



Consulting Services Proposal for Strategic Change and Planning

May 28, 2020



Proposed to:

Mr. Scott Croonquist, Executive Director, Association of Metropolitan Area School Districts

Association of Metropolitan School Districts

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Scott Croonquist, Executive Director of AMSD, and Andrea Cuene, AMSD Chair, requested that TeamWorks International, Inc. provide the following concept proposal to assist AMSD in developing the organization's next phase of planning, development and focus. Since the 2014 development of AMSD's strategic plan, AMSD's largest change has been to update its Strategic Roadmap in 2019 to include Reimagine Minnesota as part of the organization's work. The mission, vision and beliefs have remained largely the same and continue to be relevant, according to AMSD leadership.

The current AMSD Strategic Roadmap is as follows:

Mission: The mission of AMSD is to advocate for metropolitan school districts and advance legislation that supports student achievement.

Vision: AMSD Intends to create:

- A highly engaged, fully informed, and knowledgeable membership acting as a collective voice for each and every student.
- Education-friendly policy and funding improvements that enable each student to achieve and will end the opportunity and achievement gaps.
- Proactive, strategic legislative efforts that result in:
 - Adequate funding and decreased mandates
 - Improvement in education policy with more local control and flexibility in resource allocation
 - Elimination of policies that are not effective or useful to districts
- Increased access and efficiency through technology to disseminate information and advocate for AMSD's mission.

Beliefs:

- Minnesota's future prosperity is dependent upon the success of each and every student.
- Public education must be the highest priority of state government.
- State education policy and resource allocation must recognize and support the unique needs of metropolitan districts.
- The collective and consistent voice of member districts is critical to achieving our mission.

AMSD's Strategic Directions:

1. Advocate and lobby for funding and policies that respect local-control and enable districts to successfully meet the needs of each and every student.
2. Develop internal connections and a collective voice, while fostering external partnerships, to provide for local control and flexibility in resource allocation.
3. Develop and engage members in our mission, utilizing technology, innovation and AMSD resources to provide research-based information and tools.
4. Support the work of Reimagine Minnesota to ensure that each and every student has the opportunity to attend a school that provides an equitable and excellent education that allows them to reach their full potential.

While many of AMSD's member district's participate in Reimagine MN, not all do. Yet the majority of AMSD members place equity as a priority in their improvement efforts. At AMSD, Reimagine MN is supported primarily through in-kind services and support. Currently, AMSD's strategic directions do not have a set of measures, or VisionCards, to gauge progress beyond the evaluation of the executive director.

The role of TeamWorks Intl. is to consult, coach, and facilitate a process of membership consultation and engagement that will support AMSD in:

1. Reviewing the current AMSD Strategic Roadmap and determining, with leadership and members, whether the Roadmap requires further refinement. And if so, how to refine the Roadmap.
2. Identifying, prioritizing and implementing processes and initiatives that will guide the work of AMSD for the next 3 years, to move from What is to What Ought to Be. This includes a clear understanding of the role of equity within AMSD and to the extent that Reimagine MN is the primary system by which AMSD plans to support member districts in their equity goals and practices. If so, considering a structure within AMSD to explicitly support the work.
3. Developing a 3-Year Operational Plan to chart implementation in reaching AMSD's strategic directions.
4. Developing VisionCards to measure and monitor progress.

Key to the process outcomes

- Developing a shared frame of reference among AMSD leadership and members about the role of equity in education and how best to support it, inclusive of Reimagine MN. Developing a Desired Daily Experiences document that illustrates AMSD's expectations of the experiences of students, families and staff may be helpful in this regard.
- Creating a clear understanding of the educational environment, opportunities for AMSD, the needs of members, and the most effective improvement plan to support AMSD's strategic directions.
- Developing a shared understanding among AMSD leadership and members of its Strategic Directions and how to meet them.

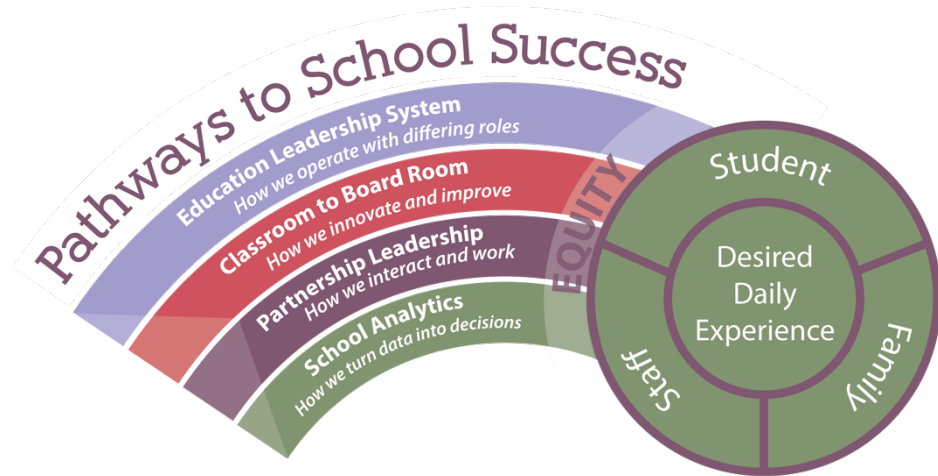
WHAT IS... WHAT OUGHT TO BE...



Project Overview

Upon discussion with Mr. Croonquist and Ms. Cuene, this project is expected to include the following:

1. Develop and administer to members a survey regarding the current work and goals of AMSD, impressions of value, and desired focus for the future, including equity work and Reimagine MN. Past surveys will be considered, and TeamWorks Intl will work with AMSD in constructing a survey that provides the highest value for the beginning stages of planning.
2. Up to three (3) summer planning sessions (in person or via Zoom) to:
 - A. Conduct an Environmental Scan of the landscape of AMSD's services, support to member districts, and the external trends and influence upon the work of the organization. The scan is informed by the survey and is an effective way to bring together various stakeholders to identify answers to the following questions:
 - What is well established?
 - What is ebbing, or phasing out, in our work?
 - What is new and emerging; what might be the "leading edge" thinking?
 - What are the external trends and influences upon our work and education in general?
 - What are our highest priorities in planning for our service and support to member districts for the next 3 years?
 - B. Identify and draft the Desired Daily Experiences of AMSD member district students, staff and families. It is recommended that a group similar to the one gathered for the Environmental Scan be present for this discussion and development.
 - C. Develop a draft 3-Year Operational Plan, using the Strategic Growth and Change framework, and draft VisionCards to measure and monitor progress.
3. Meetings with staff and leadership, as determined by the executive director, to refine the 3 Year Operational Plan and VisionCards for submission to the Board and to map out next steps for staff and the Board.



CONSULTING FEE ESTIMATES

- Survey design and report \$2,500.00
 - TeamWorks consultant will coordinate the survey administration with AMSD staff
- Facilitation of up to three half-day sessions (including prep, planning meetings and reports) with one consultant \$5,000.00
 - Two of these may be combined into one full-day session
- Situational support for AMSD leadership in plan development and implementation \$2,500.00

Total estimated cost = \$ 10,000.00

CONTRACT AND BILLING

- The proposed fees and process herein are valid for 6 months beyond the date on the cover of the proposal. If the proposal has not been agreed to within that time, it is invalid and a new proposal will be drafted.
- Upon discussion, refinement and approval of this Proposal for Services, this proposal will be an addendum to a formal contract between the Client and TeamWorks International, Inc.
- Invoices for completion of work will be on a monthly basis and reflect the services provided and expenses incurred during the previous 30 days.
- Additional services, outside the scope of this estimated proposal, may be provided at the rates presented above and with agreement of clients and consultant through a work order/proposal addendum.

EXPENSES

- Traveling expenses (flights, hotel, dining) are not included in the above quote. Mileage will be charged according to the IRS deductible costs.
- Materials quoted include, but are not limited to, session and workshop supplies not provided by the client, copies of materials by TWI, and professionally published materials provided by TWI

ADA CONSIDERATIONS

- At the beginning of the project, please alert TeamWorks International regarding the need for documents compatible for Assistive Technology or meeting facilitation conducive to participants with various needs.

INTRODUCTION TO TEAMWORKS INTERNATIONAL, INC.

For 25 + years, TeamWorks International, Inc. has been working with organizations to enhance their capacity for strategic, constructive change resulting in realization of vision in practical and measurable ways. Our clients come from education, community, religious, business, and government settings but they share a common aspiration; to achieve their goals while remaining healthy, dynamic and accountable.

OUR MISSION

To enhance the capacity for strategic, constructive change in mission---focused, passion---driven organizations

OUR APPROACH

- We honor our clients as competent and offer realism, hope and compassion in challenging situations.
- We take the time to really know our clients and their organizations.
- We customize our services specifically for each client and each situation.
- We are co---learners with our clients and recognize the value of their perceptions and insights.
- We have made a conscious choice to engage in this work in these environments and are deeply invested in our clients' success.

OUR CORE STRATEGIES

Insight Research Services	Insight Services involves the synthesis of client data with relevant external data derived from demographic research, surveys and cultural analyses to deepen clients' understanding of both challenges and opportunities. Our specific Insight Services include GIS mapping, online surveys, customized research and analysis, and Enrollment Intelligence Services.
Vision Delivery Services	An organization can have a great mission, great people and great leadership and still not perform well because of internal misalignment. We help clients integrate their mission, vision, strategies, structures, success systems and leadership practice. We then develop a roadmap for the ongoing organizational journey. Our comprehensive, practical and personalized approach encourages those in governance, management and consultative roles to work in concert for the mission and success of their organization.
Partnership Leadership Services	TeamWorks International has earned a national reputation for helping organizations develop the capacity for <i>Partnership Leadership</i> , a compliment to the traditional "command/control" style of leadership. Through this approach, organizations become more adaptive, responsive and proactive as individuals and groups at different levels of authority begin to use consistent images, language and process in their interactions with one another.
Proprietary FrameWorks™ Series	FrameWorks are graphical images that help guide and support leadership and organizational development. Developed and delivered exclusively by TeamWorks professionals, these simple, memorable images provide both a process and a frame of reference through which leaders can interpret and manage complex webs of situations, environments, people, and influences.

CONSULTANTS

Dennis M. Cheesebrow Founder and Principal, TeamWorks International

With more than 25 years of experience serving the education, faith, government, business and human service marketplaces, Dennis Cheesebrow brings a broad array of experience in coaching, consulting, leadership and systems development to each client and audience. His direct style is sprinkled with humor, abundance and a deep appreciation for the human dynamics and potential in organizations and communities.

TeamWorks International is a leading national consultancy in the area of public education and well known for the Education Leadership System™ (ELS): an insightful and pragmatic view into the three authorities of governance, management and consultation. ELS is the model for partnership between six groups of adults to provide for the mission and promise of public education for all students. This structural and systemic approach of aligning the adults for ALL students learning is being applied in urban, suburban, and rural school districts across the country. ELS tools such as the Classroom to Boardroom Planning Process, District Strategic Roadmap, District VisionCard, 3 Year Operational Plan, 3 Year Board Agenda, 10 Year District Operations Model, ActionCards, and Monitoring Reports are becoming more commonplace among public school districts striving for mission and student success.

TeamWorks International is breaking new ground in continuous improvement in public education through its Insight Research Services and the Enrollment Intelligence Service in assisting districts and communities to more deeply understand the intersection of learning, poverty, race, gender and housing to develop collaborative solutions to increase learning while closing the achievement gap.



Christine Wroblewski

Senior Consultant, TeamWorks International

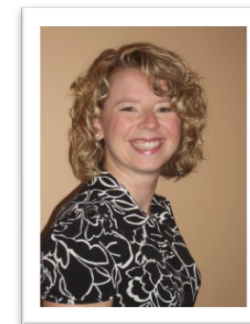
Christine Wroblewski, senior consultant at TeamWorks International, is a seasoned advisor, executive, and strategic communications practitioner for public and non-profit organizations. As a valued, effective and personal consultant and coach, Christine guides organizations and the people in them to connect and communicate more effectively by developing a deeper capacity for analysis, planning, prioritization, and development. Her areas of expertise include strategic planning and communications, issue identification and management, stakeholder analysis, and stakeholder engagement.

She has worked inside and alongside education-focused organizations since 1993. As Chief Community Relations Officer for Saint Paul Public Schools, Christine lead the transformation of the office from a communications-only focus to a broader community relations and engagement focus. While there, she also assisted in two superintendent searches and three superintendent transitions; actively supported two successful school referendum campaigns; and advocated successfully for the development of a year-round, cross-departmental outreach team to have a more positive and regular presence in the community.

Christine's projects have included guiding organizations through change processes and major decision-making efforts with an emphasis on stakeholder engagement; conducting needs assessments; strategic communications consulting; focus group facilitation on a number of topics; individual and cohort coaching grounded in TeamWorks' proprietary FrameWorks™; and project coordination and facilitation of groups small and large.

Christine has received numerous state and national communications awards and presents on communications and community relations topics, both locally and nationally. She currently serves on the board of the Breast Cancer Education Association, previously served as president of the Minnesota School Public Relations Association and has served on the boards of the St. Paul Area Chamber of Commerce Foundation and the Family Tree Clinic.

Christine is a two-time alumnus of the University of Minnesota with a Bachelor's degree in Journalism and a Master's degree in Leadership and Management of Public and Nonprofit Organizations from the Humphrey Institute of Public Affairs. She previously has served as communications director and media liaison for Saint Paul Public Schools and as editor and writer for a weekly Twin Cities area newspaper company.



Dr. Ray Queener

Senior Consultant, TeamWorks International

Ray Queener, senior consultant at TeamWorks International, blends his experience across multiple arenas to assist clients in the areas of partnership skills, strategic growth, personality and motivation awareness, and systemic alignment and accountability. Ray is known for his ease and comfort in working side by side with clients to approach each project with insight and compassion. Both lighthearted and results oriented, Ray brings energy, focus and hope to the organizations that he is honored to serve.

Ray has a wealth of experience in education having served in multiple capacities over 30 years. His work in education began as a secondary math teacher in Luck, WI. Having a vision for integrating technology into the classroom, he was able to further that vision as he served as technology coordinator for South St. Paul Schools and later Rosemount-Apple Valley-Eagan (ISD 196). He transitioned to finance director at ISD 196 and later Stillwater Area Public Schools (SAPS) where he gained valuable experiences learning organizational operations while continuing to serve in public education. Both as an assistant superintendent at SAPS for 10 years and the last 6 years as superintendent for Cambridge-Isanti Schools, has helped lead successful bond and levy referendums in addition to overseeing district operations.



Service is evident in Ray's support for public education serving as Executive Board Member for Schools for Equity in Education (SEE) for many years. He also served on the Minnesota Association of School Administrators (MASA) board and was the Region VI Leadership Team Chair. He was nominated and received several awards from his colleagues including Administrator of Excellence in 2017. Ray's commitment to partnership, and his enthusiasm for supporting others as they learn and develop made him an ideal addition to the TeamWorks team in 2019.

Ray's work with clients includes: Strategic and tactical planning grounded in organizational Vision; VisionCard accountability systems development and implementation to ensure continuous improvement knowledge and capacity development; Executive Coaching; customizing leadership development for clients through the Frameworks® Partnership Series grounded in TeamWorks' proprietary FrameWorks™ and Organizational Development theory; and, Critical Position Benchmarks to assure job---fit in key hires or restructuring.

Ray is recognized as a National Certified Superintendent through American Association of School Administrators (AASA) He earned his Doctorate in Educational Policy & Administration and received his Superintendent License from the University of Minnesota. He earned his Master of Arts in Educational Administration from St. Mary's University of Minnesota where he also continues on as adjunct faculty. He has a Bachelor of Science in Secondary Mathematics Education with a minor in Computer Science from University of Minnesota.

Dan Hoverman

Associate Consultant, TeamWorks International

Dan Hoverman, associate consultant at TeamWorks International, is an experienced and well-respected superintendent and leader of organizational change through partnership. As Superintendent of Mounds View Public Schools, Dan was critical in developing the district's equity promise and building capacity among the administrative team to understand and implement educational change for the benefit of students, staff and families.

Dan guides organizations and the leaders within them to identify their foundational values, beliefs and strategic directions and then supports them in developing focused action plans to achieve their goals. His areas of expertise include systematic organizational design for continuous improvement and innovation, strategic coaching, superintendent and school board development and consultation to support clients in addressing difficult leadership, management or political issues.



He has worked in public education in a variety of capacities since 1975. Dan has been an administrator in the Mounds View Schools since 1987 serving in a number of different capacities, including Director of Special Services, Director of Curriculum and Instruction, Deputy Superintendent and Superintendent. While serving in these roles he has guided the passage of three levy referenda and one major bond initiative. Dan was the chief architect of the district Q-Comp program with Mounds View as one of the first three districts in the state to implement this program. He has also designed and lead the district's efforts to implement an innovative teacher appraisal system and the Early College program at both district high schools. He has also developed and implemented professional development programs at all levels of the district from the school board to district teachers and support staff.

For the past eighteen years, Dan has utilized the TeamWorks proprietary FrameWorks in his daily work as an administrator. He is highly skilled in the use of the FrameWorks and has a wealth of experience in adapting them for use with a wide range of issues. Dan has expertise in the use of a wide variety of other complimentary strategies to support clients in resolving difficult issues and promoting organizational development.

Dan has served on many regional collaborative boards as well as being a member of the Board of Junior Achievement of the Midwest, Executive Committee of TIES and Council for Youth Citizenship.

Dr. Sheri Allen

Associate Consultant, TeamWorks International

Sheri Allen, Associate Consultant at TeamWorks International, is knowledgeable in educational systems from birth to adult basic education. Sheri understands what it takes to build leadership capacity in partnership with districts so they are able to align their strategic work throughout their school community. The importance of building a strategic roadmap through the engagement of multiple perspectives that represent each and every student is important so that everyone sees themselves in the work.

Sheri has over 35 years of experience within public education at multiple levels of the Districts she served. She started her teaching career in Austin MN as a middle school and elementary teacher where she was mentored by many strong educational leaders. She continued to serve in leadership roles and moved into administration as an elementary principal in Austin for 2.5 years and then transitioned to Owatonna as a Principal at Washington Elementary and the Principal of Owatonna High School.



She accepted a position as the Director of Elementary and Secondary for the Rochester Public Schools where she was responsible for the day-to-day operations and supervision of principals in a large, diverse district. After 3 years she became the Superintendent for the Mankato Area Public Schools and focused on building relationships throughout the district that served five communities with a growing diverse population. She led successful bond, technology and operating levies while closing gaps and raising achievement for all students. The district received multiple awards and recognitions at the State and National levels as a result of the aligned strategic roadmap along with a focus on developing leaders throughout the district and school community.

During her 10 years as superintendent, Sheri used TeamWorks International's unique Classroom to Boardroom Strategic Planning Process in her daily work. Through the understanding and application use of Partnership Leadership Frameworks, Sheri was able to adapt the use for individual and District needs specifically in operations, district strategic planning, visioning and engagement while utilizing the core processes which are needed to remove the barriers to design equitable learning opportunities.

Sheri holds a Bachelor's of Science Degree in Education, a Masters in Educational Leadership along with her Superintendent, K-12 Principal Licensure and her Doctorate in Education.

ADDITIONAL TEAMWORKS INTERNATIONAL TEAM MEMBERS

Rich Swanson

Insight Services Manager, Research Analyst

Rich joined TeamWorks International in the fall of 2009 as the manager of our Insight Research Department. He holds a B.S. in geology from Winona State University and a Masters in geography from Hunter College of the City University in New York. Rich's extensive background and experience in private business, military, government, K-12 public education, post-secondary education, faith-based organizations and various non-profit industries has allowed him to develop unique insight and a system approach to serving a wide range of client needs. Rich also serves as faculty at Southeast Technical College where he teaches courses on Physical and World Regional Geography.

Matt Pohl

Geospatial Technology Manager

Matt began working with TeamWorks International in March of 2010. He has a B.S. in geography from the University of Wisconsin LaCrosse and a Masters in GIS (Geographic Information Systems) from St. Mary's University of Minnesota. Before joining TeamWorks, Matt was the GIS coordinator for Buffalo County, WI. Matt works hand-in-hand with many of TeamWorks' clients, helping them discover relationships within their data and ensuring efficacy in future planning. Matt is responsible for the development, deployment and administration of Insight Online, TeamWorks' web-based mapping and analytical tool.

Connie Buberl

Office Manager

Connie joined TeamWorks International in 2012 as an administrator with a background in record keeping, finance, and office management. With her expertise, she assists the team on logistics, client contact and is the lead contact for client invoicing. She previously worked with SIMA International and the US Bank branch both located in Stillwater, MN.