



RGW Consulting, LLC

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Lincoln Elementary Culture & Climate Request for Proposal

April 28, 2020

Overview

Between February-March 2020, RGW Consulting interviewed a cross section of 30 Lincoln Elementary School stakeholders in an effort to illuminate some of the root causes that could have the potential to impact staff turnover on the heels of the former school principal's abruptly tendered resignation. The three day discovery process resulted in an 8 page after action report that was submitted to the district on March 6, 2020. Additionally, RGW facilitated a town hall meeting at Lincoln Elementary School on February 26, 2020, in which Reesheda Graham Washington shared impressions from the after action report and discovery process with Lincoln Elementary School stakeholders.

A key finding in the after action report was that Lincoln had been through quite a few transitions over the last few years, and as such, the culture and climate of the school had been challenged by such significant change in such a short period of time. More specific recommendations regarding the school's culture and climate were made by RGW Consulting, LLC (see pages 5-6 of Appendix I).

Additionally, on April 22, 2020, Reesheda Graham Washington of RGW Consulting, LLC held a web based listening session with Maggie Cahill, Cathy Hamilton, Sheila Carter, Paula Hughes, and Ryan Gordon to hear their collective feedback in terms of how we should work collaboratively to enhance the culture and climate at Lincoln Elementary School holistically.

Goal

1. **To develop symbols, processes, and systems that cultivate behavior from All stakeholders that :**
 - a. Promotes and sustains social, emotional, civic, and intellectual skills
 - b. Enhances opportunities for teaching and learning for all students
 - c. Reinforces talent acquisition, development, and retention

Objectives

The following are a series of culminating objectives that emerged as a result of the discovery, after action report recommendations, and the listening session with the aforementioned school leaders. Our actions would be oriented in the following way in an effort to achieve said goal:

- Conduct a culture and climate audit that serves as a baseline to assess and evaluate behaviors, symbols, processes and systems in order to build a solid baseline of data for the current culture and climate of the school and assists us in determining where and how to focus our time, attention, and resources
- Convene a cross section of stakeholders (administrators, teachers, staff, PTO, district representation, and students) to become the culture and climate advisory team, committed to the development and implementation of a comprehensive yearlong culture and climate strategic plan that would include activities, benchmarks, milestones, and communications for the 2020-2021 school year. (July 2020)
- Dedicated monthly meeting between RGW and the culture and climate advisory team to gauging implementation and activating an effective feedback and communications loop for the larger school community
- Dedicated time on a monthly basis for RGW observe to symbol, process, and systems by way of school visits to proactively mitigate any issues or challenges in plan implementation
- Dedicated time for PD implementation and communications associated with PD to be more explicitly articulated by the culture and climate advisory team

Projected Plan Elements

While the primary activities of the plan must be developed by the culture and climate advisory team in July 2020, there are a few focal points that we can anticipate as a result of the research and listening that has already occurred. The following are some areas that we anticipate will be addressed with greater depth by the culture and climate strategic plan informed by the audit and the advisory team:

1. Developing a sense of belonging with staff members who have been at Lincoln for 4 years or less
2. Teacher/Administrator 1:1 interactions to foster relationships and synergize school values
3. A host of interactions to increase family engagement in general, and more particularly in light of the impact of COVID-19 and the social distancing that has taken place
4. An analysis of systems and processes that inform our development, and iteration on those which currently exist, including communications, operations, discipline, transitions, etc.
5. The development of a decision making protocol that makes clear what decisions are acceptable to make at the school level, per district input, and how those decisions are to be made at the school level
6. An inquiry to determine what boosts staff and teacher morale, and an implementation plan based on those recommendations
7. Continued work and development around Positive Behavioral Intervention and Supports (PBIS) and support for the work that is already taking place
8. A series of social, celebratory activities based on interest, grade level, areas of concentration, and experiences (birthdays, retirement, milestones, traditions, etc.)

RGW Commitment

RGW Consulting, LLC anticipates the need of a 10-15 hours/month commitment to the following:

- Culture and Climate Audit
- Culture and Climate Advisory Team Composition and Development
- Culture and Climate Strategic Plan Development
- Facilitation and Support of Culture and Climate Strategic Plan Integration
- Culture and Climate Monthly Team Meetings
- Working collaboratively with school administration and district office regarding communications and PR strategies
- Implementation of Culture and Climate Professional Development
- In School System and Protocol Observations
- Email, Phone Calls, and Web Based Conference Consulting

The rate for this work, at \$250/hour, would be between \$2,500-\$3,750 per month for a contract timeframe of July 1, 2020-June 30, 2021.

[RGW](#) welcomes the opportunity to discuss this proposal, its recommendations, and future planning in greater detail. Should you have interest, please click [HERE](#) to set up a day and time for us to connect to speak about this proposal and the potential to move forward. Thank you for the opportunity to have come alongside you in this work thus far. We look forward to hearing from you soon.

