attested Attachments (A, B, and C; D is a sample only do not return)

See Attached

LIST OF APPENDICES AND ATTACHMENTS

APPENDIX A: Work Proposal
Team Résumés
Sample Recruitment publications for staff, students, families
P&L 2015-2016
P&L 2016-2017
P&L 2017-2018
Current Balance Sheet
Org chart (national)
Org chart (seasonal)
Certificates of Insurance and Endorsements
Attachment A
Attachment B
Attachment C

APPENDIX A

Springboard Summer includes both pre-program work designed to prepare teachers and sites for success, and implementation support throughout the 5-week summer cycle to ensure we consistently achieve our desired outcomes.

All teachers remain on district payroll. Springboard typically hires all seasonal leaders, the vast majority of whom come from partner schools.

Pre-program elements include the following:

Collaborative Planning Meetings: Springboard staff meet with school principals and/or district staff prior to programming to ensure alignment.

Staff Recruitment and Hiring: Springboard takes full responsibility for recruiting, hiring, and training summer/afterschool staff, including a Program Manager, Cluster Leaders, Site Leaders, Enrollment Coordinators, and Operations Leads (district partners hire their own teachers).

Staff training: Springboard trains the staff through four professional development sessions:

- *Orientation to Springboard*
- *Family Engagement*
- *Assessment and Data-driven Instruction*
- *Springboard Instructional Seminar (curriculum training)*

Family Outreach: Springboard supports enrollment efforts by hiring, training, and supporting Enrollment Coordinators who are a part of the school community and responsible for direct outreach to families.

Class Rostering: Students are placed into small classes of 15 students according to their end-of-school year reading levels. The small class sizes enable individualized attention and increase capacity for teacher-parent relationship-building.

Home Visits: Before program kick-off, teachers receive training on conducting home visits. After completing the training, teachers visit the homes of their students to develop relationships, to build parent buy-in, and to lay the foundation for a strong, collaborative partnership.

Assessments: If needed, Springboard teachers administer assessments prior to programming to determine students' beginning reading levels.

Ready Week: During the week before programming, Site Leaders, Operations Leads, and teachers organize guided reading libraries (Springboard provides), prepare materials for distribution (student and family t-shirts), and welcome families to an orientation.

Family Books: At the outset of the program, every child receives a personally tailored set of seven books to add to their home library. These are customized to each student's baseline, and they serve as benchmark texts for families to monitor progress. Families and teachers also gain access to an online leveled library that offers thousands of texts (in multiple languages).

The 5-week summer instructional period includes the following elements:

Instruction: Teachers conduct daily, half-day literacy instruction with students grouped by reading level, rather than grade level, to accommodate an emphasis on guided reading.

Family workshops: Teachers lead weekly workshops that train parents to select on-level texts and to coach their child effectively by asking questions before, during, and after reading.

Professional Learning Communities (PLCs): Small group coaching of teachers takes place through twice-weekly PLCs focusing on workshop preparation, developing individualized student reading plans, and ongoing teacher-family communication.

1:1 Teacher Coaching Sessions: Site Leaders, hired from within each school, conduct a 5-week teacher coaching cycle to support teachers' work on their particular areas of strengths and their self-selected areas of focus.

Site Leader Development: Site Leaders meet weekly with their Cluster Leaders or Program Manager to review site data and to generate a Schoolwide Action Plan.

Student Action Plans: Teachers share individualized reading plans with families to help scholars progress to the next reading level.

End-Programming Assessment: Teachers administer an assessment during the last week of programming to accurately measure each student's reading growth.

Learning Bonus Celebration: Contingent on workshop attendance and commensurate with student reading growth, Springboard distributes educational incentives—including books, school supplies, and tablets—during a capstone celebration.

Reflections and Surveys: At multiple points throughout programming, Springboard pauses to collect surveys and feedback from all partners in process. Surveys are given at every Family Workshop for families to fill out and return to teachers, participants in trainings, and pre/post-program surveys for Springboard site staff. Springboard holds focus groups to measure both written feedback and qualitative feedback with discussion to continuously make improvements going forward.

Jeff Feinman, MNA

jdfeinman@gmail.com

(415) 269-0162

Education

University of San Francisco, Masters in Nonprofit Administration

- ☐ Thesis topic: *Board Fundraising Through Social Networks*

University of California at Berkeley, Bachelor of Arts

- ☐ Phi Beta Kappa

Relevant Experience

Springboard Collaborative, San Francisco, California

2016--present

Bay Area Executive Director responsible for regional growth through business development with public schools and charter management organizations, foundation fundraising, board development, and program implementation; \$3MM fundraising goal, 2000+ children and families served annually

Boys & Girls Clubs of the Peninsula, Menlo Park, California

2013--2016

Vice President of Clubhouses and High School Programs responsible for management, program strategy and performance outcomes at three clubhouses and three high school sites on the Bay Area peninsula. Responsibilities extend to IT, Operations, and Professional Development; \$4MM budget oversight, 60+ staff

Mission Graduates, San Francisco, California

2006--2012

Executive Director of historic community-based organization dedicated to increasing the number of low-income, first generation youth (K-12) who are prepared for and complete a college education; 1100 clients served annually through in-school and after-school services; \$3MM budget, 400+ kids attending 4-year colleges

Horizons Unlimited of San Francisco, San Francisco, California

1999--2006

Founder and Director of The DJ Project, a seminal hip-hop education program designed to reconnect high-risk youth to their educational pathway through a combination of creative expression, media literacy, life skills training, and micro-enterprise development; celebrates 20 years in 2019

Director of Youth Employment and Entrepreneurship at Mission District community-based organization that provides wraparound services to San Francisco's recent immigrant and Latino youth population

Other Qualifications

- ☐ Fluent Spanish (written, oral); Conversational Portuguese
- ☐ Board member, *Prison University Project* (2018-present)
- ☐ Advisory Board member, *Youth Music and Arts Center* (2013-2016)
- ☐ Steering Committee member, *Mission District Promise Neighborhood* (2010-2012)
- ☐ Board member, *Mission Graduates* (2008-2011)
- ☐ Board member, *College Works* (2004-2007)

Desiree Caliguiran

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510-676-8246 email: dcaliguiran@gmail.com

Objective:

To close the achievement gap for students in low-income communities by executing high quality programs that focus on developing skills and providing access to life opportunities.

Skills

School & Community Partnerships ~ Project Management ~ Data-Driven Planning
Staff Development ~ Family Engagement ~ Curriculum Development ~ Case Management

EXPERIENCE

Boys & Girls Clubs of the Peninsula, Menlo Park, CA (Aug 2012-present)

Director, High School Programs

- Maintain key district partnerships; collaborate to deliver effective school-based programming
- Collaborate with sites to successfully launch Theory of Change programming with fidelity to the model
- Oversee expansion of high school-site case management programs
- Maintain quality control of BGCP's case management model, iterating each cycle to simplify implementation and increase impact
- Provide training and organize learning communities for all high school program elements
- Establish annual planning calendars for organization-wide events
- Developed summer freshmen transition, teen staff and teen leadership curricula
- Ensure all grant requirements related to high school program funding are fulfilled

Unit Director

- Managed a team of 15+ employees; provided ongoing professional development through onboarding, coaching, and developing annual goals
- Allocated and managed \$900,000 budget to maximize value and drive data-driven outcomes
- Served 200+ K-12th members annually; increased membership by 15%
- Provided programs that encouraged students to explore interests, build skills, and improve academic mindsets
- Provided all K-3rd grade students reading below grade level with literacy enrichment programs
- Oversaw clubhouse operations and facility management
- Regularly partnered with parents, local schools, community-based organizations and the City of Menlo Park to deliver high quality programs and holistic support for all youth

Program Director/ School-Site Case

Worker

- Piloted BGCP's high school-site case management program targeting at-risk 9th grade students
- Collaborated with teachers and school personnel to provide continuous in-school and after-school support
- Designed and implemented 9th grade success curriculum
- Launched an upperclassmen student volunteer/mentor program
- Engaged families with various events, such as Work with Your Student days and parent workshops

Aspire Public Schools, Oakland, CA (Jan 2011- Jul 2012)

8th Grade Humanities Teacher/Intervention

Specialist

- Examined student assessment data; provided differentiated instruction for each student
- Communicated with families regularly regarding student progress and upcoming class events
- Lead a student advisory group to address social-emotional needs of students
- Collaborated with teachers, education specialists, and outside service providers to address learning challenges
- Collaborated with the After-School Director to design and deliver professional development for literacy instruction
- Delivered college readiness curriculum to 11th grade students that focused on test preparation

New York City Department of Education, Bronx, NY (Aug 2008-Jan 2011)

Special Education Teacher/ New York City Teaching Fellow

- Taught living environment, algebra and health and provided algebra and English language arts intervention services to high school students with emotional disturbances
- Developed and implemented individualized education programs (IEPs) for students
- Facilitated state exams as the testing coordinator for the 2010-2011 school year
- Member of the Student Inquiry Team; collaborated with administrators and teachers to execute data-driven initiatives that addressed motivational factors related to student achievement and attendance

East Harlem Tutorial Program, East Harlem, NY (Aug 2009- Jan 2011)

2nd Grade After-School Lead Teacher

- Designed curriculum that supported the development of literacy and mathematic skills
- Conducted periodic literacy assessments to determine student reading levels
- Provided coaching for assistant teachers and interns who were pursuing careers in education

After-School All-Stars, San Jose, CA (Aug 2006- May 2008)

Assistant Site-Director/ Lead Leader

- Coordinated the daily schedules for the middle school after-school program
- Developed and instructed various enrichment programs
- Targeted at-risk students and actively worked with them to improve their academic performances and behavior

Education & Training

M.A. Urban Education, Mercy College (2010)

B.A. Psychology, San Jose State University (2008)

Certified in **Therapeutic Crisis Intervention** (NYC Department of Education-2008)

Trained in the **RULER method for emotional literacy** (New York City Teaching Fellows-2008)

MARIYA C. DEL RIO

· 2041 Miramonte Ave Apt 20 San Leandro, CA · (805) 256-2880 · mariya.delrio12@gmail.com ·

Objective

I am seeking a position that requires excellent communication, leadership, organization, and youth development skills. I am adaptable to any work environment, I am a quick learner, and have incredible work ethics. I make an outstanding team member as well as being independently motivated.

Education

B.A. Sociology - Cal State University, East Bay. Hayward, CA (June 2013)

Diploma - Saint Bonaventure High School. Ventura, CA (June 2009)

Work Experience

Education for Change: ASCEND - Associate Dean (Aug 2017- June 2018)

- Behavioral coaching with restorative practice
- Collaborate with teachers, families, and support services
- Data driven interventions based on behavioral needs
- Hold space for students to reflect on and restore relationships with peers

Springboard Summer Program - Operations Manager (Mar - Jul 2017; Apr 2018- Present)

- Assessment audits to assure academic growth
- Communicating closely with all local, regional, and national teams
- Co-facilitating PD's covering orientation, family engagement, and assessments
- Leading a team of Operations Leads among several Elementary Schools
- Tracking inventory from central warehouse to each site

STIP Sub - Think College Now (Aug. 2015 - 2017)

- Behavior Management-led students through reflective and restorative conversations
- Input student's academic data into a district-wide system
- Member of the PBIS Team-implementing systems for Tier I classroom management
- Partner with teachers and students K-5 in partial/full day coverage
- Tech Time instructor facilitating ST Math

Quality Support Coach - TCN/ICS (Aug 2016-June 2017)

- Attend monthly meetings to discuss current program quality
- Create plans for individual students and small groups to improve academics
- Provide suggestive feedback to instructors to balance group dynamic
- Support behavior management with alternative systems when necessary

Springboard Summer Program - Floating Operations Lead (June - Aug 2016)

- Communicated, collaborated, and supported 15 operations leads and site managers
- Family outreach to inform/remind about absences, events, and workshops
- Kept close inventory of supplies moving to and from the OUSD warehouse
- Tracked students' reading levels using F&P and DRA assessments
- Supported weekly family workshops and Learning Bonus Celebrations

Oakland Leaf Academic Mentor (March - June 2016)

- Constantly communicated with families about student's progress
- Provide small group support to students after school
- Work closely with staff across two schools to meet students' learning needs

All Star Academics - Head Tutor (Sept. 2015 - March 2016)

- Academically supported students in 4th/5th grade
- Established a safe learning space for students
- Maintained an open communication to families regarding students progress
- Trained tutors to ensure sufficient skills and knowledge of program

Girls Inc. Concordia Summer Program Coordinator (March 2015 - Aug. 2015)

- Collaborated with various schools to for camp recruitment and enrollment
- Overseen camp site and supervised 70 students and 10 staff/volunteers (July 2015)
- Lead PD trainings on Behavior Management and Safety Protocol

Girls Inc. Elementary After School Program Leader (Aug. 2013 - June 2015)

- Built relationships with students, families, and staff
- Created, implemented, and modified lessons according to developmental needs
- Facilitated various curriculum; STEM, Literacy, Health and Nutrition, and Sports

Girls Inc. Concordia Park Summer Program Assistant (June – Aug. 2014)

- Assisted program leaders and coordinating staff
- Communicated with collaborative partners
- Input complete and accurate student registration information
- Supported with supervising interns and volunteers

Student Center of Academic Achievement, CSUEB (Feb. 2010-Aug. 2013)

- Trained and supervised newly hired receptionist
- Assisted and accommodated students of a diverse population
- Managed schedules and updated student files
- Provided through information about the services within the agency

**Achievements/
Volunteer Work**

Math Assistant TCN 5th grade (2014)

Girls Inc. Book Leveling Event C.U.E.S. & TCN/ICS (2014)

Summer Tutoring - Grades 1-10 (2005-2012)

Santa Paula Youth T-Ball League (July – Aug, 2010)

National Honors Society (2009)

Student Academic Curricular Committee (2008-09)

Thousand Oaks Youth Leadership Conference Thousand Oaks, Ca (2009)

National Youth Leadership Conference Washington D.C (2007)

**Skills/
Certifications**

CPI Certification (September 2018)

Seneca- Trauma Informed Teaching (March 2017)

Substitute Teaching Credential (Exp. 10/2017)

CPR/First Aid (Exp. 11/2017)

Supervision & Leadership Series (2015)

Microsoft Office (Word, Excel, PowerPoint)

Words Typed per Min. 58

Responding to Family Needs (Workshop 2015)

Summer Lunch Program (2015 & 2016)

OUSD Illuminate

OFCY City Span

References

Casey Beckner - OUSD - Former Colleague Springboard Cluster Leader 2017
casey.beckner@ousd.org
(804) 922-7728

Sarah Rittenhouse - SpringBoard Program Manager 2016 - Former Supervisor
(408) 218-1114

Mason Musumenci - Springboard Program Manager 2018
masonjmusumeci@gmail.com
(510) 504-2595

Morgan Alconcher - Principal at ASCEND - Former Supervisor
malconcher@efcps.net
(510) 384-4847

Lourdes Rivera - ASCEND - Attendance Clerk
lrivera@efcps.net
(510) 326-0020

Damon Mason - Case Manager EBAC
damonmason50@gmail.com
(510) 213-3925

Monica Purdy - Kindergarden Teacher at TCN
monica.purdy@ousd.org
(510) 566-8243

Teaching in a Springboard classroom is a tremendous professional opportunity. Teachers are able to spend six weeks in the summer focusing solely on effective reading instruction. By working with only fifteen children grouped by reading level, teachers can think deeply into reading

behaviors and help children while growing personally and professionally. Teachers are richly supported with pre-programming professional development sessions, ongoing coaching from Site Managers, peer collaboration with colleagues, and a unique partnership with families.

TEACHING AT SPRINGBOARD SUMMER

Last summer, Springboard scholars replaced what could have been a 3-month reading loss with more than a 3-month reading gain, doubling their annual reading progress. Workshops training families to teach reading averaged over 90% parent attendance. By training teachers and families to collaborate, Springboard puts children on a path that closes the reading achievement gap by 4th grade.





At Springboard, we are closing the reading achievement gap by coaching teachers, training family members, and incentivizing learning so that our scholars have the requisite skills to access life opportunities.

WHO IS PART OF SPRINGBOARD?

Teachers: Instructors from the home school

Site Manager: A teacher coach emphasizing data-driven literacy instruction and family outreach

Enrollment Coordinator: A member of the school community who has strong relationships with families and who can conduct outreach and registration

Operations Lead: A supportive team member helping implement the program

Scholars: Prekindergarten–3rd grade students

Partners: Family members supporting the child

WHEN IS SPRINGBOARD?

Professional Development: Teachers must attend an orientation and PD sessions led by Springboard. They can opt to participate in ongoing webinars during the program on more specific topics.

Home Visits: Before programming, teachers visit the homes of participating families

Assessment Week: The week prior to programming (optional). Teachers are also able to set up their classrooms at this time

Programming: Half-day (a.m.) literacy instruction Monday–Friday for 5 weeks

Family Workshops: Wednesday mornings

WHAT IS THE CURRICULUM?

Teachers lead a class of 15 students on similar reading levels. They instruct with a balanced literacy approach: interactive read aloud, shared reading, guided reading, independent reading, word work and writing workshop. Teachers access curricula through our SLINKY portal, and are asked to plan guided reading lessons. Additionally, teachers create personalized student action plans children to work on with their families.



HOW CAN I PARTICIPATE?

Check out the teacher job description and ask your principal to participate. Once selected, complete your school's required paperwork for compensation and keep an eye out for a welcome message directly from Springboard .

YOUR SPRINGBOARD SUMMER

ACCOMPLISH YOUR PERSONAL GOALS

Prepare for the summer through professional development:

Prior to programming, teachers have the opportunity to participate in interactive, practice-based professional development sessions preparing them for the work of assessment, instruction, and family engagement. To prepare teachers for optimum success, an entire PD morning is set aside solely for using your scholars' assessments to make guided reading and Student Action Plans.

Set your own professional goal and work towards it for six weeks:

The heart of our coaching is based on your personal goals. You select the goal; your Site Manager supports you by coaching towards that goal and by helping to think deeply about particular children and their reading growth.

Lead your classroom community:

As a teacher, you are also a leader. The parents and children in your class look to you to take ownership, solve problems, drive outcomes, and manage relationships.



PLAN YOUR SCHOLARS' NEXT STEPS

Administer assessments with a high standard of inter-rater reliability:

Springboard uses running record assessment in order to benefit the teachers. Properly administering a running record is a crucial foundational teaching skill. Making sure that your assessments are consistent with your peers can be difficult and working with Springboard can give you confidence that your work is high caliber.

Analyze assessments to plan for students:

Running record assessments can provide a wealth of information with which teachers can plan. Teachers are asked to create an individualized Action Plan for each student at the beginning of the summer, and to update it as needed throughout the program. Every teacher has access to Springboard's unique planning tool that shows appropriate reading behaviors for every level. The Action Plan can be shared with families.

Target instruction to help scholars meet growth goals:

Springboard's data system, SLINKY, will set a growth goal in terms of reading level for each child. The teacher helps the child reach that goal by creating a clear action plan that the child, teacher, and family will work on in the classroom and in the living room. Springboard supports teachers in this planning by providing a wealth of reading behaviors and strategies to help those behaviors become habits.



WEEKLY RESPONSIBILITIES

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
		<i>Family Workshops 1 hour</i>		
<i>Balanced Literacy Block</i>				
<i>School Meeting 1:00-1:30PM</i>	<i>Coaching Meetings 1:00-2:00PM</i>			

TEAM UP WITH FAMILIES

Visit with families:

Teachers visit their scholars' homes prior to programming to lay a foundation for a strong partnership, to share together and to practice the child's Student Action Plan. You are not the only teacher your scholars will have for the summer. Every family that signs up for Springboard has opted into a collaboration with you, the teacher. Together, you will help the scholar employ the strategies you've selected to reach the learning goal.

Lead family workshops:

Teachers lead weekly workshops teaching families how to coach their child before, during, and after reading. Workshops offer a check in, a lesson on reading, and time for families to practice together. Here are the topics of each family workshop:

- **Week 1:** Choose a just right text for your child
- **Week 2:** Help your child get ready to understand the book
- **Week 3:** Help your child decode and define tricky words
- **Week 4:** Help your child stick with the book by making ongoing predictions
- **Week 5:** Help your child practice "reading like a storyteller"

Celebrate with gusto:

Teachers, scholars, and families all gather at the end of the program for a heartfelt celebration of the scholars' growth and families' dedication.

SPEND MORE TIME TEACHING READING

Create a classroom full of reading—to, with, and by children:

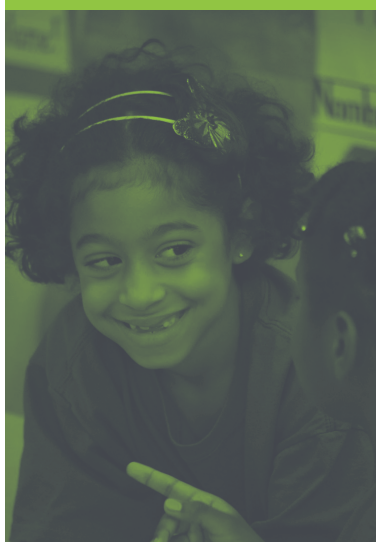
Springboard provides lesson plans for interactive read-alouds (reading to children), shared reading (reading with children), and phonics-based work-work (reading by children). Every class has a Reading A to Z membership for the summer so that teachers can further support children's independent reading at school and at home.

Teach guided reading every day:

The heart of the class day is guided reading. Every child receives guided reading instruction every day. This enables children to work within their zone of proximal development and enables teachers to focus in and hone their ability to lead effective guided reading lessons.

Help children write the story of their lives:

Springboard teachers receive a fully fleshed-out writing workshop curriculum, complete with a detailed overview of writing workshops, clear language for mini-lessons from children's books that we provide, conference tips, and sample anchor charts!



READING INSTRUCTION IN A SPRINGBOARD CLASSROOM

20 minutes

*Interactive
Read Aloud*

20 minutes

*Shared
Reading*

60 minutes

*Guided Reading with
Literacy Centers and
Independent Reading
(3 groups)*

20 minutes

*Work Work/
Phonics*

45 minutes

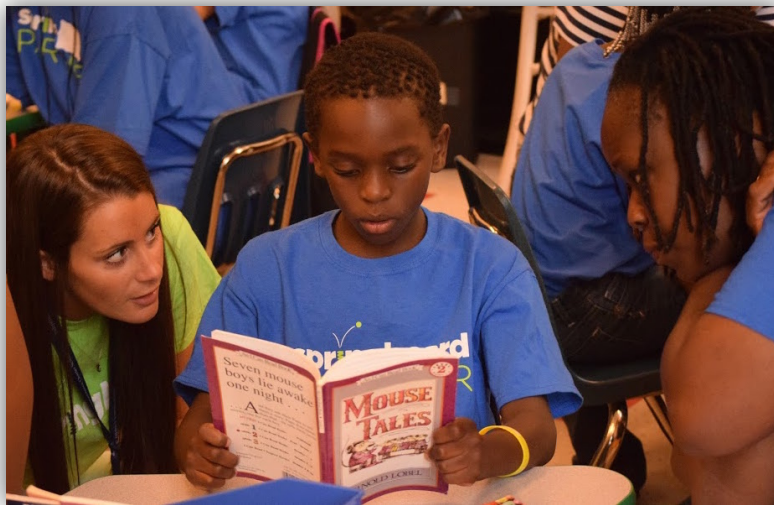
*Writers
Workshop*



Students across the country lose reading skills over the summer months. Springboard helps students grow as readers, fighting the summer slide.

Sign up today to reach your reading goals!

Over 5 weeks, scholars attend half day instruction in small classes. They read together as a class, in small groups, and independently. Teachers lead weekly workshops to help parents (YOU!) learn strategies to teach reading at home. We know that you are the expert on your child's progress and we are confident that your home is an excellent classroom.



At Springboard, we need parents' help! Plan to attend weekly workshops to learn more reading strategies to practice at home. We ask that you read together each night and work on your personalized action plan together with your scholar. At the end of summer, your family can earn rewards for parent participation & student reading growth – books, backpacks, and tablets!

The logo for Springboard Summer features the word "springboard" in blue and "summer" in green. A stylized graphic of a springboard with a green dot at the end of the spring is positioned above the "i" in "spring". Below the main text, the text "@ [School/District Name]" is written in black.

springboardsummer

@ [School/District Name]

Monday – Friday

[Date – Date]

[Time – Time]

Family Workshops are Wednesday mornings from [time-time].

Springboard is **free** to students & families!

Hear more at our Informational Meeting
[Day, Date, Time @ Location]

Complete and return the enrollment form now to
guarantee your spot!

Learn more at <http://springboardcollaborative.org/who-we-are/families/>

OUSD 2018

Summer Learning and Enrichment Program

Where:

With:

Times & Dates

June 18th – July 20th

(No School Wednesday, July 4th)

8:30 am – 3:15 pm

Applications Due: May 4th

Please keep this page for your reference and return the
registration packet to your school principal

Dear parent/caregiver,

We are writing with a great opportunity: OUSD is proud to partner once again with Springboard Collaborative to offer a summer reading program. You are invited to participate! Springboard helps students grow as readers, fighting the summer slide that occurs when children don't read regularly during the summer months.

Here are the program details:

Reading

Over 5 weeks, scholars attend half-day instruction in small classes. They read together as a class, in small groups, and independently. Teachers lead weekly workshops to help YOU learn strategies to teach reading at home. We know that you are the expert on your child's progress and we are confident that your home is an excellent classroom.

Awards

Families who attend **all five** of the weekly workshops can earn extra books. In addition, Springboard sets a growth goal for your child. Students who reach their goal will receive a backpack full of school supplies. Every family who attends each workshop and helps their child *exceed* their goal will also receive a tablet!

Learn More & Sign-Up

- **Dates:** Monday June 18th – Friday July 20th
- **Time:** 8:30AM – 12:30PM (with _____ leading afternoon enrichment from 12:30PM- 3:30PM)
- **Workshops:** Wednesdays 8:30AM – 9:30AM
- **Location:** OUSD Summer School sites
- **Food:** Breakfast and lunch is available
- **Cost:** This program is *free* for families to participate



To reserve your place in Summer School, talk to your school's **Enrollment Coordinator!** (add Name/email)

We are looking forward to reading with you!

Complete all information on the front and back of this form and return it to the school

Has your child participated in Springboard before? ☐ Yes ☐ No

Student Basics

First Name:	Gender: ☐ Male ☐ Female
Last Name:	Ethnicity: ☐ Black ☐ White ☐ Hispanic ☐ Asian ☐ Other
Student ID#:	
Birthdate (Include Year):	Home Language: ☐ English ☐ Spanish ☐ Chinese/Mandarin ☐ Arabic ☐ French ☐ Vietnamese ☐ Other
T-shirt Size (Child): ☐ S ☐ M ☐ L ☐ XL	

Parent Contact

First Name:	Address:
Last Name:	
Personal Email:	City:
Mobile Phone:	State:
Other Phone:	Zip Code:
T-shirt Size (Adult) ☐ S ☐ M ☐ L ☐ XL ☐ XXL ☐ 3XL	

Enrollment

What school does your child currently attend:

What grade is your child currently in: ☐ PreK/TK ☐ Kindergarten ☐ 1st ☐ 2nd ☐ 3rd ☐ 4th

Media Release

I give permission for any photograph, image, voice, video, or other recording, in all forms, and the first name of my child to be published and distributed in any media for promotional or informational purposes in connection with Springboard Collaborative.

Parent Initials: _____

Data Release

I authorize my child's school to release to Springboard Collaborative the following additional information contained in my child's records: student's ongoing reading level, ethnicity, IEP status and Free and Reduced Lunch Plan eligibility.

Parent Initials: _____

Home Visit

What time of day are you most available? ☐ Morning ☐ Afternoon ☐ Evening

What days are you most available? ☐ Monday ☐ Tuesday ☐ Wednesday ☐ Thursday ☐ Friday ☐ Saturday

Other notes to help your teacher schedule a home visit:

Medical Release

I authorize summer program staff to furnish and/or obtain emergency medical treatment which may be necessary for my child during program times.

Parent Initials: _____

Transportation

Name and phone number of any other person authorized to pick up your child from the program:

I give the Summer Program staff permission to release my child, from the Summer School program without supervision. I understand that my child will be responsible for walking home or catching public transportation home himself/herself. As parent/guardian, I hereby release and discharge Springboard Collaborative and Oakland Unified and their officers, employees, agents, and volunteers from all claims for injury, illness, death, loss or damage as a result of the release of my child, without supervision.

☐ Yes ☐ No

Parent Initials: _____

Parent Release

I understand the nature of the Springboard Collaborative program and that participation is voluntary. I understand that Springboard Collaborative and Oakland Unified is not responsible for loss, damage, illness, or injury to person or property as a result of participation in the program. I hereby release and discharge Springboard Collaborative and Oakland Unified and their officers, employees, agents, and volunteers from any and all claims for injury, illness, death, loss or damage as a result of summer program activities.

Parent Initials: _____

Parent/Caregiver Signature

Signature:

Thanks for signing up for Springboard. See you at the workshops!



STUDENT INFORMATION

Student's Name _____ Date of Birth _____

Current School _____ Grade completed _____ Language spoken in the home _____

PARENT/GUARDIAN INFORMATION

Parent/Guardian Name (First, Last) _____

Student's Home Address _____

Phone (home) _____

Parent/Guardian Cell # _____ Parent/Guardian Work # _____

EMERGENCY

In case of emergency, please contact:

Name: _____ Relationship to student: _____

Phone Number: _____

HEALTH

Please check if your child has any of these Health Conditions:

- ☐ Sickle Cell Disease
- ☐ Cystic Fibrosis
- ☐ Asthma
- ☐ Diabetes
- ☐ Seizures
- ☐ Severe Allergies
- ☐ Other: _____

Does your child require medication during the school day? ☐ **Yes** ☐ **No**

Does your child have a 504 Plan? ☐ Yes ☐ No

Does your child have an IEP? ☐ **Yes** ☐ **No**

If **YES** please list medication and time to be administered: _____

Does your child have vision problems? _____

Have you ever been notified that your child has difficulty seeing? _____

Is your child supposed to wear glasses? _____

SCHOOL OFFICE STAFF: FAX TO BARBARA PARKER, HEALTH SERVICES IF CHILD HAS HEALTH CONDITIONS

[FAX NUMBER: (510) 879-4605] or SCAN to healthservices@ousd.org



**OAKLAND UNIFIED
SCHOOL DISTRICT**

Community Schools, Thriving Students

Summer Enrichment Program 2018 Enrollment

PARENT PERMISSION AND STUDENT INFORMATION FORM

I give my child permission to participate in the 2018 Summer Enrichment Program.

Parent/Guardian Name (Please print)

Signature

Today's Date

EMERGENCY CONTACT INFORMATION

In case of emergency please contact:

Name

Relationship

Phone: work/home/cell

Does your child have health coverage?

____ Yes

____ No

Name of Medical Insurance

Policy/ Insurance #

Primary Insured's Name

Name of Child's Doctor

Telephone

Outreach Exemplars

Sample Phone Scripts

Summer Invitation

Hi, my name is _____ and I am from [school]. I am calling for the parent of [child]. I wanted to tell you about a program called Springboard that we will have at our school this summer. Springboard is a five-week program where [child] will get individual and small group reading instruction. We think that this program will really help [child] become a stronger reader. Is this something that you'd be interested in?

Another great part of the program is the family workshops that will help you learn ways to support [child]'s reading at home and will give you resources like books and access to an online reading program. At the end of the program [child] can earn rewards for his/her progress like a backpack or a tablet. How does that sound?

I am going to send home some more information and an enrollment form with [child] in the next couple of days. Keep an eye out for it and send it back to school to guarantee a spot.

Info Session Invitation

I will be holding an information session for you to come in and learn more about the program on [date and time] at [location]. I'd like to invite you to come because I think that Springboard will be really good for [child]. Are you able to come on that day?

Thanks so much, we'll see [child] and you soon.

Registration Week

Hi, my name is _____ and I am from [school]. I am calling for the parent of [child].

I am calling from Springboard because we want to find a time next week that you are able to come to [school] with [child] to finish your registration and get your t-shirts.

There will be a few teachers at the school to read with your child so that we are sure we know just where they are at in their reading abilities and that we can set an accurate goal for them. This should take about a half an hour.

When is a time that you can come to the school during registration week?

Sample Newsletter/Email Announcement

The Springboard reading program is coming to our school!

We are excited to announce that we will be partnering with Springboard Collaborative to offer a summer reading program here at [school]. This program will give teachers time with small groups of students to help them become better readers. It will be available for K-3rd grade students. All participating families will get a new library of books. Parents of Springboard students are a key part of the program. They are invited to attend 5 workshops, led by teachers that will provide resources and strategies for reading with your children at home. At the end of the program, your family can earn extra rewards for the progress that your child makes. We hope that you will consider joining this wonderful program! Talk to [enrollment coordinator] for more information and to sign up.

Springboard Collaborative

Profit & Loss Budget vs. Actual

September 2015 through August 2016

	Sep '15 - A...	Budget	\$ Over Bud...	% of Budget
Income				
40000 Foundation Support				
40005 UNR Contributions	755,765.71	701,800.00	53,965.71	107.7%
40007 RES Contributions	609,862.00	90,000.00	519,862.00	677.6%
40000 Foundation Support - Other	0.00	0.00	0.00	0.0%
Total 40000 Foundation Support	1,365,627.71	791,800.00	573,827.71	172.5%
40020 Direct Public Support				
40025 Individual Contributions	350,589.15	282,500.00	68,089.15	124.1%
Total 40020 Direct Public Support	350,589.15	282,500.00	68,089.15	124.1%
40040 Program Income				
40041 Schoolyear Prtnrship Fees	0.00	135,000.00	-135,000.00	0.0%
40042 @home Fees	0.00	0.00	0.00	0.0%
40043 Summer Prtnrship Fees	1,513,360.20	1,680,000.00	-166,639.80	90.1%
40044 Afterschool Fees	0.00	0.00	0.00	0.0%
40045 Other School Revenue	0.00	11,220.00	-11,220.00	0.0%
40040 Program Income - Other	0.00	0.00	0.00	0.0%
Total 40040 Program Income	1,513,360.20	1,826,220.00	-312,859.80	82.9%
40050 Investments				
40051 Interest-Savings	4,315.60	0.00	4,315.60	100.0%
Total 40050 Investments	4,315.60	0.00	4,315.60	100.0%
40060 Other Types of Income				
40061 Miscellaneous Revenue	0.00			
40060 Other Types of Income - Other	0.00			
Total 40060 Other Types of Income	0.00			
Total Income	3,233,892.66	2,900,520.00	333,372.66	111.5%
Cost of Goods Sold				
Cost of Goods Sold	0.00			
Total COGS	0.00			
Gross Profit	3,233,892.66	2,900,520.00	333,372.66	111.5%
Expense				
50000 Program Level Expenses				
50010 Information Systems				
50013 Lic. and Annual Fees	49,442.29	52,000.00	-2,557.71	95.1%
50014 Info Systems Consulting	87,225.00	85,500.00	1,725.00	102.0%
50015 Info Systems - Other	8,244.99	3,000.00	5,244.99	274.8%
Total 50010 Information Systems	144,912.28	140,500.00	4,412.28	103.1%
50020 Marketing				
50021 Creative	1,446.31	10,000.00	-8,553.69	14.5%
50023 Print and Production	9,381.24	7,000.00	2,381.24	134.0%
50025 Website	9,963.83	7,500.00	2,463.83	132.9%
Total 50020 Marketing	20,791.38	24,500.00	-3,708.62	84.9%

Springboard Collaborative

Profit & Loss Budget vs. Actual

September 2015 through August 2016

	Sep '15 - A...	Budget	\$ Over Bud...	% of Budget
50030 Other Types of Expenses				
50031 Ins - Liability, D and O	22,490.66	30,000.00	-7,509.34	75.0%
50032 Warehouse	0.00	0.00	0.00	0.0%
50033 Payroll Fees	4,152.01	3,900.00	252.01	106.5%
50034 Org. Fun Fund	0.00	0.00	0.00	0.0%
50035 Postage, Mailing Service	3,753.19	2,000.00	1,753.19	187.7%
50036 Banking Expenses	198.30			
50037 Office Supplies	7,163.32	10,000.00	-2,836.68	71.6%
50039 Other Program Level	0.00	0.00	0.00	0.0%
50039 Rent	43,039.28	39,920.00	3,119.28	107.8%
50040 Technology	2,870.27	0.00	2,870.27	100.0%
Total 50030 Other Types of Expenses	83,667.03	85,820.00	-2,152.97	97.5%
50050 Prof Fees and Svcs				
50051 Accounting Fees	20,705.00	14,000.00	6,705.00	147.9%
50053 Legal Fees	233.28	0.00	233.28	100.0%
50055 Outside Contract Services	18,533.16	26,000.00	-7,466.84	71.3%
Total 50050 Prof Fees and Svcs	39,471.44	40,000.00	-528.56	98.7%
50080 Program Travel				
50081 Hotels and Lodging	0.00	0.00	0.00	0.0%
50082 Conf, Convention, Meeting	0.00	0.00	0.00	0.0%
50083 Transportation	0.00	0.00	0.00	0.0%
50084 Food	0.00	0.00	0.00	0.0%
Total 50080 Program Travel	0.00	0.00	0.00	0.0%
50090 G&A Travel				
50091 Hotels and Lodging	31,651.37	12,600.00	19,051.37	251.2%
50092 Conf, Convention, Meeting	13,023.50	13,716.00	-692.50	95.0%
50093 Transportation	60,501.50	34,156.00	26,345.50	177.1%
50094 Food	10,624.26	9,850.00	774.26	107.9%
Total 50090 G&A Travel	115,800.63	70,322.00	45,478.63	164.7%
50097 Research and Evaluation	12,917.57	20,000.00	-7,082.43	64.6%
50100 Research Travel				
50101 Hotels and Lodging	0.00	0.00	0.00	0.0%
50102 Conf, Convention, Meeting	0.00	0.00	0.00	0.0%
50103 Transportation	0.00	0.00	0.00	0.0%
50104 Food	0.00	0.00	0.00	0.0%
Total 50100 Research Travel	0.00	0.00	0.00	0.0%
50200 Fundraising Travel				
50201 Hotels and Lodging	0.00	0.00	0.00	0.0%
50202 Conf, Convention, Meeting	0.00	0.00	0.00	0.0%
50203 Transportation	0.00	0.00	0.00	0.0%
50204 Food	0.00	0.00	0.00	0.0%
Total 50200 Fundraising Travel	0.00	0.00	0.00	0.0%
50400 Full-Time Payroll Exp				
50041 Reg Ops Directors (FY 15)	0.00	0.00	0.00	0.0%
50044 Development Ass (FY 15)	0.00	0.00	0.00	0.0%
50405 Ann and Sr Mgmt Benefits	72,831.80	114,900.00	-42,068.20	63.4%
50410 FT Payroll Taxes & Fees	84,290.14	89,192.00	-4,901.86	94.5%

Springboard Collaborative

Profit & Loss Budget vs. Actual

September 2015 through August 2016

	Sep '15 - A...	Budget	\$ Over Bud...	% of Budget
50425 Annual Staff				
50426 Reg Program Directors	91,139.45	130,000.00	-38,860.55	70.1%
50427 Fin and Dev Assoc	0.00	50,000.00	-50,000.00	0.0%
50428 Dir. Staff Dev.	35,426.58	100,000.00	-64,573.42	35.4%
50429 VISTA	23,756.49	45,000.00	-21,243.51	52.8%
50430 Co-Ops	12,233.66	15,000.00	-2,766.34	81.6%
50431 Coord Special Projects	10,006.85	10,000.00	6.85	100.1%
50432 Dir of Analytics	0.00	0.00	0.00	0.0%
50434 Operations Manager	0.00	0.00	0.00	0.0%
Total 50425 Annual Staff	172,563.03	350,000.00	-177,436.97	49.3%
50450 Senior Management				
50451 CEO	155,822.78	175,000.00	-19,177.22	89.0%
50452 COO/CFO	143,639.97	166,000.00	-22,360.03	86.5%
50453 CSO	130,815.52	136,000.00	-5,184.48	96.2%
50454 Exec Directors	54,654.65	130,000.00	-75,345.35	42.0%
50456 Sr Mgmt Bonus	0.00	0.00	0.00	0.0%
Total 50450 Senior Management	484,932.92	607,000.00	-122,067.08	79.9%
50400 Full-Time Payroll Exp - Other	36,931.07			
Total 50400 Full-Time Payroll Exp	851,548.96	1,161,092.00	-309,543.04	73.3%
Total 50000 Program Level Expenses	1,269,109.29	1,542,234.00	-273,124.71	82.3%
50100 School Level Expense				
50110 Books				
50113 Summer Teacher Packs	4,595.71	30,000.00	-25,404.29	15.3%
50114 Nonfiction Book Sets	0.00	0.00	0.00	0.0%
50115 Guided Reading	3,987.50	86,500.00	-82,512.50	4.6%
50117 Summer Family Books	117,080.97	126,000.00	-8,919.03	92.9%
50118 Afterschool Family Books	0.00	0.00	0.00	0.0%
50119 Schoolyear Family Books	214.63	10,260.00	-10,045.37	2.1%
Total 50110 Books	125,878.81	252,760.00	-126,881.19	49.8%
50120 Training				
50121 Afterschool Training	0.00	0.00	0.00	0.0%
50123 Schoolyear Training	0.00	0.00	0.00	0.0%
50120 Training - Other	29,597.61	35,000.00	-5,402.39	84.6%
Total 50120 Training	29,597.61	35,000.00	-5,402.39	84.6%
50130 Recruitment				
50132 Fulltime Recruitment	0.00	0.00	0.00	0.0%
50133 Afterschool Recruitment	0.00	0.00	0.00	0.0%
50134 SY Recruitment	0.00	0.00	0.00	0.0%
Total 50130 Recruitment	0.00	0.00	0.00	0.0%
50140 Program Development	14,078.99	50,000.00	-35,921.01	28.2%
50150 Summer School Level Hires				
50151 Sum Regional Prgm Mgrs	10,311.54	18,000.00	-7,688.46	57.3%
50152 Sum Enrollment Coord	18,688.94	27,200.00	-8,511.06	68.7%
50153 Sum Cluster Manager				
Summer Cluster Manager Salary	0.00	0.00	0.00	0.0%
50153 Sum Cluster Manager - Other	69,258.79	80,000.00	-10,741.21	86.6%
Total 50153 Sum Cluster Manager	69,258.79	80,000.00	-10,741.21	86.6%
50154 Sum Operations Interns				
Summer Ops Int Salary	123,380.39	180,400.00	-57,019.61	68.4%
Summer Ops Interns Bonus	12,720.13	0.00	12,720.13	100.0%
50154 Sum Operations Interns - O...	3,178.39	0.00	3,178.39	100.0%
Total 50154 Sum Operations Interns	139,278.91	180,400.00	-41,121.09	77.2%

Springboard Collaborative

Profit & Loss Budget vs. Actual

September 2015 through August 2016

	Sep '15 - A...	Budget	\$ Over Bud...	% of Budget
50156 Sum Teachers	31,738.10	0.00	31,738.10	100.0%
50157 Sum Subs, Assess, Audits	19,024.09	19,200.00	-175.91	99.1%
50158 Sum Site Managers				
Summer Site Manager Bonus	27,721.92	272,000.00	-244,278.08	10.2%
Summer Site Manager Salary	196,876.96	0.00	196,876.96	100.0%
50158 Sum Site Managers - Other	6,420.72	0.00	6,420.72	100.0%
Total 50158 Sum Site Managers	231,019.60	272,000.00	-40,980.40	84.9%
50159 Sum Payroll Taxes & Fees	120,602.89	55,622.00	64,980.89	216.8%
50160 Summer Trainers	0.00	0.00	0.00	0.0%
Total 50150 Summer School Level Hir...	639,922.86	652,422.00	-12,499.14	98.1%
50160 Schoolyear Hires				
50161 SY Enrollment Coords	24.30	1,350.00	-1,325.70	1.8%
50162 SY Subs	1,646.26	5,500.00	-3,853.74	29.9%
50163 SY Site Coaches	2,604.98	10,800.00	-8,195.02	24.1%
50164 SY Site Managers	5,833.01	7,200.00	-1,366.99	81.0%
50165 SY Teacher Hires	2,835.25	0.00	2,835.25	100.0%
50166 SY Payroll Taxes & Fees	322.31	2,316.00	-1,993.69	13.9%
50167 SY Trainers	0.00	0.00	0.00	0.0%
50168 SY Assessments	0.00	0.00	0.00	0.0%
50160 Schoolyear Hires - Other	0.00	0.00	0.00	0.0%
Total 50160 Schoolyear Hires	13,266.11	27,166.00	-13,899.89	48.8%
50170 Afterschool Hires				
50171 AS Literacy Coach	0.00	0.00	0.00	0.0%
50172 AS PD Facilitator	0.00	0.00	0.00	0.0%
50173 AS Site Manager	0.00	0.00	0.00	0.0%
Total 50170 Afterschool Hires	0.00	0.00	0.00	0.0%
50180 Parent Outreach				
50172 AS Parent Outreach	0.00	0.00	0.00	0.0%
50173 SY Parent Outreach	0.00	0.00	0.00	0.0%
50180 Parent Outreach - Other	10,811.32	10,000.00	811.32	108.1%
Total 50180 Parent Outreach	10,811.32	10,000.00	811.32	108.1%
50190 Program Materials				
50181 Summer PD Materials	37,574.74	18,000.00	19,574.74	208.7%
50182 Sum Curriculum Materials	1,698.70	3,000.00	-1,301.30	56.6%
50183 Sum Prog. Materials Other	61,275.33	40,000.00	21,275.33	153.2%
50184 AS PD Materials	0.00	0.00	0.00	0.0%
50187 SY PD Materials	0.00	0.00	0.00	0.0%
50188 SY Curriculum Materials	0.00	0.00	0.00	0.0%
50189 SY Prog. Materials Other	0.00	0.00	0.00	0.0%
50190 Program Materials - Other	8,745.90			
Total 50190 Program Materials	109,294.67	61,000.00	48,294.67	179.2%
50200 Sum Incentives				
50191 Sum Level 1	66,178.93	33,048.00	33,130.93	200.3%
50193 Sum Level 2	30,315.52	49,266.00	-18,950.48	61.5%
50195 Sum Level 3	54,685.27	79,560.00	-24,874.73	68.7%
50197 Teacher Incentives	0.00	11,000.00	-11,000.00	0.0%
Total 50200 Sum Incentives	151,179.72	172,874.00	-21,694.28	87.5%
50210 SY Incentives				
50201 SY Level 1	0.00	3,240.00	-3,240.00	0.0%
50203 SY Level 2	0.00	4,658.00	-4,658.00	0.0%
50207 SY Level 3	0.00	7,898.00	-7,898.00	0.0%
Total 50210 SY Incentives	0.00	15,796.00	-15,796.00	0.0%

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Accrual Basis

Springboard Collaborative
Profit & Loss Budget vs. Actual
September 2015 through August 2016

	Sep '15 - A...	Budget	\$ Over Bud...	% of Budget
50300 Schoolwide Program	0.00	90,000.00	-90,000.00	0.0%
Total 50100 School Level Expense	1,094,030.09	1,367,018.00	-272,987.91	80.0%
50130 Site Level Fun Fund				
50131 Schoolyear Site Fun Fund	0.00	0.00	0.00	0.0%
Total 50130 Site Level Fun Fund	0.00	0.00	0.00	0.0%
Inv Adj and Rec Discrepancies	90.50			
Uncategorized Expenses	12,875.00			
Total Expense	2,376,104.88	2,909,252.00	-533,147.12	81.7%
Net Income	857,787.78	-8,732.00	866,519.78	-9,823.5%

Springboard Collaborative

Profit & Loss Budget vs. Actual

September 2016 through August 2017

	Sep '16 - Aug 17	Budget
Income		
40000 Foundation Support		
40005 UNR Contributions	865,682.94	0.00
40007 RES Contributions	666,648.40	0.00
40000 Foundation Support - Other	0.00	914,250.00
Total 40000 Foundation Support	1,532,331.34	914,250.00
40020 Direct Public Support		
40025 Individual Contributions	1,280,085.33	390,633.00
Total 40020 Direct Public Support	1,280,085.33	390,633.00
40040 Program Income		
40041 Schoolyear Prtnrship Fees	0.00	0.00
40042 @home Fees	0.00	0.00
40043 Summer Prtnrship Fees	1,990,448.44	2,841,300.00
40044 Afterschool Fees	37,950.00	169,125.00
40045 Other School Revenue	0.00	0.00
40040 Program Income - Other	0.00	0.00
Total 40040 Program Income	2,028,398.44	3,010,425.00
40050 Investments		
40051 Interest-Savings	2,533.18	4,200.00
Total 40050 Investments	2,533.18	4,200.00
40060 Other Types of Income		
40061 Miscellaneous Revenue	0.00	
40060 Other Types of Income - Other	3,258.47	
Total 40060 Other Types of Income	3,258.47	
Total Income	4,846,606.76	4,319,508.00
Cost of Goods Sold		
Cost of Goods Sold	0.00	
Total COGS	0.00	
Gross Profit	4,846,606.76	4,319,508.00
Expense		
50000 Program Level Expenses		
50010 Information Systems		
50013 Lic. and Annual Fees	81,507.87	85,106.00
50014 Info Systems Consulting	102,346.25	140,000.00
50015 Info Systems - Other	8,852.59	8,245.00
Total 50010 Information Systems	192,706.71	233,351.00
50020 Marketing		
50021 Creative	18,819.57	20,000.04
50023 Print and Production	28,659.59	9,999.96
50025 Website	13,626.53	20,000.04
Total 50020 Marketing	61,105.69	50,000.04

Springboard Collaborative

Profit & Loss Budget vs. Actual

September 2016 through August 2017

	Sep '16 - Aug 17	Budget
50030 Other Types of Expenses		
50031 Ins - Liability, D and O	18,217.00	40,000.00
50032 Warehouse	16,348.63	3,000.00
50033 Payroll Fees	11,128.12	9,300.96
50034 Org. Fun Fund	7,171.03	9,999.96
50035 Postage, Mailing Service	10,956.30	3,696.00
50036 Banking Expenses	131.55	
50037 Office Supplies	10,238.24	10,000.00
50039 Other Program Level	1,231.10	18,000.00
50039 Rent	55,904.39	67,800.00
50040 Technology	20,229.53	15,000.00
Total 50030 Other Types of Expenses	151,555.89	176,796.92
50050 Prof Fees and Svcs		
50051 Accounting Fees	22,404.55	20,705.00
50053 Legal Fees	75.00	233.00
50055 Outside Contract Services	4,596.66	1,245.00
Total 50050 Prof Fees and Svcs	27,076.21	22,183.00
50080 Program Travel		
50081 Hotels and Lodging	11,319.85	15,000.00
50082 Conf, Convention, Meeting	1,464.00	999.96
50083 Transportation	26,748.37	30,000.00
50084 Food	2,285.79	3,999.96
50080 Program Travel - Other	48.82	
Total 50080 Program Travel	41,866.83	49,999.92
50090 G&A Travel		
50091 Hotels and Lodging	4,940.40	5,499.96
50092 Conf, Convention, Meeting	1,625.00	2,000.04
50093 Transportation	10,868.92	15,000.00
50094 Food	3,072.52	29,541.70
Total 50090 G&A Travel	20,506.84	52,041.70
50097 Research and Evaluation	2,840.72	30,000.00
50100 Research Travel		
50101 Hotels and Lodging	1,661.90	3,000.00
50102 Conf, Convention, Meeting	8,146.70	2,000.04
50103 Transportation	2,921.19	9,000.00
50104 Food	447.85	2,000.04
Total 50100 Research Travel	13,177.64	16,000.08
50200 Fundraising Travel		
50201 Hotels and Lodging	16,808.32	9,999.96
50202 Conf, Convention, Meeting	640.00	3,000.00
50203 Transportation	20,115.73	15,000.00
50204 Food	7,940.99	2,000.04
50200 Fundraising Travel - Other	123.94	
Total 50200 Fundraising Travel	45,628.98	30,000.00
50400 Full-Time Payroll Exp		
50041 Reg Ops Directors (FY 15)	0.00	0.00
50044 Development Ass (FY 15)	0.00	0.00
50405 Ann and Sr Mgmt Benefits	141,317.91	128,799.96
50410 FT Payroll Taxes & Fees	464,877.82	134,376.00

Springboard Collaborative

Profit & Loss Budget vs. Actual

September 2016 through August 2017

	Sep '16 - Aug 17	Budget
50425 Annual Staff		
50426 Reg Program Directors	70,091.83	168,000.00
50427 Fin and Dev Assoc	45,876.43	75,000.00
50428 Dir. Staff Dev.	73,255.36	105,000.00
50429 VISTA	18,750.00	15,000.00
50430 Co-Ops	6,872.17	5,000.04
50431 Coord Special Projects	22,519.31	8,000.04
50432 Dir of Analytics	44,716.69	84,999.96
50434 Operations Manager	26,518.02	50,000.04
50435 Data Analyst	17,784.29	
50425 Annual Staff - Other	35,084.02	
Total 50425 Annual Staff	361,468.12	511,000.08
50450 Senior Management		
50451 CEO	106,842.30	210,000.00
50452 COO/CFO	0.00	0.00
50453 CSO	93,952.22	165,000.00
50454 Exec Directors	166,512.87	275,000.04
50456 Sr Mgmt Bonus	6,231.47	15,000.00
Total 50450 Senior Management	373,538.86	665,000.04
50400 Full-Time Payroll Exp - Other	171,728.91	
Total 50400 Full-Time Payroll Exp	1,512,931.62	1,439,176.08
Total 50000 Program Level Expenses	2,069,397.13	2,099,548.74
50100 School Level Expense		
50110 Books		
50113 Summer Teacher Packs	35,526.17	7,341.00
50114 Nonfiction Book Sets	16,500.00	19,200.00
50115 Guided Reading	163,535.24	211,338.00
50117 Summer Family Books	242,469.42	201,203.00
50118 Afterschool Family Books	1,983.01	7,796.80
50119 Schoolyear Family Books	168.70	1,949.20
Total 50110 Books	460,182.54	448,828.00
50120 Training		
50121 Afterschool Training	1,878.56	1,800.00
50122 Summer Training	6,537.91	6,800.00
50123 Schoolyear Training	112.84	200.00
50120 Training - Other	289.19	0.00
Total 50120 Training	8,818.50	8,800.00
50130 Recruitment		
50131 Summer Recruitment	2,596.06	3,000.00
50132 Fulltime Recruitment	190.00	300.00
50133 Afterschool Recruitment	291.86	1,333.00
50134 SY Recruitment	0.00	0.00
Total 50130 Recruitment	3,077.92	4,633.00
50140 Program Development	20,407.87	35,000.04
50150 Summer School Level Hires		
50151 Sum Regional Prgm Mgrs	39,356.02	44,000.00
50152 Sum Enrollment Coord	16,524.92	36,414.00
50153 Sum Cluster Manager	78,055.25	121,500.00
50154 Sum Operations Interns		
Summer Ops Int Salary	116,599.23	0.00
Summer Ops Interns Bonus	18,720.21	
50154 Sum Operations Interns - O...	0.00	219,914.00
Total 50154 Sum Operations Interns	135,319.44	219,914.00

Springboard Collaborative

Profit & Loss Budget vs. Actual

September 2016 through August 2017

	Sep '16 - Aug 17	Budget
50155 Sum Regional Ops Mgr	32,300.60	36,000.00
50156 Sum Teachers	2,788.77	0.00
50157 Sum Subs, Assess, Audits	2,638.47	6,600.00
50158 Sum Site Managers		
Summer Site Manager Bonus	28,647.21	0.00
Summer Site Manager Salary	198,970.15	
50158 Sum Site Managers - Other	0.00	450,000.00
Total 50158 Sum Site Managers	227,617.36	450,000.00
50159 Sum Payroll Taxes & Fees	57,487.79	102,303.92
50160 Summer Trainers	1,208.95	33,600.00
Total 50150 Summer School Level Hir...	593,297.57	1,050,331.92
50160 Schoolyear Hires		
50161 SY Enrollment Coords	0.00	2,797.00
50162 SY Subs	0.00	0.00
50163 SY Site Coaches	5,039.95	14,916.00
50164 SY Site Managers	3,953.90	15,661.98
50165 SY Teacher Hires	9,741.21	26,790.00
50166 SY Payroll Taxes & Fees	0.00	6,425.22
50167 SY Trainers	0.00	0.00
50168 SY Assessments	0.00	225.00
50160 Schoolyear Hires - Other	0.00	0.00
Total 50160 Schoolyear Hires	18,735.06	66,815.20
50170 Afterschool Hires		
50171 AS Literacy Coach	9,225.84	25,000.00
50172 AS PD Facilitator	723.75	3,750.00
50173 AS Site Manager	17,845.57	37,999.98
50174 AS Enrollment Coordinator	1,421.27	1,875.00
50176 AS Assessments	0.00	800.00
Total 50170 Afterschool Hires	29,216.43	69,424.98
50180 Parent Outreach		
50171 Summer Parent Outreach	7,552.32	18,579.00
50172 AS Parent Outreach	47.47	860.00
50173 SY Parent Outreach	344.34	400.00
50180 Parent Outreach - Other	440.95	0.00
Total 50180 Parent Outreach	8,385.08	19,839.00
50190 Program Materials		
50181 Summer PD Materials	14,850.44	7,701.99
50182 Sum Curriculum Materials	20,106.28	16,800.00
50183 Sum Prog. Materials Other	51,918.40	75,600.00
50184 AS PD Materials	6,734.69	4,000.00
50185 AS Curriculum Materials	2,278.96	800.00
50186 AS Prog. Materials Other	3,785.34	300.00
50187 SY PD Materials	141.27	200.00
50188 SY Curriculum Materials	129.52	300.00
50189 SY Prog. Materials Other	0.00	300.00
Total 50190 Program Materials	99,944.90	106,001.99
50200 Sum Incentives		
50130 Teacher Incentives	0.00	0.00
50191 Sum Level 1	25,363.54	45,306.00
50193 Sum Level 2	52,404.46	91,584.00
50195 Sum Level 3	125,447.93	130,884.00
50197 Teacher Incentives	0.00	0.00
Total 50200 Sum Incentives	203,215.93	267,774.00

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Accrual Basis

Springboard Collaborative

Profit & Loss Budget vs. Actual

September 2016 through August 2017

	Sep '16 - Aug 17	Budget
50210 SY Incentives		
50201 SY Level 1	38.28	0.00
50203 SY Level 2	2,566.67	0.00
50207 SY Level 3	0.00	0.00
Total 50210 SY Incentives	2,604.95	0.00
50220 Afterschool Incentives		
50211 Afterschool Level 1	0.00	4,050.00
50212 Afterschool Level 2	0.00	6,038.00
50213 Afterschool Level 3	0.00	9,750.00
Total 50220 Afterschool Incentives	0.00	19,838.00
50300 Schoolwide Program	0.00	0.00
50600 Regional Fun Fund		
50601 Summer Regional Fun Fund	7,787.24	6,000.00
50602 AS Regional Fun Fund	900.06	3,000.00
50600 Regional Fun Fund - Other	0.00	0.00
Total 50600 Regional Fun Fund	8,687.30	9,000.00
Total 50100 School Level Expense	1,456,574.05	2,106,286.13
50130 Site Level Fun Fund		
50131 Schoolyear Site Fun Fund	318.81	0.00
50132 Afterschool Site Fun Fund	481.08	1,999.98
50133 Summer Site Fun Fund	6,472.98	12,000.00
50130 Site Level Fun Fund - Other	98.77	
Total 50130 Site Level Fun Fund	7,371.64	13,999.98
Total Expense	3,533,342.82	4,219,834.85
Net Income	1,313,263.94	99,673.15

Springboard Collaborative

Profit & Loss Budget vs. Actual

September 2016 through August 2017

	\$ Over Budget	% of Budget
Income		
40000 Foundation Support		
40005 UNR Contributions	865,682.94	100.0%
40007 RES Contributions	666,648.40	100.0%
40000 Foundation Support - Other	-914,250.00	0.0%
Total 40000 Foundation Support	618,081.34	167.6%
40020 Direct Public Support		
40025 Individual Contributions	889,452.33	327.7%
Total 40020 Direct Public Support	889,452.33	327.7%
40040 Program Income		
40041 Schoolyear Prtnrship Fees	0.00	0.0%
40042 @home Fees	0.00	0.0%
40043 Summer Prtnrship Fees	-850,851.56	70.1%
40044 Afterschool Fees	-131,175.00	22.4%
40045 Other School Revenue	0.00	0.0%
40040 Program Income - Other	0.00	0.0%
Total 40040 Program Income	-982,026.56	67.4%
40050 Investments		
40051 Interest-Savings	-1,666.82	60.3%
Total 40050 Investments	-1,666.82	60.3%
40060 Other Types of Income		
40061 Miscellaneous Revenue		
40060 Other Types of Income - Other		
Total 40060 Other Types of Income		
Total Income	527,098.76	112.2%
Cost of Goods Sold		
Cost of Goods Sold		
Total COGS		
Gross Profit	527,098.76	112.2%
Expense		
50000 Program Level Expenses		
50010 Information Systems		
50013 Lic. and Annual Fees	-3,598.13	95.8%
50014 Info Systems Consulting	-37,653.75	73.1%
50015 Info Systems - Other	607.59	107.4%
Total 50010 Information Systems	-40,644.29	82.6%
50020 Marketing		
50021 Creative	-1,180.47	94.1%
50023 Print and Production	18,659.63	286.6%
50025 Website	-6,373.51	68.1%
Total 50020 Marketing	11,105.65	122.2%

Springboard Collaborative

Profit & Loss Budget vs. Actual

September 2016 through August 2017

	\$ Over Budget	% of Budget
50030 Other Types of Expenses		
50031 Ins - Liability, D and O	-21,783.00	45.5%
50032 Warehouse	13,348.63	545.0%
50033 Payroll Fees	1,827.16	119.6%
50034 Org. Fun Fund	-2,828.93	71.7%
50035 Postage, Mailing Service	7,260.30	296.4%
50036 Banking Expenses		
50037 Office Supplies	238.24	102.4%
50039 Other Program Level	-16,768.90	6.8%
50039 Rent	-11,895.61	82.5%
50040 Technology	5,229.53	134.9%
Total 50030 Other Types of Expenses	-25,241.03	85.7%
50050 Prof Fees and Svcs		
50051 Accounting Fees	1,699.55	108.2%
50053 Legal Fees	-158.00	32.2%
50055 Outside Contract Services	3,351.66	369.2%
Total 50050 Prof Fees and Svcs	4,893.21	122.1%
50080 Program Travel		
50081 Hotels and Lodging	-3,680.15	75.5%
50082 Conf, Convention, Meeting	464.04	146.4%
50083 Transportation	-3,251.63	89.2%
50084 Food	-1,714.17	57.1%
50080 Program Travel - Other		
Total 50080 Program Travel	-8,133.09	83.7%
50090 G&A Travel		
50091 Hotels and Lodging	-559.56	89.8%
50092 Conf, Convention, Meeting	-375.04	81.2%
50093 Transportation	-4,131.08	72.5%
50094 Food	-26,469.18	10.4%
Total 50090 G&A Travel	-31,534.86	39.4%
50097 Research and Evaluation	-27,159.28	9.5%
50100 Research Travel		
50101 Hotels and Lodging	-1,338.10	55.4%
50102 Conf, Convention, Meeting	6,146.66	407.3%
50103 Transportation	-6,078.81	32.5%
50104 Food	-1,552.19	22.4%
Total 50100 Research Travel	-2,822.44	82.4%
50200 Fundraising Travel		
50201 Hotels and Lodging	6,808.36	168.1%
50202 Conf, Convention, Meeting	-2,360.00	21.3%
50203 Transportation	5,115.73	134.1%
50204 Food	5,940.95	397.0%
50200 Fundraising Travel - Other		
Total 50200 Fundraising Travel	15,628.98	152.1%
50400 Full-Time Payroll Exp		
50041 Reg Ops Directors (FY 15)	0.00	0.0%
50044 Development Ass (FY 15)	0.00	0.0%
50405 Ann and Sr Mgmt Benefits	12,517.95	109.7%
50410 FT Payroll Taxes & Fees	330,501.82	346.0%

Springboard Collaborative

Profit & Loss Budget vs. Actual

September 2016 through August 2017

	\$ Over Budget	% of Budget
50425 Annual Staff		
50426 Reg Program Directors	-97,908.17	41.7%
50427 Fin and Dev Assoc	-29,123.57	61.2%
50428 Dir. Staff Dev.	-31,744.64	69.8%
50429 VISTA	3,750.00	125.0%
50430 Co-Ops	1,872.13	137.4%
50431 Coord Special Projects	14,519.27	281.5%
50432 Dir of Analytics	-40,283.27	52.6%
50434 Operations Manager	-23,482.02	53.0%
50435 Data Analyst		
50425 Annual Staff - Other		
Total 50425 Annual Staff	-149,531.96	70.7%
50450 Senior Management		
50451 CEO	-103,157.70	50.9%
50452 COO/CFO	0.00	0.0%
50453 CSO	-71,047.78	56.9%
50454 Exec Directors	-108,487.17	60.6%
50456 Sr Mgmt Bonus	-8,768.53	41.5%
Total 50450 Senior Management	-291,461.18	56.2%
50400 Full-Time Payroll Exp - Other		
Total 50400 Full-Time Payroll Exp	73,755.54	105.1%
Total 50000 Program Level Expenses	-30,151.61	98.6%
50100 School Level Expense		
50110 Books		
50113 Summer Teacher Packs	28,185.17	483.9%
50114 Nonfiction Book Sets	-2,700.00	85.9%
50115 Guided Reading	-47,802.76	77.4%
50117 Summer Family Books	41,266.42	120.5%
50118 Afterschool Family Books	-5,813.79	25.4%
50119 Schoolyear Family Books	-1,780.50	8.7%
Total 50110 Books	11,354.54	102.5%
50120 Training		
50121 Afterschool Training	78.56	104.4%
50122 Summer Training	-262.09	96.1%
50123 Schoolyear Training	-87.16	56.4%
50120 Training - Other	289.19	100.0%
Total 50120 Training	18.50	100.2%
50130 Recruitment		
50131 Summer Recruitment	-403.94	86.5%
50132 Fulltime Recruitment	-110.00	63.3%
50133 Afterschool Recruitment	-1,041.14	21.9%
50134 SY Recruitment	0.00	0.0%
Total 50130 Recruitment	-1,555.08	66.4%
50140 Program Development	-14,592.17	58.3%
50150 Summer School Level Hires		
50151 Sum Regional Prgm Mgrs	-4,643.98	89.4%
50152 Sum Enrollment Coord	-19,889.08	45.4%
50153 Sum Cluster Manager	-43,444.75	64.2%
50154 Sum Operations Interns		
Summer Ops Int Salary	116,599.23	100.0%
Summer Ops Interns Bonus		
50154 Sum Operations Interns - O...	-219,914.00	0.0%
Total 50154 Sum Operations Interns	-84,594.56	61.5%

Springboard Collaborative

Profit & Loss Budget vs. Actual

September 2016 through August 2017

	\$ Over Budget	% of Budget
50155 Sum Regional Ops Mgr	-3,699.40	89.7%
50156 Sum Teachers	2,788.77	100.0%
50157 Sum Subs, Assess, Audits	-3,961.53	40.0%
50158 Sum Site Managers		
Summer Site Manager Bonus	28,647.21	100.0%
Summer Site Manager Salary		
50158 Sum Site Managers - Other	-450,000.00	0.0%
Total 50158 Sum Site Managers	-222,382.64	50.6%
50159 Sum Payroll Taxes & Fees	-44,816.13	56.2%
50160 Summer Trainers	-32,391.05	3.6%
Total 50150 Summer School Level Hir...	-457,034.35	56.5%
50160 Schoolyear Hires		
50161 SY Enrollment Coords	-2,797.00	0.0%
50162 SY Subs	0.00	0.0%
50163 SY Site Coaches	-9,876.05	33.8%
50164 SY Site Managers	-11,708.08	25.2%
50165 SY Teacher Hires	-17,048.79	36.4%
50166 SY Payroll Taxes & Fees	-6,425.22	0.0%
50167 SY Trainers	0.00	0.0%
50168 SY Assessments	-225.00	0.0%
50160 Schoolyear Hires - Other	0.00	0.0%
Total 50160 Schoolyear Hires	-48,080.14	28.0%
50170 Afterschool Hires		
50171 AS Literacy Coach	-15,774.16	36.9%
50172 AS PD Facilitator	-3,026.25	19.3%
50173 AS Site Manager	-20,154.41	47.0%
50174 AS Enrollment Coordinator	-453.73	75.8%
50176 AS Assessments	-800.00	0.0%
Total 50170 Afterschool Hires	-40,208.55	42.1%
50180 Parent Outreach		
50171 Summer Parent Outreach	-11,026.68	40.6%
50172 AS Parent Outreach	-812.53	5.5%
50173 SY Parent Outreach	-55.66	86.1%
50180 Parent Outreach - Other	440.95	100.0%
Total 50180 Parent Outreach	-11,453.92	42.3%
50190 Program Materials		
50181 Summer PD Materials	7,148.45	192.8%
50182 Sum Curriculum Materials	3,306.28	119.7%
50183 Sum Prog. Materials Other	-23,681.60	68.7%
50184 AS PD Materials	2,734.69	168.4%
50185 AS Curriculum Materials	1,478.96	284.9%
50186 AS Prog. Materials Other	3,485.34	1,261.8%
50187 SY PD Materials	-58.73	70.6%
50188 SY Curriculum Materials	-170.48	43.2%
50189 SY Prog. Materials Other	-300.00	0.0%
Total 50190 Program Materials	-6,057.09	94.3%
50200 Sum Incentives		
50130 Teacher Incentives	0.00	0.0%
50191 Sum Level 1	-19,942.46	56.0%
50193 Sum Level 2	-39,179.54	57.2%
50195 Sum Level 3	-5,436.07	95.8%
50197 Teacher Incentives	0.00	0.0%
Total 50200 Sum Incentives	-64,558.07	75.9%

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Accrual Basis

Springboard Collaborative

Profit & Loss Budget vs. Actual

September 2016 through August 2017

	\$ Over Budget	% of Budget
50210 SY Incentives		
50201 SY Level 1	38.28	100.0%
50203 SY Level 2	2,566.67	100.0%
50207 SY Level 3	0.00	0.0%
Total 50210 SY Incentives	2,604.95	100.0%
50220 Afterschool Incentives		
50211 Afterschool Level 1	-4,050.00	0.0%
50212 Afterschool Level 2	-6,038.00	0.0%
50213 Afterschool Level 3	-9,750.00	0.0%
Total 50220 Afterschool Incentives	-19,838.00	0.0%
50300 Schoolwide Program	0.00	0.0%
50600 Regional Fun Fund		
50601 Summer Regional Fun Fund	1,787.24	129.8%
50602 AS Regional Fun Fund	-2,099.94	30.0%
50600 Regional Fun Fund - Other	0.00	0.0%
Total 50600 Regional Fun Fund	-312.70	96.5%
Total 50100 School Level Expense	-649,712.08	69.2%
50130 Site Level Fun Fund		
50131 Schoolyear Site Fun Fund	318.81	100.0%
50132 Afterschool Site Fun Fund	-1,518.90	24.1%
50133 Summer Site Fun Fund	-5,527.02	53.9%
50130 Site Level Fun Fund - Other		
Total 50130 Site Level Fun Fund	-6,628.34	52.7%
Total Expense	-686,492.03	83.7%
Net Income	1,213,590.79	1,317.6%

Springboard Collaborative

Statement of Activities - Actual vs Budget

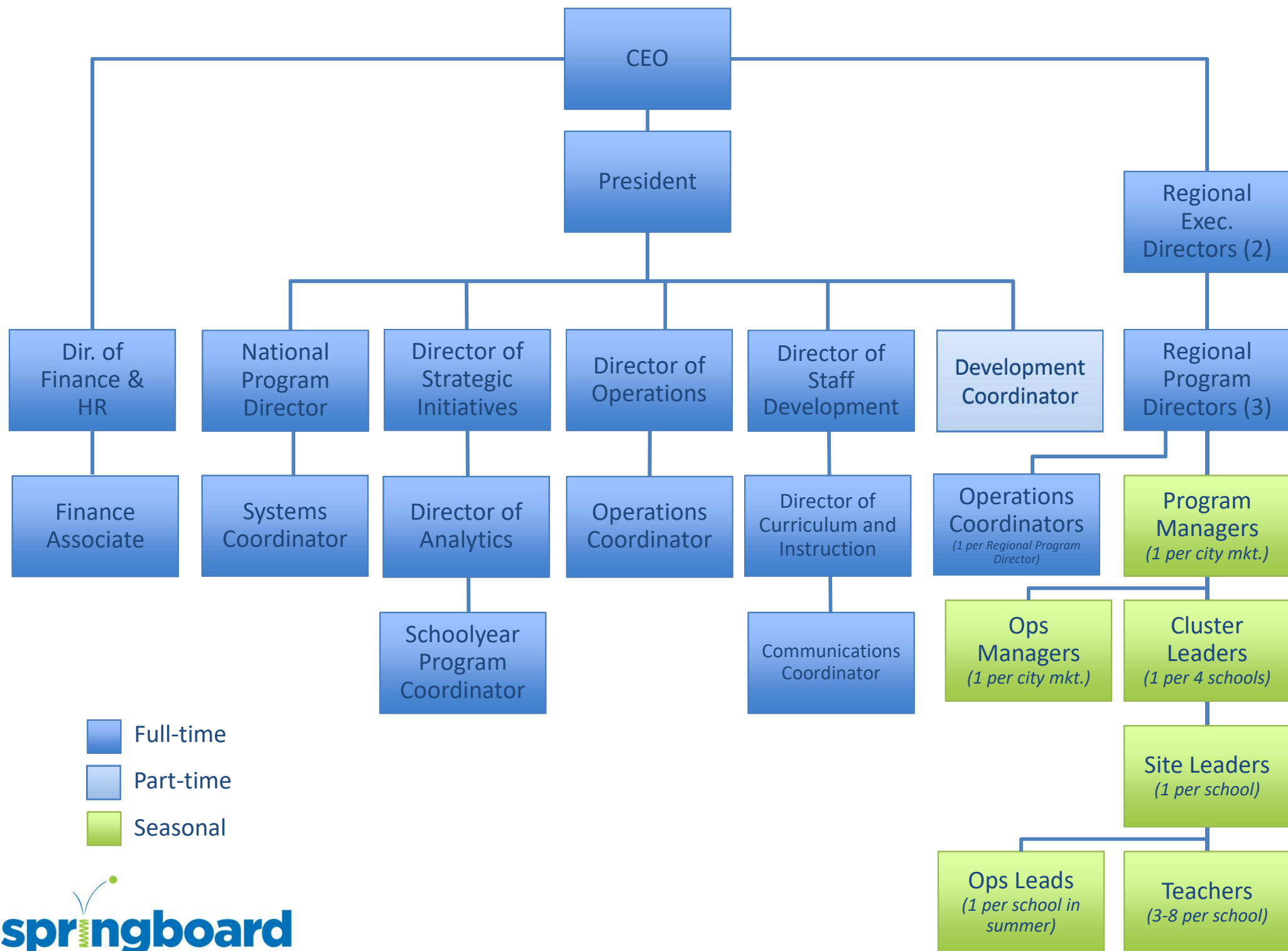
	Year Ending 12/31/2018	Year Ending 12/31/2018
	Actual	Budget
Operating Revenue		
Grant Revenues		
Grant Revenue - Other		
UNR Foundation Support	451,350.00	1,995,000.00
RES Foundation Support	1,331,513.50	1,906,336.00
Total Grant Revenue - Other	1,782,863.50	3,901,336.00
Total Grant Revenues	1,782,863.50	3,901,336.00
Program Revenue		
Program Income	2,746,556.10	1,737,814.50
Total Program Revenue	2,746,556.10	1,737,814.50
Contributions		
Public Support	382,967.59	199,999.92
Total Contributions	382,967.59	199,999.92
Revenue - Other		
Interest	1,154.26	2,400.00
Total Revenue - Other	1,154.26	2,400.00
Total Operating Revenue	4,913,541.45	5,841,550.42
Expenditures		
Direct		
Program Travel - Transportation	27,010.52	39,999.96
Program Travel - Lodging	6,168.91	15,000.00
Program Travel - Food	3,140.48	3,999.96
Fundraising / Sales Travel - Transportation	21,613.77	24,999.96
Fundraising / Sales Travel - Lodging	7,924.28	20,000.04
Fundraising / Sales Travel - Food	2,627.18	12,000.00
Fundraising / Sales Travel - Conf, Convention, Meeting	4,859.45	3,000.00
Teacher Book Packs	0.00	13,850.00
Nonfiction Book Sets	0.00	87,600.00
Family Book Packs	0.00	257,724.50
Guided Reading Sets	0.00	145,849.00
Program Materials	68,391.95	48,854.00
T-Shirts	1,926.00	48,709.00
Incentive Books	1,705.05	35,060.19
Backpacks & School Supplies	0.00	77,175.00
Tablets	230,343.00	147,000.00
Total Direct	375,710.59	980,821.61
Personnel		
Salary and Wages		
Fulltime Payroll Expense	1,102,864.28	1,734,450.00
Seasonal Payroll Expense	973,684.21	960,000.00
Seasonal Payroll Taxes	225,869.21	0.00
Total Salary and Wages	2,302,417.70	3,013,482.88
PR Benefits		

Fulltime Benefits	117,528.06	335,427.12
Total PR Benefits	117,528.06	335,427.12
PR Taxes		
Payroll Fees	6,980.13	26,958.96
Fulltime Payroll Taxes	403,578.04	350,000.00
Total PR Taxes	410,558.17	1,066,414.56
Total Personnel	2,830,503.93	4,415,324.56
Occupancy		
Rent	33,222.02	53,400.00
Total Occupancy	33,222.02	53,400.00
Professional Fees		
IT Consulting	155,916.55	75,000.00
IT Licensing Fees	91,154.77	69,999.84
Marketing - Print and Production	3,251.57	20,000.00
Marketing - Creative	34,931.99	33,000.00
Website Development	29,246.65	16,999.96
Accounting Fees	55,168.65	45,000.00
Legal Fees	276.00	0.00
Total Professional Fees	369,946.18	259,999.80
General and Administrative Expenses		
Finance Charges		
Banking Expenses	170.00	200.04
Total Finance Charges	170.00	200.04
Insurance		
Insurance	57,969.50	39,999.96
Total Insurance	57,969.50	39,999.96
Miscellaneous Expense		
Warehouse	40,851.66	33,836.00
Org. Fun Fund	3,095.16	10,000.00
Technology	49,013.18	93,137.04
Business Development	1,880.25	30,000.04
Discretionary	8,966.80	65,000.00
Research & Development	55,715.94	310,000.00
Evaluation	951.08	0.00
Internal Staff PD	12,347.02	15,000.00
Program Improvement	47,713.00	35,000.04
Training - Space	999.83	0.00
Training - Food	5,940.45	0.00
Training - Print & Production	4,304.31	0.00
Recruitment	51,344.98	60,000.00
Parent Outreach	0.00	12,650.00
Seasonal Discretionary	30,987.58	12,650.00
Other Expenses	1,117.00	0.00
Total Miscellaneous Expense	315,228.24	677,273.12
Office Supplies		
Office Supplies	892.23	10,000.00
Total Office Supplies	452.56	10,000.00
Postage and Delivery		
Postage, Shipping	3,765.74	12,500.00
Total Postage and Delivery	3,765.74	12,500.00
Travel Expenses		
G&A Travel - Transportation	17,722.06	15,000.00

G&A Travel - Lodging	6,143.81	18,000.00
G&A Travel - Food	2,473.50	7,000.00
G&A - Conf, Convention, Meeting	9,362.46	2,000.04
Research Travel - Transportation	1,253.19	9,000.00
Research Travel - Lodging	811.25	3,000.00
Research Travel - Food	120.40	2,000.04
Research Travel - Conf, Convention, Meeting	0.00	2,000.04
Total Travel Expenses	37,886.67	58,000.12
Total General and Administrative Expenses	415,472.71	797,973.24
Total Expenditures	4,024,855.43	5,678,380.73

Springboard Collaborative Statement of Financial Position

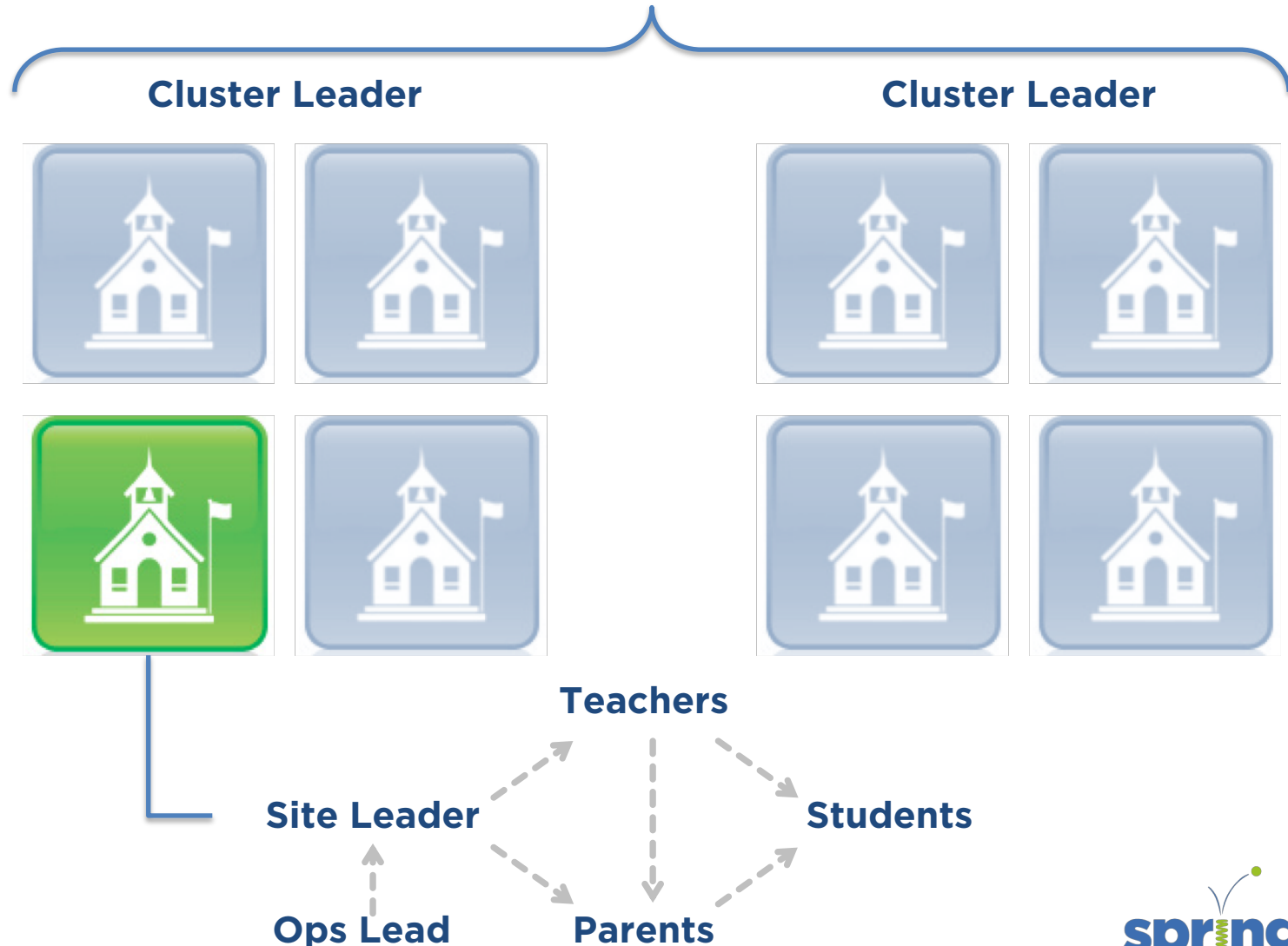
	Year Ending 12/31/2018 Current Year Balance	Year Ending 12/31/2017 Prior Year	Year Ending 12/31/2018 Difference
Assets			
Current Assets			
Cash and Cash Equivalents	4,907,431.36	3,018,998.63	1,888,432.73
Accounts Receivable, Net	669,664.57	(487.28)	670,151.85
Other Current Assets	993,056.03	318,466.96	674,589.07
Total Current Assets	6,570,151.96	3,336,978.31	3,233,173.65
Long-term Assets			
Property & Equipment	50,657.68	50,657.68	0.00
Other Long-term Assets	28,890.92	28,890.92	0.00
Total Long-term Assets	79,548.60	79,548.60	0.00
Total Assets	6,649,700.56	3,416,526.91	3,233,173.65
Liabilities and Net Assets			
Liabilities			
Short-term Liabilities			
Accounts Payable	37,115.74	9,386.21	27,729.53
Other Short-term Liabilities	(1,878.53)	8,583.00	(10,461.53)
Total Short-term Liabilities	35,237.21	17,969.21	17,268.00
Total Liabilities	35,237.21	17,969.21	17,268.00
Net Assets	6,614,463.35	3,398,557.70	3,215,905.65
Total Liabilities and Net Assets	6,649,700.56	3,416,526.91	3,233,173.65



Seasonal school site org chart

Lean structure delivers results with low burden on school admins

Program Manager & Operations Manager



ACORDTM**CERTIFICATE OF LIABILITY INSURANCE**

DATE (MM/DD/YYYY)

5/24/2018

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must have **ADDITIONAL INSURED** provisions or be endorsed. If **SUBROGATION** IS **WAIVED**, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer any rights to the certificate holder in lieu of such endorsement(s).

PRODUCER BB&T - The Addis Group Felix Tartaglia 2500 Renaissance Blvd Suite100 King Of Prussia, PA 19406-263		CONTACT NAME: Chris Richardson PHONE (A/C, No, Ext): 610 279-8550 E-MAIL ADDRESS: crichardson@bbandt.com		FAX (A/C, No): 6102798543
INSURED SpringBoard Collaborative 1500 John F Kennedy Blvd Ste 1315 Philadelphia, PA 19102-1729		INSURER(S) AFFORDING COVERAGE		NAIC #
		INSURER A : Philadelphia Indemnity Insurance Co.		18058
		INSURER B : Hartford Casualty Insurance Company		29424
		INSURER C :		
		INSURER D :		
		INSURER E :		
		INSURER F :		

COVERAGES**CERTIFICATE NUMBER:****REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☒ POLICY ☐ PRO-JECT ☐ LOC OTHER:			PHPK1788170	05/13/2018	05/13/2019	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
A	AUTOMOBILE LIABILITY ☐ ANY AUTO OWNED AUTOS ONLY ☒ HIRED AUTOS ONLY ☐ SCHEDULED AUTOS NON-OWNED AUTOS ONLY			PHPK1788170	05/13/2018	05/13/2019	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	☒ UMBRELLA LIAB ☐ EXCESS LIAB ☒ RETENTION \$ 10,000			PHUB620484	05/13/2018	05/13/2019	EACH OCCURRENCE \$ 2,000,000 AGGREGATE \$ 2,000,000 \$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE/OFFICER/MEMBER EXCLUDED? ☒ Y/N N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		N/A	39WECBR4501	05/01/2018	05/01/2019	☒ PER STATUTE ☐ OTH-ER E.L. EACH ACCIDENT \$ 500,000 E.L. DISEASE - EA EMPLOYEE \$ 500,000 E.L. DISEASE - POLICY LIMIT \$ 500,000
A	Abuse or Molestat			PHPK1788170	05/13/2018	05/13/2019	\$1M OCC/AGG

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Oakland Unified School District is additional insured under the general liability policy if required by written contract and subject to policy terms and conditions.

CERTIFICATE HOLDER**CANCELLATION**

Oakland Unified School District
Attn: Risk Management - 1000
Broadway, Suite 440
Oakland, CA 94607

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Felix A. Tartaglia IV

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ACORDTM**CERTIFICATE OF LIABILITY INSURANCE**

DATE (MM/DD/YYYY)

5/24/2018

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IMPORTANT: If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must have **ADDITIONAL INSURED** provisions or be endorsed. If **SUBROGATION** IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer any rights to the certificate holder in lieu of such endorsement(s).

PRODUCER BB&T - The Addis Group Felix Tartaglia 2500 Renaissance Blvd Suite100 King Of Prussia, PA 19406-263	CONTACT NAME: Chris Richardson PHONE (A/C, No, Ext): 610 279-8550 FAX (A/C, No): 6102798543 E-MAIL ADDRESS: crichardson@bbandt.com														
INSURED SpringBoard Collaborative 1500 John F Kennedy Blvd Ste 1315 Philadelphia, PA 19102-1729	<table border="1"> <thead> <tr> <th data-bbox="816 426 1433 451">INSURER(S) AFFORDING COVERAGE</th> <th data-bbox="1433 426 1563 451">NAIC #</th> </tr> </thead> <tbody> <tr> <td data-bbox="816 451 1433 478">INSURER A : Philadelphia Indemnity Insurance Co.</td> <td data-bbox="1433 451 1563 478">18058</td> </tr> <tr> <td data-bbox="816 478 1433 506">INSURER B : Hartford Casualty Insurance Company</td> <td data-bbox="1433 478 1563 506">29424</td> </tr> <tr> <td data-bbox="816 506 1433 533">INSURER C :</td> <td data-bbox="1433 506 1563 533"></td> </tr> <tr> <td data-bbox="816 533 1433 560">INSURER D :</td> <td data-bbox="1433 533 1563 560"></td> </tr> <tr> <td data-bbox="816 560 1433 588">INSURER E :</td> <td data-bbox="1433 560 1563 588"></td> </tr> <tr> <td data-bbox="816 588 1433 615">INSURER F :</td> <td data-bbox="1433 588 1563 615"></td> </tr> </tbody> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A : Philadelphia Indemnity Insurance Co.	18058	INSURER B : Hartford Casualty Insurance Company	29424	INSURER C :		INSURER D :		INSURER E :		INSURER F :	
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COVERAGES**CERTIFICATE NUMBER:****REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☒ POLICY ☐ PRO-JECT ☐ LOC OTHER:			PHPK1788170	05/13/2018	05/13/2019	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
A	AUTOMOBILE LIABILITY ☐ ANY AUTO OWNED AUTOS ONLY ☐ SCHEDULED AUTOS ☒ HIRED AUTOS ONLY ☒ NON-OWNED AUTOS ONLY			PHPK1788170	05/13/2018	05/13/2019	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	☒ UMBRELLA LIAB ☒ OCCUR ☐ EXCESS LIAB ☐ CLAIMS-MADE ☐ DED ☒ RETENTION \$ 10,000			PHUB620484	05/13/2018	05/13/2019	EACH OCCURRENCE \$ 2,000,000 AGGREGATE \$ 2,000,000 \$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE/OFFICER/MEMBER EXCLUDED? ☐ Y ☒ N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		N/A	39WECBR4501	05/01/2018	05/01/2019	☒ PER STATUTE ☐ OTH-ER E.L. EACH ACCIDENT \$ 500,000 E.L. DISEASE - EA EMPLOYEE \$ 500,000 E.L. DISEASE - POLICY LIMIT \$ 500,000
A	Abuse or Molestat			PHPK1788170	05/13/2018	05/13/2019	\$1M OCC/AGG

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Evidence of Insurance**CERTIFICATE HOLDER****CANCELLATION**

SpringBoard Collaborative
1500 John F Kennedy Blvd, Ste
1315
Philadelphia, PA 19102

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE



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ATTACHMENT A

NON-COLLUSION DECLARATION

I, Alejandro Gac-Artigas, declare that I am the party making the foregoing proposal, that the proposal is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation; that the proposal is genuine and not collusive or sham; that the proponent has not directly or indirectly induced or solicited any other proponent to put in a false or sham proposal and has not directly or indirectly colluded, conspired, connived, or agreed with any proponent or anyone else to put in a sham proposal, or that anyone shall refrain from responding; that the proponent has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix any overhead, profit, or cost element of the proposal price, or of that of any other proponent, or to secure any advantage against the public body awarding the Contract of anyone interested in proposed Contract; that all statements contained in the proposal are true, and, further, that the proponent has not, directly or indirectly, submitted his or her proposal price of any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company association, organization, bid depository, or to any member or agent thereof to effectuate a collusive or sham bid.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct.

11/27/18 Date
Springboard Collaborative Name of Vendor

Alejandro Gac-Artigas
Printed Name of Authorized Company Representative

[Signature] Signature of
Authorized Company Representative

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy or validity of that document.

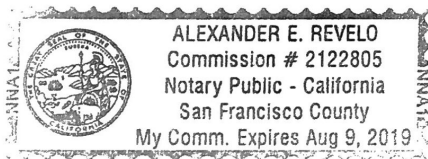
NOTARY FOR NON-COLLUSION AFFIDAVIT

Subscribed and sworn to (or affirmed) before me this 27 day of Nov, 2018.

[Signature]
Signature of Notary

(SEAL OF NOTARY)

Alexander E. Revelo
Printed/Typed Name of Notary



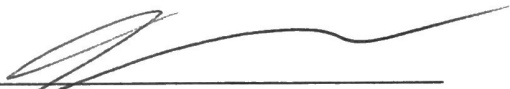
CERTIFICATION REGARDING DEBARMENT, SUSPENSION, INELIGIBILITY AND VOLUNTARY EXCLUSION

I am aware of and hereby certify that neither Springboard Collaborative nor
[Name of Bidder]

its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency. I further agree that I will include this clause without modification in all lower tier transactions, solicitations, proposals, contracts and subcontracts. Where the bidder/offer or/contractor or any lower participant is unable to certify to this statement, it shall attach an explanation to this solicitation proposal.

IN WITNESS WHEREOF, this instrument has been duly executed by the Principal of the above named bidder on the 27 day of November 2018 for the purposes of submission of this bid.

By



Signature

Alejandro Gac-Artigas

Typed or Printed Name

CEO + Founder

Title

As the potential awardee under this Bid, I hereby certify that the above certification remains valid as of the date of proposal and contract award, specifically, as of the 27 day of November 2018 for the purposes of proposal and award of contract.

By



Signature

Alejandro Gac-Artigas

Title

Title CEO

11/27/18

Date

ATTACHMENT C

Authorized Vendor Signature

Prime Point of Contact

Proposal Submitted by:

The undersigned declares under penalty of perjury under the laws of the State of California that the presentations made in this bid are true and correct.

11/27/18 [Signature] CEO Alejandro Gac-Artigas
Date Signature/Title Type or Print Name

Springboard Collaborative 543 Alvarado St. San Francisco, CA 94114
Name of Company Address City and State

908 902 7833
Area Code Telephone Number

Fax Number

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy or validity of that document.

45-3719806
Federal Tax ID Number

NOTARY FOR AUTHORIZED VENDOR SIGNATURE

Subscribed and sworn to (or affirmed) before me this 27 day of Nov, 2018.

(SEAL OF NOTARY)

[Signature]
Signature of Notary

Alexander E. Revelo
Printed/Typed Name of Notary

