



The Academy of Alameda
Strategic Visioning Scope of Work

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“We are fighting for a different world, and we are building new muscles to do so”

— Alicia Garza

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“Never underestimate the power of dreams and the influence of the human spirit. We are all the same in this notion: The potential for greatness lives within each of us.” — [Wilma Rudolph](#)

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Vision:

Be the Change Consulting specializes in connecting community organizing models to organizational development with a social justice lens. We are a people of color run, racial justice centered capacity building firm. We create unique and tailored learning experiences for organizations through experiential learning, hands-on coaching, dynamic facilitation, and reflective action research.

Process:

Over the past twelve years Be the Change Consulting has developed a highly interactive process for strategy formation. We lift up an experiential, embodied and somatic methodology, paired with a dynamic, affirmative facilitation style. Our approach is touted as appealing to high level strategic thinkers and on-the-ground field leaders alike. To do this we use interactive activities & simulations, embodied practices, and graphic recording. We believe that organizational development moves at the speed of trust. Therefore, we place an equally high emphasis on internal culture building and alignment as we do on the work of planning and implementing.

Proposed Approach with the Academy of Alameda

Based on an initial discovery conversation, Be the Change Consulting proposes to work with the Academy of Alameda to support a strategic visioning process for the 2022 year. We understand that the Academy of Alameda...

- Holds a commitment to social justice
- Has operated from a place of values combined with passion with a dedicated and diverse team (Board members, teachers, staff and community members)
- Is currently working to align the upper and lower campus
- Wants to get alignment on how to articulate the values and mission of the school so AOA community members can feel confident when talking about talking about it
- Supporting the founder to articulate what is the vision and mission will look like in the next 5 years

Be the Change Consulting has worked with countless school districts, community based organizations, networks, and entities in exactly this moment of an organization’s trajectory. We propose to support the Academy of Alameda’s core team with a 3-person training team: Fong Marcolongo, in the role of design architect and lead strategist, Jae Maldonado, in the role of facilitator and content expert and Shelley Kuang, in the role of project coordinator and documentation design.

Objectives

- Support the Academy of Alameda’s core team to deepen relationships and better understand what brings them to this work.
- Reflect on the school’s history - what has worked, what are you most proud of from the work completed to date, what systems and structures have supported this work?
- Articulate the school’s core values.
- Practice using the values to steer decision-making, and establish an ongoing practice to connect values to decisions.
- Develop strategic priorities for the next 5 years, aligned to the values.
- Identify resource allocation to various strategies, so that all staff can balance independent decision making with alignment to goals.

Scope of Work

To begin, we will conduct 2-3 listening sessions to gather community feedback and input before 1-day strategic planning retreat on March 16, 2023. After the completion of the strategic report, there will be 2 implementation to support the team.

Timing: January- May 2023

Activity	Description	Investment
Background Research	Hours for lead consultant to review pre-work and granting history to understand landscape and context. Synthesize findings into retreat prep materials.	\$1000

<p>Community Listening Sessions</p> <p>January-February</p>	<p>Three listening sessions hosted in January-February to gain insights from students, families on the needs and goals for AOA.</p> <p>Includes session design, facilitation, and follow-up reflection documentation (in-person up to 25, virtual up to 100)</p>	<p>\$15,000</p>
<p>Full Day Retreat (up to 6 hours, in person)</p>	<p>Discovery, design, prep and facilitation, of a full-day retreat with the Academy of Alameda core team</p> <p>Initial Discovery: A 60-90 meeting with AOA’s Executive Director and Principals to confirm retreat agenda and priorities. Identify pre-work. Develop pre-work tools.</p> <p>Includes two strategic consultants, travel time, follow up documentation in the form of a 5-7 page strategic brief. Retreat topics may include:</p> <ul style="list-style-type: none"> - Community Building - Reflection on AOA’s successes and opportunities to date - Articulation of core values - Identification of strategic priorities - Resource allocation by priority area - Roles, responsibilities, and reporting structures <p>Date: Saturday March 16, 2023</p>	<p>\$15,000</p>
<p>Half Day Implementation Planning Session</p>	<p>Discovery, design, prep and facilitation, of a half day session with the Academy</p>	<p>\$5000</p>

Part 1 (3 hours)	of Alameda’s core team to deep dive into the first half of the goals. Date: April 2023	
Optional: Half Day Implementation Planning Session Part 2 (3 hours)	Discovery, design, prep and facilitation, of a half day session with the Academy of Alameda’s core team to deep dive into the second half of the goals. Date: May 2023	\$5000

Investment (does not include 2nd implementation session): \$36,000