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Aligning Organizations.
Driving Results.*



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Mountain View Whisman School District (MVWSD)

Infinity Systems Proposal Agreement

Alignment and Culture Development Model

May 2021 - 2024



Orgametrics® and Equimetrics® Powered by Infinity Systems

Dr. Ayindé Rudolph | Superintendent
Mountain View Whisman School District

Agreement for Mountain View Whisman School District (MVWSD) Alignment and Culture Development Model 2021-2024

This is an agreement for Infinity Systems to continue serving Mountain View Whisman School District (MVWSD) in its efforts to gain greater alignment and strengthen its culture. This agreement outlines a plan for continuation of the Leadership Alignment Process. We will continue to support MVWSD leaders in Alignment to Mission, Vision and Strategic Plan, with the Orgametrics® Process, while also using the Equimetrics® Process to assess and improve the organizational culture surrounding Diversity, Equity and Inclusion (DE&I) throughout the district.

By adding the components of Diversity, Equity and Inclusion (DE&I) and bringing Equimetrics data into the planning and execution process, we will be able to provide a baseline read for the district. We will then aim to create harmony between Mission (Purpose) and Culture (The people and environment that will support that purpose), by implementing a plan with all 18 Pillars of Orgametrics and Equimetrics (9 Pillars of Alignment and 9 Pillars of DE&I) centered in strategic planning and professional development for all district leaders.

Why We Exist

We strive to help maximize human and organizational potential by *Empowering Leaders, Aligning Organizations and Measuring Results.*

Who We Are

Infinity Systems, the creator and provider of Orgametrics® and Equimetrics®, is dedicated to supporting leaders. Infinity Systems is a 100% Black-owned Business incorporated in 1993. We specialize in helping leaders ensure the success of your organization through alignment to Mission/Vision/Strategic Plan. Our passion is to help you achieve real change and make the true purpose and vision of your organization a reality. Our measurement and leadership consulting experience includes organizations of all types including public and higher education, law enforcement and many private-sector employers, ranging from small businesses to Fortune 500 companies.

Through our clients' experience and success, we know that when employees work together in common, aligned purpose, with a shared vision around operational excellence, their organizations grow and thrive. In fact, organizations cannot fully achieve their mission and/or strategic plan without being aligned to the purpose and dedicated to the realization of the vision they set out to create. Empowering and developing leaders around greater alignment is essential for any organization to succeed. Just as important, however, is the focus on the culture and people that are needed to make this success possible.

What We Do

Organizations require their teams and team members to work well with one another to thrive, yet all workplaces carry some degree of team and talent misalignment, throttling their success potential. Or there may be ideas and values that are not fully being acted upon in policies or day-to-day activities. To what degree are you misaligned? To what degree are employees seeing Diversity, Equity and Inclusion initiatives being carried out? That is precisely what the Orgametrics process addresses. We begin by developing relationships with your leaders and learning your needs and goals as they relate to your strategic plan and the culture you set out to build. By identifying areas of strength and opportunity in your culture, we help you pinpoint the actions you will take to ensure positive progress.



The actions, based on data, support leaders at all levels of your organization in developing strategies, plans, and roadmaps that strengthen your leaders' abilities to cascade your most vital messages and ensure all employees are connected back to your mission, vision, and culture. As this connection is strengthened, you will see more and more of your initiatives carried out, and your culture strengthened, leading to enhanced long-term success. Organizations rely on Orgametrics® to measure their current alignment and share this data internally to pinpoint specific patterns and areas of need within the organization. Our Equimetrics® tool helps leaders measure their current culture supporting Diversity, Equity, Inclusion and Cultural Competency initiatives within their organizations.

This is the Orgametrics® Alignment and Equimetrics® DE&I Journey: we support you and your leadership teams throughout this process to ensure long-term progress.

Why Alignment

Organizational Alignment is the degree to which an organization's actions and key performance metrics are connected toward making your mission, vision and strategic plan a reality. Aligned organizations bring the true purpose of their mission, vision and strategic plans to life, while misaligned organizations do not. For all the work that organizations invest in creating strategic plans, most employees do not fully understand these plans or see how their work contributes to success. Employees will be busy, but their efforts are not necessarily aligned with their employers' strategic plans.

This is the key difference between engagement and alignment. When employees are busy, they may be present, engaged and working. But unless their actions are rooted in their employer's purpose, there is a great deal of lost productivity and lack of true progress. *Alignment = Engagement + Purpose.*

While strategic planning is always highly important, focusing on Alignment ensures you are going in the right direction. A lower degree of alignment slows activity, stunts progress, invites failure and frustration, and ultimately wastes resources. A higher degree of alignment, on the other hand, helps organizations gain a distinct, competitive advantage – achieving both their strategic plans and recruiting and retaining top talent – by enabling employees to more consistently and collaboratively achieve positive performance.

Consider how the *Orgametrics®* Process can directly help your school district achieve more consistent positive performance. With the *Orgametrics®* Process, Des Moines Public Schools saw multiple alignment improvements, including increases in student engagement and hopefulness, and lower chronic absenteeism. The Orgametrics process enabled them to move the needle on metrics that mattered most to their organization, and the instrument was able to measure it quantitatively.

Why Diversity, Equity, and Inclusion

If you are seeking to increase and sustain the long-term value of your organization, you need to commit to strengthening your organization's diversity, equity, inclusion, and cultural competency efforts. As leaders of the nation's most successful and highly regarded organizations know, achieving strong DE&I performance translates directly into more highly engaged and creative teams, and superior bottom-line results. DEI&I is a competitive advantage and is a critical component of building an aligned organization for long-term success and sustainability.

Studies consistently show that increased DE&I leads to greater innovation and broader collaboration, which leads to improved organizational success. When employees "think their organization is committed to and supportive of diversity, and they feel included," their ability to innovate increases by 83%.

Organizations that wish to thrive know they must rely on a broad set of experiences and backgrounds to quickly tackle the toughest problems and provide the best solutions to those they serve. By equipping your district leaders with the most able, astute, AND diverse talent possible, you gain fresh and impactful new perspectives, experiences, and insights in beneficial ways previously unattainable.

The fact is, attaining DE&I excellence is not an organizational “nice to have” – something done only after all other work is complete – but rather a modern operational imperative, woven into the fabric of forward-looking organizations.

Why Infinity Systems

Infinity Systems is dedicated to empowering leaders, giving them the data and support they need to align their organizations, build a strong DE&I culture, and drive positive results. Through our proven *Orgametrics*® Process, we help our clients achieve breakthrough alignment results which lead to greater individual and team performance, and improved connectivity between an organization’s strategy, structure, culture, and talent, with enhanced bottom-line results.

And with our *Equimetrics*® Process, we are not only committed to supporting Diversity, Equity, and Inclusion, we are helping leaders use these tools to create winning cultures.

We work internationally with a wide variety of educational institutions, corporations, and governmental entities to improve organizational alignment to mission as well as to cultural goals. The result is enhanced data focus and mission-driven performance at the organizational, team and individual levels.

Leadership Alignment and Cultural Development Model

This 5-part process will be carried out each year, with specific objectives, based on the MVWSD strategic plan. We will also work with leaders to evaluate ongoing projects and help to determine the next plans or initiatives for implementation.

Part 1 - Leadership Support (Intro and Calibration)

- Systems Development - Alignment and DE&I Metric Goals Established
- District Demographics and Baseline Metrics in Goal Areas; Interviews of Key Stakeholders
- Action Planning and Mapping Structure - Supporting DE&I/Leadership Teams with Alignment and DE&I Initiatives to the Strategic Plan
- Specific Initiatives (outlined in Objectives and Next Steps)
- Individual and Team Check-ins (as needed)

Part 2 - Orgametrics® Survey Deployment

- Implementation - survey build, communication, and launch
- Data Reporting
- Review and Recommendations - Superintendent Rudolph
- Leadership Review and Discussion – Cabinet/Leadership Team Members
- Strategic DE&I Support

Part 3 - Equimetrics® Survey Deployment

- Implementation - survey build, communication, and launch
- Data Review - Superintendent Rudolph
- Leadership Review and Discussion – Cabinet/Leadership Team Members

Part 4 - Systems/Reporting (Built and Shared Throughout the Year)

- Wholistic Data Process - strategy, reporting, access
- Metrics that Matter (Correlation Analysis- Data/Performance Metrics)
- Metrics that Matter (Correlation Analysis- Data/Performance Metrics)
- Review and Results + Future Priorities (Year-end Updates)

Part 5 - Project Needs Assessment

- Determine Priorities for the year
- Scope plan and personnel needs



Part 1 - Leadership Support

Orgametrics® Overview

We answer questions like: What is Alignment? What does this journey mean for me, my team? What are we going to do along the way? We connect the ‘why’ that you used to start this journey with the team you have in place to make it a success. This is your leadership team. They are the ones responsible for your Mission, Vision and Strategic Plan. They are here to ensure everyone in your organization lives it and breathes it, every day. The first step on this journey: *Aligning your Leadership Team*

Equimetrics® Overview

We answer questions like: What does it mean to have a Diverse, Inclusive and Equitable organization? What does this journey mean for me, my team? What are we going to do along the way to ensure we are building a winning culture? We connect the ‘why’ that you used to start this journey with the team you have in place to make it a success. We need to know what advantages we will see by improving in these areas.

Team Goals and Priorities Discussion

In our initial meeting(s), we will discuss the process, schedule, and goals. As we get to know your leaders, we will have the context we need to smoothly get them up and running on the path to Alignment and DE&I excellence. We will also be able to answer any questions that your team may have about the process and what their responsibilities will be going forward. In short, this is where we can make sure we are all on the same page before we get started with the work of aligning your organization to a common purpose.

Aligning on Steps Forward (Initial calibration to ensure focus on all goals)

We will build activities with the MVWSD leadership team based on the Steps Forward goals, laid out in the following areas of focus:

- Philosophy and Mission (In progress)
 - Develop Common Definitions
 - Align Mission & Vision to Equity Goals
 - Incorporated Equity goals into Strategic Plan 2026
- Educator Effectiveness and Engagement
 - Plan Professional Development Opportunities
 - Create Educator Feedback Opportunities
 - Create Targeted Educator Support
 - Isolate and Modify Equity Goals in Educator Recruiting, Onboarding, and Retention
- Research and Metrics
 - Conduct School Climate Surveys
 - Codify Educator Community Input to create clear goals
 - Enable Educators/Administrators to disaggregate student data
- Student Involvement
 - Include Students in continuing to review and modify Equity Goals
 - Create and Implement Equity and Diversity Activities utilizing leading workplace practices
 - Incorporate Equity and Diversity Goals into Profile of a Graduate
- MVWSD Leadership
 - Hire and Empower diverse and inclusivity-focused staff members
 - Isolate and Modify changes to Equity Goals
 - Coordinate efforts between the Board of Trustees, Administrators and Cabinet Members



**Part 2 - Orgametrics® Employee Alignment Assessment: 21-item survey
Implementation - Survey Build, Communication and Launch**

Using the proprietary *Orgametrics®* survey, we will measure your Organizational Alignment. The survey collects data in 9 pillars: Communication, Accountability, Leadership, Teamwork, Creativity, Empowerment, Best Practices, Development, and overall Alignment to Vision/Mission/Strategic Plan. The survey will also collect data by specific demographics, so we are able to show you responses by any classification that is collected.

The survey is built to your specifications and tested before launch. Once launched via email to all employees, responses come directly to us and we provide all respondents with technical support as a third party throughout the survey window.

Data Reporting

Orgametrics® Reporting includes the review presentation itself, to be shared as the agenda for each review meeting. We will also share the following report files:

1. Snapshot Report
 - a. Overall *Orgametrics®* Score
 - b. Alignment Scores by Scale (plus visual: radar chart)
 - c. Aligned, Semi-Aligned and Mis-Aligned scores by Scale and Item
2. Comparison Report
 - a. Scores by demographic (scale/item by total aligned responses)
 - b. Scores by demographic (scale/item by percentage of aligned response)
3. Comments Report
 - a. Comments by scale
 - b. Comments in a table allowing to filter by scale and demographic



Additional reports may be provided upon client request or as necessary to ensure a complete disaggregation of the data.

Data Analysis and Interpretation

We will provide summary and demographical data breakdowns. Respondent comments will be shared anonymously to provide additional context to the data. We will identify where the greatest levels of Alignment and misalignment exist within your organization along with discussion of the possible root cause and solutions that may be applicable.

- Key Alignment Drivers (*Orgametrics®* and *Equimetrics®* Data) / Connection to Organizational Strategic Goals
- Carrying and Communicating the Mission/Vision/Strategic Plan and goals throughout the organization
- Carrying and Communicating the Mission/Vision/Strategic Plan and goals in their area(s) of accountability
- Any area(s) of Alignment and DE&I with particular importance, based on strategic needs

Review and Recommendations

We will identify and rank the key drivers of Alignment in your organization, along with recommended solutions for improving your Organizational Alignment. Infinity Systems will identify specific recommendations based on your strengths and areas with the most challenge/concern in your organization. The recommended solutions will be based specifically on your *Orgametrics®* data and the steps taken by other organizations in both the public and private sector to make improvements using specific strategies after data revealed similar findings.



Leadership Review and Discussion

The purpose of the Leadership Team Action Planning sessions is to bring key leaders together to discuss the specific results from your survey deployment. We will deliver this in two phases:

Phase 1 - Superintendent and Phase 2 - Cabinet/Administrative Team. In each of the two meetings we will complete the following steps:

1. Review and Calibration

Leaders will walk through the summary review of the data and we will engage them in a deeper discussion around the data. This is also a great time to answer questions and ensure that everyone is on the same page, throughout the leadership team. During phase 1, MVWSD Leaders will:

- Gain a deeper understanding of the elements of Organizational Alignment
- Understand survey results and what they mean
- Review the results on an individual level and commit to action

2. Discussion and Priorities

Leadership team/cabinet members will take further steps to analyze survey results and begin to develop a deeper understanding of the current reality. Team members will engage in leadership development that is critical for driving Organizational Alignment. During phase 2, MVWSD Leaders will:

- Work collectively to determine the most important Alignment areas for your organization
- Understand the role leaders play in aligning organizations
- Understand themselves better as leaders and know their colleagues on a deeper level
- Develop new perspectives on accountability



As we get to know MVWSD and its leaders better, we will have the context we need to smoothly move from data analysis to review and help you and your Leadership Team move right into action, while supporting and helping them improve their leadership skills.

Part 3 - Equimetrics® Employee DE&I Assessment: 29-item survey Implementation - Survey Build, Communication and Launch

Using the proprietary Equimetrics® survey, we will measure your current state in DE&I. Each year, we will take the baseline measurement and compare to the next survey, after the work your team has put in over the course of the journey. We will survey to collect data in 9 pillars: Diversity, Equity, Inclusion, Cultural Competency, Communication, Leadership, Mission, Vision & Values, Alignment (of DE&I with mission) and Policy & Practice. The survey will collect data by the same demographics, so we are able to show you responses by any classification that is collected and compare to previous surveys. We build to your specifications and test before launch. Once launched via email to all employees, responses come directly to us and we provide all respondents with technical support as a third party throughout the survey window. *We are now able to review the data with you to see the progress your team has made.*

Data Reporting

For all surveys, Equimetrics® Reporting includes the review presentation itself, to be shared as the agenda for each review meeting. We will also share the following report files:

1. Snapshot Report

- a. Overall Equimetrics® Score
 - b. DE&I Scores by Scale (plus visual: radar chart)
 - c. “Strongly Agree”, “Agree” and “Disagree” scores by Scale and Item
2. Comparison Report
 - a. Scores by demographic (scale/item by total responses)
 - b. Scores by demographic (scale/item by percentage of response in that scale/item)
 3. Comments Report
 - a. Comments by scale
 - b. Comments in a table allowing to filter by scale and demographic

Additional reports may be provided upon client request or as necessary to ensure a complete disaggregation of the data.

Part 4 - Strategic Leadership Support

Leadership Alignment/DE&I Development

With the *Orgametrics*® and *Equimetrics*® assessments completed and with your results analyzed and discussed, your leadership team stands ready to implement a plan to bring more alignment through to the organization, but first, in our experience, we have seen that this is the best time to start with a foundation of Alignment Development and in DE&I focus.

We will engage your leaders with specific Alignment Development Strategies. In this process, your leaders will have support in their role as leaders. This process is specifically focused on the importance of leaders operating at the level of leadership that allows them to stay focused on the purpose of the organization, while cascading the message to their team to carry out that purpose.

This work will be done with specific action tailored to the District’s key Strategic Plan initiatives as well as with the development and implementation of an organizational communication plan that will coordinate and reinforce key concepts and philosophies. Leadership Alignment Development helps each member of your Leadership Team develop skills needed to drive greater alignment and success throughout your organization. Infinity Systems’ experienced Leadership and Alignment Development Consultants work with your leaders in groups and one-on-one.

Action Planning and Alignment Mapping

With a strong foundation in Alignment and support in their specific areas of need (team and individual), we are ready to put a plan in place. We call this plan the Alignment Map or Journey Map. In order to have the most impact, the Map will initially concentrate in the areas of Mission/Vision/Strategic Plan, Communication, Leadership and other pillars, as determined by the leadership team, based on scores, specific areas of strength or need for improvement. Activities taken in each area will overlap, and they will tangentially have impact on most, if not all pillars of alignment.

Your Leadership team and each member will have specific goals to drive alignment in the core initiatives of the MVWSD Strategic Plan. In the process, we will be weaving in the data, so that adoption is based on the most impactful pillars:

Infinity Systems will provide ongoing Leadership Support for all Cabinet and Administrative Team members involved in Planning and Mapping sessions and any building leaders where appropriate. We will develop specific action items, as determined in the Planning and Mapping sessions. In addition to the group and individual development sessions, leaders will receive specific reports and may engage our team for ongoing data and planning needs. Knowing that your Leadership Team is tasked with taking the knowledge and skills gained from the *Orgametrics*® Alignment data and *Equimetrics*® DE&I data to gain specific results, we know that they will need support throughout the year.

With a strong foundation in Alignment and support in their specific areas of need (team and individual), we are ready to integrate core aligned leadership principles and practices into your efforts to execute on your strategic plan. We'll also weave in key DE&I capacity building and leadership practices into appropriate areas as well.

We will engage your leaders with specific Alignment and DE&I Development Strategies. In this process, your leaders will have support in their role as leaders. This process is specifically focused on the importance of leaders operating at the level of leadership that allows them to stay focused on the purpose of the organization, while cascading the message to their team to carry out that purpose.

This work will be done within specific work done on the District's key Strategic Plan initiatives as well as with the development and implementation of an organizational communication plan that will coordinate and reinforce key concepts and philosophies.

Infinity Systems will provide ongoing Leadership Support for all Cabinet and Administrative Team members involved in Planning and Mapping sessions and any building leaders where appropriate. We will support those leaders in building their capacities in context of their work. In addition to the group and individual development sessions, leaders may receive specific reports and may engage our team for ongoing data and planning needs. Knowing that your Leadership Team is tasked with taking the knowledge and skills gained from the Orgametrics® Alignment data and Equimetrics® DE&I data to gain specific results, we know that they will need support throughout the course of the agreement.

Next Steps

We will support leaders in their process to put initial plans in place and develop future plans as progress is made in all areas. We will help your team take action and measure progress in the following areas:

- Develop a full implementation plan of action, with measurables and deliverables
- Ensure these action plans are embedded within and contemplated by SP2026
- Continue to make decisive actions around inclusiveness and equity – Focus areas for year 1:
 - Hiring Practices and the potential for unintentional bias, targeting improvements in the diversity of MVWSD's workforce
 - Alignment and Effectiveness of all MVWSD Employees, identify potential opportunities for professional development.
- Create an MVWSD "Equity Report Card" (Process/System to capture and track best practices
 - Evaluate documented organizational policies and programs
 - Gather additional demographic data from MVWSD's organization to provide comparisons to data gathered through the surveys
- Support MVWSD Leadership as needed
 - Provide leading workplace practices related to diversity and inclusion
 - Include interview(s) with HR and those involved in hiring processes, retention practices and onboarding
 - Determine preliminary list of improvement opportunities related to policies, programs, communications, etc.
 - Discuss opportunities for improvement with organizational leaders

Part 5 - Systems/Reporting

Wholistic Data Process

We will coordinate the process of incorporating Orgametrics and Equimetrics data within the MVWSD district, specifically how leaders will use data to make sure actions are aligned to the strategic plan. We will help leaders understand the goals and ensure the right steps are in place to reach them. We will assess your current process and ensure that the right steps are put in place to get the most value out of district employee demographic data, going forward.

As we work throughout your journey process, we will bring all of these analyses together, synthesizing the qualitative and quantitative results provided by the Orgametrics® and Equimetrics® and Self-Assessment (NERCHE) surveys, to identify themes and key findings. Your data from all surveys will be weaved together to show baseline performance in:

- Orgametrics® - Alignment - Communication, Creativity, Best Practices, Accountability, Development, Teamwork, Leadership, Empowerment, Mission & Vision
- Equimetrics® - DE&I - Diversity, Equity, Inclusion, Cultural Competency, Communication, Leadership, Mission, Vision & Values, Alignment, Policy & Practice
- Self-Assessment - Philosophy and Mission, Educator Alignment, Research and Metrics, Community Engagement, Student Involvement, MVWSD Leadership

Our data synthesis methodology is designed to ensure that our findings accurately reflect the disposition of individuals who participated in the surveys, and that our own perceptions (or misperceptions) do not impact the findings. Our findings, therefore, will represent a purposeful and analytical approach that resists any attempt to prove or disprove, confirm or dispel any particular viewpoint.

We will develop a findings and recommendations report that will reconcile learnings and perspectives based on our expertise and knowledge of best practices. Our project team will convene for an internal Build-the-Answer (BTA) session, during which we will finalize clear statements of the survey's themes and key findings, which in turn will shape our recommendations. The report will include elements illustrated in the timeline (below).

We will facilitate meetings with leaders of MVWSD to present findings and recommendations, discuss, answer questions, and reach agreement about any revisions to the report. Finally, we will revise the report based on your input, then deliver the final report.

Metrics that Matter

Correlation Analysis will be conducted between all data collected (Alignment data and DE&I data) and Key Performance Metrics, and internal metrics for MVWSD (District and School). These data analyses will enable targeted performance improvement and predictability. This allows you to focus your attention on specific areas that you know will bring specific results when improved.

For example:

- K-12 clients have seen strong correlations in *Student Engagement, Student Hopefulness and Chronic Absenteeism*. We will analyze all data to determine the qualitative and quantitative results provided by the Orgametrics and Equimetrics and Self-Assessment (NERCHE) surveys, to identify correlations between themes and key findings from each survey. Your data from all of these surveys will be weaved together to show baseline performance in the items in the following bullets from each survey.

Steps Forward (Short-term, bridge to Long-term)

We will use the correlations to fine-tune the action steps needed to build on the following from baseline to future action, growth and adjustments based on relationships between the activities and areas of focus:

- Philosophy and Mission
 - Develop Common Definitions
 - Align Mission & Vision to Equity Goals
- Educator Engagement
 - Plan Professional Development Opportunities
 - Create Educator Feedback Opportunities

- Create Targeted Educator Support
- Isolate and Modify Equity Goals in Educator Recruiting, Onboarding, and Retention
- Research and Metrics
 - Review School Climate Surveys
 - Codify Educator Community Input to create clear goals
 - Enable Educators/Administrators to disaggregate student data
- Community Engagement
 - Support non-academic Equity and Inclusion Programming
 - Manage Community and Staff input on Equity Goals
- Student Involvement
 - Include Students in continuing to review and modify Equity Goals
 - Create and Implement Equity and Diversity Activities utilizing leading workplace practices
 - Incorporate Equity and Diversity Goals into Profile of a Graduate
- MVWSD Leadership
 - Hire and Empower diverse and inclusivity-focused staff members
 - Isolate and Modify changes to Equity Goals

Coordinate efforts between the Board of Trustees, Administrators and Cabinet Members **Part 5 - Project Needs Assessment**
We will evaluate the action steps taken over the past year with an eye on the upcoming year. This process will ensure that we are making the progress that will bring the district's goals to life. We know this isn't a one-step process, so there may be updates to the plan along the way.

Determine Priorities for the year

Based on the actions taken and the results we've seen throughout the year, we can determine which items have been checked off the list, and which items need more attention in the coming year. We may even see that we have moved through some areas and can begin to add additional areas of focus to the next year's work.

Scope plan and personnel needs

We are your partner in Leadership Facilitation and are here to help you bring your plan to life. We are available as your guide on this meaningful journey. Our Leadership Consultants will be a resource to answer Alignment and DE&I questions, help clarify plan details and support any initiatives as needed in-person, via phone and email communication throughout the year.

We will identify specific recommendations based on your strengths, areas with the most challenge/concern as well as the key drivers of Alignment and DE&I focus in your organization. The recommended solutions are based specifically on your data and the progress made in implementation of initiatives throughout the year. We will also consider the strategies used by organizations in both the public and private sector that have made successful improvements after data revealed similar findings. We will then summarize key themes and be available to support through workshops and/or coaching throughout this engagement and beyond.

The best way to do this will be for projects to be scoped and proposed throughout the year. While many projects are described in the strategic plan and will be part of our core support, other projects may need specific approval and may not fall neatly to the budget year or capacity of current district resources (personnel and/or tools). We will work with you to ensure that the goals are aligned to the district mission and that resources are assembled to accomplish them for years to come. All projects will be primarily focused on the following MVWSD Strategic Goals, as outlined by MVWSD's leadership team:

Goal #3 – Inclusive and welcoming culture

For Goal area 3, MVWSD has a Goal of having an inclusive and welcoming culture. There are deliverable objectives in Year 1 and for Year 2 and 3. However, there will need to be more clarity on specific deliverables to state outright a specific scope of work. Infinity Systems proposes the following for Goal 3 objectives:

- We will dedicate at least 100 hours in Year 1 in a series of actions to develop a Community Equity Framework that will utilize core DE&I principles as well as Orgametrics data and process best practices. This combination will integrate DE&I concepts an aligned organization and will enable these efforts to be more effectively and impactfully weaved into other goals and initiatives. This work may include:
 - Development and initial execution of a Community Equity Framework, utilizing the strength of key constituencies with our leadership and DE&I expertise
 - Collaboration to devise foundational communication strategies and programs to communicate not only Goal 3 specifics, but support all the Goals in the Strategic Plan
- As Year 2 and 3 work is dependent on what happens in Year 1 to layer on more impactful programs, as well as key priorities for the other Goals, we will dedicate the same number of hours to deliver the following:
 - Review the strategy and implementation of the prior year’s work and make needed adjustments
 - Define and prioritize initiatives to attain Year 2 and 3 goals or new ones that may get identified
 - Scope out work that needs to be engaged for specific initiatives
 - Deliver outcomes in coordination with MVWSD leadership

This path to engaging Goal 3 will enable the District to engage in quality resources that will have the most impact and allow for the flexibility to meet future needs as they get identified down the road. We also encourage the District to engage in aligned processes that will develop the leadership capacities to take on these projects and apply their learnings to other aspects of their role. Building the District team will be more impactful in the medium and long-term, by delivering the final product, while also fostering a higher level of commitment and buy-in from leadership and key staff throughout the process.

Goal 4 - Hiring, Onboarding and Retention

For Goal area 4, MVWSD has a Goal of having effective and engaged employees. There are deliverable objectives in Year 1 and for Year 2 and 3. However, there will need to be more clarity on specific deliverables to state outright a specific scope of work. Infinity Systems proposes the following for Goal 4 objectives:

- We will dedicate at least 150 hours in Year 1 in efforts to develop district-wide policies and procedures that focus on hiring, retention, differentiation, and ongoing support. We can bring significant resources to bear and can work collaboratively with District leadership to prioritize where Infinity Systems will provide these services and where District resources may be utilized. Potential outcomes may include:
 - Connecting goals and initiatives with desired outcomes, including a gap analysis and detailed scope definition
 - Recommendations for modification of policies and practices, including work needed to gain consensus with leadership and make needed adjustments for the final product.
 - Integrating alignment and DEI best practices into the policies and practices
 - Coaching key leaders in launch and implementation of revised policies and practices
 - Devising/creation of a communication plan that integrates with other Goal Areas and gets shared with core constituencies.
- As Year 2 and 3 work is dependent upon what happens in Year 1 as well as with key priorities for the other Goals, we will dedicate the same number of hours to deliver the following:
 - Review the strategy and implementation of the prior year’s work and propose potential adjustments
 - Define and prioritize initiatives to attain Year 2 and 3 goals or new ones that may get identified
 - Scope out work that needs to be engaged for specific initiatives.
 - Deliver outcomes in coordination with MVWSD leadership

As with the other goals, this path to engaging Goal 4 will enable the District to engage in quality resources that will have the most impact and allow for the flexibility to meet future needs as they are identified.

Other goals within SP 2026

We will provide additional assistance and contribute as we are able towards other goals within MVWSD's strategic plan. We want to be your go to resource to help source experts in areas where assistance may be needed throughout the strategic plan. Therefore, we hope that you will continue to utilize us as your partner in the execution of the plan and help you identify additional external resource needs where appropriate.

Pricing


\$27,500 billed quarterly (12 installments, Year 1 beginning upon signing – July 2021, through year 3, ending 2024)

Total Per Year: \$110,000 (Based on approximately 500 hours of consulting related work per year)

Total over 3 years: \$330,000



MVWSD Agreement: _____
Dr. Ayiné Rudolph, Superintendent

MVWSD Agreement Authorized by: 
Art Johnson, CEO