

Implementation Proposal for Brackett ISD

Leadership and Instructional Foundations for Texas (LIFT)





Partnership Overview

PARTNERSHIP SUMMARY

Research consistently shows that sustainable improvements in student outcomes are not achieved through one-time professional learning events or disconnected initiatives. Instead, districts experience lasting impact when professional learning is job-embedded, aligned to high-quality instructional materials (HQIM), and supported by strong instructional leadership and coherent systems.

Through the Leadership and Instructional Foundations for Texas (LIFT) grant, Brackett ISD has the opportunity to engage in a multi-year partnership designed to strengthen both instructional practice and the systems that support it. Carnegie Learning will serve as a strategic implementation partner, supporting district and campus leaders and teachers in the effective adoption and implementation of Bluebonnet Learning and other approved HQIM.

This partnership blends curriculum-based professional learning, instructional leadership development, and change-management support to build the technical skills and adaptive conditions necessary for long-term success. Beginning with a comprehensive needs assessment, Carnegie Learning will collaborate with district stakeholders to design and implement a customized, multi-year plan aligned to the district's LIFT pathway and instructional priorities.

Throughout the partnership, supports are intentionally sequenced and responsive, evolving as district and campus capacity grow. Early efforts focus on establishing shared understanding, instructional coherence, and leadership alignment, while later work deepens practice, strengthens systems, and builds conditions for sustainability. This approach ensures that implementation is both rigorous and realistic, meeting educators where they are while maintaining high expectations for instructional quality.

Across the life of the grant, this work is designed to:

- Strengthen grade-level, standards-aligned instruction
- Build leadership capacity and coherence across campuses
- Establish sustainable instructional systems that endure beyond the grant period
- Improve learning experiences and outcomes for all students



“Carnegie’s dedication to supporting our teachers through targeted classroom walkthroughs and the establishment of professional learning communities has been transformative. Carnegie is working side by side with our district and campus administrators to equip our educators with the tools and strategies necessary to create an environment where students engage deeply with mathematical concepts, encouraging them to articulate their thinking and tackle challenges collaboratively.”

Evangelina Gracia

Elementary Curriculum Director
Mercedes ISD

OVERVIEW OF LIFT-ALIGNED IMPLEMENTATION SUPPORT

Carnegie Learning’s LIFT-aligned services are intentionally designed to support districts through instructional change management over the full grant period (Spring 2026–Summer 2029). Supports are renewed annually and tailored based on the district’s pathway, needs assessment results, and implementation phase.

Core Areas of Support

Instructional Leadership Development

Carnegie Learning partners with district and campus leaders to move from vision-setting to implementing sustainable instructional systems. Leaders engage in coaching, feedback cycles, and structured routines aligned to research-based instructional strategies.

Curriculum-Aligned Professional Learning

Professional learning is grounded in Bluebonnet Learning and other approved HQIM, with a focus on unit and lesson internalization, grade-level tasks, effective questioning, and assessment practices. Sessions are designed to strengthen teacher content knowledge and instructional decision-making within daily practice.

Coaching and Consultation

Ongoing, tailored coaching and consultation guide district teams through the change management process. Our District and Campus coaches help refine instructional practices and align systems to support the effective implementation of HQIM and to empower teachers to effectively deliver grade-level instruction. Carnegie Learning Campus Coaches facilitate TEA-required turnkey content in ways that align with district context while maintaining fidelity to grant expectations.

Multi-Tiered, Flexible Support

Knowledge-building opportunities between formal training sessions provide flexible, adaptive support to address evolving implementation needs and ensure successful implementation at all levels.

Observation, Feedback, and Calibration

Learning walks, classroom observations, and calibration sessions provide evidence-based feedback and actionable next steps, supporting continuous improvement in instructional practice.

Key Deliverables

- Customized action plans built from the Needs Assessment
- Progress monitoring and data reporting for continuous improvement
- Product-specific professional learning for continuous development
- Flexible, targeted support for addressing evolving needs in schools.

With these services, district leaders are empowered to create a sustainable culture of high expectations and student achievement while teachers gain practical tools for effective instruction, resulting in improved student learning experiences.

LIFT Scope of Work

Through the LIFT grant, Carnegie Learning will support Brackett ISD in implementing Bluebonnet Learning instructional materials and strengthening instructional leadership and systems over multiple years. Implementation support is intentionally designed to be product-specific and phase-responsive, recognizing that districts may be at different readiness stages with each instructional material.

For each Bluebonnet Learning product included in this partnership, districts may engage in:

- Planning-focused support, including needs assessment, system readiness analysis, & implementation planning, or
- Implementation-focused support, emphasizing teacher learning, instructional practice, leadership routines, and system coherence.

The specific focus and intensity of support for each product will be determined through the LIFT needs assessment process and refined annually as implementation progresses.

FLEXIBLE, PRODUCT-SPECIFIC IMPLEMENTATION SUPPORT

The following instructional materials are included in this partnership. Implementation supports will be aligned to the district's current phase (planning or implementation) for each product.

Bluebonnet Learning Products Supported

- Bluebonnet Learning K–5 Mathematics, Edition 1
 - Planning
 - Implementation
- Bluebonnet Learning Secondary Mathematics, Edition 1
 - Planning
 - Implementation

This approach allows districts to strategically build capacity, ensuring supports are appropriately sequenced and responsive to instructional readiness.

Participating Campuses & Leadership Engagement

Leadership support will be tailored to the district's scale and structure, ensuring alignment across campuses and consistency in instructional expectations.

Number of participating district-level leaders: **1**

Number of participating campuses: **3**

Multi-Year Evolution of Support

The LIFT grant supports outlined in this proposal are designed as a renewable, multi-year partnership provided over a three-year period, from Spring 2026 through Summer 2029. Services are renewed annually and refined based on district progress, evolving needs, and ongoing implementation priorities identified through data, feedback, and collaborative reflection.

Throughout the grant period, Carnegie Learning will intentionally adjust the focus, intensity, and structure of support to ensure that implementation deepens over time and leads to sustainable instructional improvement. As district and campus capacity grow, supports shift from establishing foundational practices to strengthening coherence, leadership routines, and long-term sustainability.

Over the course of the partnership, this evolving support is designed to:

- Build educator and instructional leader capacity to enact grade-level, standards-aligned instruction
- Strengthen instructional systems and routines that support consistent, high-quality implementation
- Increase coherence and sustainability across campuses through aligned leadership practices and shared instructional expectations
- Support the long-term implementation of high-quality instructional materials (HQIM) beyond the grant period

This intentional, phased approach ensures that LIFT-funded services remain responsive and relevant each year while maintaining a clear focus on durable change—positioning districts to sustain effective instructional practices well beyond the conclusion of the grant.



Year 1 Implementation Timeline

The timeline below outlines Year 1 LIFT-funded supports, beginning in Spring 2026, and reflects the district’s anticipated focus on planning and/or implementation of Bluebonnet Learning instructional materials. This first-year timeline is designed to establish strong instructional foundations, align leadership and instructional systems, and support initial implementation priorities identified through the LIFT needs assessment.

Activity	Carnegie Learning Team will...	Audience	Timing
Executed Contract	Upload the fully executed contract to TEA	District Leaders	April 1, 2026
Needs Assessment	Conduct needs assessment across the district and participating campuses in collaboration with district and campus leaders	District & Campus Leaders	May and June
Action Plan	Develop a LIFT-aligned annual support plan in partnership with district leadership	District & Campus Leaders	June
Initial Training and Required TEA Sessions	Deliver initial product training and required TEA sessions across the year	District & Campus Leaders Coaches & Teachers	Ongoing beginning in June
School System TouchPoint Schedule	Co-develop a yearlong schedule of LIFT supports and services	District Leadership Team	August
Performance Management Step Backs	Monitor monthly progress toward the Action Plan and make adjustments as needed	District Leaders	BOY, MOY, EOY
Classroom Observations	Conduct classroom observations and learning walks alongside district and campus leaders to support implementation	District & Campus Leaders	Monthly
PLC Observations	Observe PLC meetings alongside campus leaders to inform coaching, feedback, and next steps	Campus Leaders	Quarterly
Instructional Framework	Support the development and refinement of the district’s Instructional Framework	District Leaders	February
Updated Action Plan	Review and revise the Action Plan collaboratively based on implementation data	District & Campus Leaders	February
Support for Continuation of Funding Application	Support submission of the continuation of the funding application to TEA	District Leaders	Spring 2027



Proposed Pricing

The pricing table below details the proposed costs for LIFT-aligned implementation support for the products and participating campuses included in this proposal. Pricing is based on the anticipated Year 1 scope of work and will be refined annually based on district needs, implementation progress, and approved grant funding.

Partnership Component	Description	Units
LIFT District Project Management	Coordination, planning, and monitoring of LIFT-aligned work to support timelines and district priorities.	12 months
LIFT District Leadership Walks	Learning walks with district and campus leaders to observe instruction and align expectations.	12 walks
LIFT Campus Project Management	Campus-level coordination and progress monitoring to support Bluebonnet Learning implementation.	3 campuses
LIFT Campus Implementation Support	Targeted support days providing professional learning and coaching aligned to campus needs.	3 campuses
Total LIFT Partnership Price		\$373,100.00



“Carnegie Learning has been instrumental in bringing our vision for mathematics instruction at East Central USD to life. Their dedicated coaching, strategic planning, and leadership support empower us to identify and address our blind spots while designing effective systems centered around student achievement data. This collaboration has significantly enhanced teacher content knowledge, pedagogical practices, and student engagement. Our partnership with Carnegie Learning has been key to the successful implementation of the LASO 2.0 grant, with their guidance and consultations proving invaluable throughout the process.”

Jennifer Kasper

*Director of Curriculum & Instruction
East Central ISD*

Carnegie Learning Partnership Team

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This agreement is subject to the terms and conditions outlined in Appendix A attached hereto.
This agreement becomes legally binding upon the last-dated signature below.

Carnegie Learning, Inc.

By:_____

Name (print):_____

Title:_____

Date:_____

Brackett ISD

By:_____

Name (print):_____

Title:_____

Date:_____

APPENDIX A

TERMS AND CONDITIONS

I. Services. It is agreed that Carnegie Learning, Inc. (“Carnegie Learning”) will provide the consulting services (the “Services”) described in the accompanying proposal to which these Terms and Conditions are attached (the “Proposal”) to the District named in this Proposal (the “District”), as an independent contractor, provided that District pays, in a timely manner, all of the fees and expenses set forth in this Proposal. This Proposal shall not be modified except by a later written agreement signed by both parties. Nothing contained herein shall be construed to create an employment or principal-agent relationship, or a partnership or joint venture, between Carnegie Learning and District, and neither party shall have the right, power, or authority to obligate or bind the other in any manner whatsoever.

II. Warranty, Liability and Indemnification.

A. Professionalism. Carnegie Learning represents and warrants that it will exercise due professional care and competence in the performance of the Services. District must provide Carnegie Learning with written notice of any deficiencies in any of the Services within sixty (60) days of performance of such Services. For any breach of the above warranty so notified to Carnegie Learning, the District’s exclusive remedy, and Carnegie Learning’s entire liability, shall be the re-performance of such Services. If Carnegie Learning does not reperform the Services as warranted, District shall be entitled to recover the fees paid to Carnegie Learning for such deficient Services.

B. Carnegie Learning Warranties. Carnegie Learning further represents and warrants to District that: (a) Carnegie Learning has the proper skill, training, and background so as to be able to perform the Services in a competent and professional manner and that all work will be performed in accordance with applicable standards; (b) District shall receive free, good and clear title to all Deliverables which may be developed by Carnegie Learning under this Proposal or which is provided or delivered to District by Carnegie Learning pursuant to this Proposal, which title shall be free and clear of any and all liens, encumbrances, claims or litigation, whether pending or threatened; (d) no Deliverable or other materials delivered by Carnegie Learning to District hereunder shall infringe on or violate (i) any copyright, trademark, or patent right, (ii) any other proprietary or other right of any third party, including but not limited to any third party right to privacy, or (iii) any applicable law or regulation; and (e) no Deliverable or other materials delivered by Carnegie Learning to District hereunder shall contain any scandalous, libelous or unlawful matter or material.

C. Mutual Representations and Warranties. Each party represents and warrants to the other party that: (a) such party has the full corporate right, power and authority to enter into this Proposal, and to perform the acts required of it hereunder; (b) the execution of this Proposal by such party, and the performance by such party of its obligations and duties hereunder, do not and will not violate any agreement to which such party is a party or by which it is otherwise bound; (c) when executed and delivered by such party, this Proposal will constitute a legal, valid and binding obligation of such party, enforceable against such party in accordance with its terms; and (d) each party acknowledges that the other party makes no representations, warranties or agreements related to the subject matter hereof which are not expressly provided for in this Proposal.

D. Aggregate Liability. To the fullest extent permitted by applicable law, the total aggregate liability of Carnegie Learning, regardless of whether such liability is based on breach of contract, tort, strict liability, breach of warranties, failure of essential purpose or otherwise, under this Proposal or with respect to the Services shall be limited to the fees paid to and retained by Carnegie Learning under this Proposal.

E. Special Damages. In no event will Carnegie Learning or District be liable for consequential, incidental, indirect, punitive or special damages (including loss of profits, data, business or goodwill), regardless of whether such liability is based on breach of contract, tort, strict liability, breach of warranties, failure of essential purpose or otherwise, and even if advised of the likelihood of such damages.

F. DISCLAIMER OF WARRANTIES. EXCEPT AS OTHERWISE STATED IN THIS SECTION II, CARNEGIE LEARNING MAKES NO WARRANTIES OF ANY KIND OR NATURE, WHETHER EXPRESS OR IMPLIED, INCLUDING, BUT NOT LIMITED TO, WARRANTIES OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE OR USE, OR WARRANTIES OF ANY PRODUCTS OR SERVICES, OR THE APPROPRIATENESS OF DISTRICT SPECIFICATIONS.

G. Insurance. Carnegie Learning shall maintain in full force and effect during the term of this Proposal insurance coverage in amounts sufficient to satisfy its obligations under this Proposal.

III. Deliverables.

A. Rights to Deliverables. Upon full payment, Carnegie hereby assigns to District any and all rights, title, and interest, including, without limitation, copyrights, trade secrets and proprietary rights, to the materials created by Carnegie Learning specifically for District hereunder and required to be delivered to District by virtue of their description or specification as a deliverable in the Proposal (the "Deliverables"). The Deliverables exclude all third-party works and products, whether or not included or embedded in the Deliverables. The Deliverables shall be deemed to be "works made for hire" under the federal copyright laws. Carnegie Learning agrees to give District reasonable assistance, at District's expense, to perfect such assignment of such rights, title, and interest. However, the Deliverables may include data, modules, components, designs, utilities, subsets, objects, program listings, tools, models, programs, systems, analysis frameworks, and specifications (collectively, "Technical Elements") owned or developed by Carnegie Learning prior to, or independently from, its engagement hereunder ("Technical Elements") and Carnegie Learning retains all rights thereto (and to any modifications or enhancements to Technical Elements developed in the course of performing the Services). Accordingly, to the extent that any such Technical Elements are integrated into any Deliverables, Carnegie Learning hereby grants to District a perpetual, worldwide, non-exclusive, paid-up, limited license to use, copy, and modify such Technical Elements as integrated into such Deliverables for internal purposes only. Notwithstanding anything to the contrary contained herein, Carnegie Learning retains all rights to its knowledge, experience and know-how (including processes, ideas, concepts and techniques) acquired in the course of performing the Services, and District hereby grants to Carnegie Learning a perpetual, worldwide, paid-up license to use, copy, modify and sublicense any Technical Elements acquired or developed hereunder in the course of Carnegie Learning's business.

B. Acceptance. If District reasonably determines that a Deliverable fails in any material respect to meet the specifications and/or other acceptance criteria mutually agreed upon by the parties, District shall (i) promptly notify Carnegie Learning in writing of such failure, and (ii) specify in reasonable detail the nature and extent of such failure. Upon receipt of such notice, Carnegie Learning shall, solely through the performance of additional Services, make such adjustments, modifications, or revisions as are necessary to cause such Deliverable to so meet such specifications and/or other acceptance criteria. At such time as such a Deliverable so meets such specifications and/or other acceptance criteria, District shall issue a writing indicating its acceptance of such Deliverable. In any case, each such Deliverable shall be deemed accepted unless rejected in writing within ten (10) business days of the delivery by Carnegie Learning of such Deliverable. Notwithstanding the rejection of any Deliverable by District, operational use of such Deliverable shall be deemed to constitute acceptance thereof.

C. Confidentiality. Neither party shall disclose Confidential Information (as defined below) of the other party. The receiving party shall use the same degree of care as it uses to protect the confidentiality of its own confidential information of like nature, but no less than a reasonable degree of care, to maintain in confidence the Confidential Information of the disclosing party. The foregoing obligations shall not apply to any information that (i) is required to be disclosed by law, subpoena or other process or (ii) is disclosed in connection with any dispute, claim, or action between the parties. Confidential Information means information related to the subject matter of the Proposal and any of the projects thereunder (including any third party information), and the business of the disclosing party, which (a) derives economic value, actual or potential, from not being generally known to or readily ascertainable by other persons who can obtain economic value from the disclosure or use of the information, (b) is the subject of efforts by the disclosing party or owner of the third party Confidential Information that are reasonable under the circumstances to maintain the secrecy of the information, and (c) is identified by either party as "Confidential" and/or "Proprietary", or which, under all of the circumstances, ought reasonably to be treated as confidential and/or proprietary, including this Proposal. Confidential Information shall not include any information that (i) is at the time of disclosure, or thereafter becomes, through a source other than the receiving party, publicly known, (ii) is subsequently learned from a third party that does not impose an obligation of confidentiality on the receiving party, (iii) was known to the receiving party at the time of disclosure, or (iv) is developed independently by the receiving party. The obligations of confidentiality hereunder shall continue for a period of three (3) years from the date of the last disclosure of Confidential Information hereunder.

IV. Term and Termination. This Proposal will terminate when the Services have been performed. Either party may terminate this Proposal in the event of a material breach of this Proposal by the other party (which shall include any failure by District to make timely payment of any fees or reimbursement of expenses due under this Proposal), which breach is not cured within thirty (30) days after written notice by the non-breaching party. District shall pay Carnegie Learning for all fees and expenses incurred through the effective date of termination, provided that such payment shall not affect any other rights and remedies Carnegie Learning may have under this Proposal. The provisions of this Proposal that give the parties rights beyond termination of this Proposal will survive any termination of this Proposal.

V. Taxes and Payment.

A. Taxes. Carnegie Learning shall be responsible for determining the applicability of any sales, use, excise, or similar transactional taxes that may be applicable to the performance of the Services, if any, and shall include such on Carnegie Learning's invoice for the corresponding Services. District shall pay applicable taxes on the invoice or, in lieu of the payment of any such taxes, District may provide Carnegie Learning with a certificate acceptable to the taxing authorities exempting District from payment of such taxes. Carnegie Learning shall pay all taxes collected from the District to the appropriate taxing authority.

B. Payment. The fees and/or expenses invoiced hereunder, except for any amounts disputed by District, and unless otherwise specified in the Proposal, shall be payable by District within thirty (30) days of District's receipt of each invoice.

VI. Severability. If any portion of this Proposal is held to be void, invalid, or otherwise unenforceable, in whole or in part, the remaining portions of this Proposal shall remain in effect.

VII. Governing Law; Entirety. This Proposal shall be governed by and construed in accordance with the laws of the State of Texas, except for its conflict of laws principles. This Proposal and Terms and Conditions constitute the entire agreement between the parties with respect to the subject matter hereof, and there are no oral understandings or agreements other than as set forth herein. No waiver, modification, or additions to this Proposal or its provisions shall be valid unless in writing signed by the parties hereto as described as set forth in Section II.