

I. Cover Letter

Laurel School District

RFP #:07-2025

PROPOSAL COVER SHEET

Educational Consulting Services

Vendor Information

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	<u></u>		

By my signature below, I hereby represent that I am authorized to and do bind the offering vendor to the provisions of the attached proposal. The undersigned offers and agrees to perform the specified personal and professional services in accordance with provisions set forth in the Request for Proposals (RFP). Furthermore, the undersigned fully understands and assures compliance with the Conditions of Solicitation and Standard Terms and Conditions contained in the RFP. The undersigned is fully aware of the evaluation criteria to be utilized in vendor selection for approval. I further certify that ILO Group LLC is an authorized dealer in good standing of the products/services included in the proposal submitted in response to the RFP.

Cerena Parker

Authorized Signature

3/24/25

Date

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II. Coaching/Mentoring Experience and Strategies

About ILO Group

Today's education leaders are facing unprecedented and increasingly complex challenges—and the stakes have never been higher. At ILO Group, we believe in the power and importance of leaders in moving the needle. We also believe that for leaders to succeed, they must be supported in their work.

ILO Group is a proudly women-owned education strategy and advocacy firm. We are a dedicated team of strategic partners and specialists who support school districts and states with executing their biggest bets and highest priority efforts. Our name, ILO Group, stands for In the Life Of: we work as members of our partners' teams, operating side-by-side with the country's leading educators, experts, and government partners.

Our work is as diverse as our partners' ambitions are bold: we provide leadership development, comprehensive project management and implementation support, systems transformation, and more. We enable education leaders to catalyze enduring change that benefits their students, schools, and communities. **We've proudly supported state and district leaders who serve 1 in 3 students in America.**

Why ILO Group

We help leaders navigate, design, and implement systems and supports that accelerate student outcomes and reimagine our education system to better serve students and their families now and in the future. We are confident that ILO Group is the right choice for the following reasons:

- We serve as trusted advisors for education superintendents and cabinet members nationwide and have expertise in delivering projects that "stick."
- We've supported leaders across 100+ school districts and 10 state agencies, serving over 30 million students, and have provided custom strategic planning, project management, and/or coaching services aligned to each system leader's strategic vision and goals.
- Our team comprises staff with deep working experience within the K-12 education space, from district leaders to seasoned managers.
- We understand how to navigate the district landscape and work with stakeholders to deliver solutions that have staying power and exceed the expectations of the project stakeholders.



We Understand Laurel

At ILO Group, we believe the most impactful strategic support begins with listening. Our recent engagement with the Laurel School District from July 2024 to January 2025 offered us the profound privilege of doing exactly that. Through this extensive process, we deepened our understanding of Laurel's values, priorities, and aspirations by directly engaging with the people who make the district what it is: its students, educators, school support staff, families, administrators, and community partners. Over several months, we facilitated multiple focus groups and three steering committee meetings that brought together diverse voices from across the community. We worked hand-in-hand with Laurel leaders to analyze district data and identify high-leverage opportunities for growth. In doing so, we gained a unique and intimate perspective on what matters most to the Laurel community, both today and in the years ahead.

During our engagement process, we gathered valuable insights from a broad range of stakeholders, including students, teachers, support staff, parents, and community members. Students shared their aspirations, and teachers discussed their dedication and needs. Parents emphasized their interests, and community members underscored their commitment to the district's success. This engagement process informed the development of Laurel's 2025 – 2030 Strategic Plan and gave us a deep, authentic understanding of where the district has been, where it stands now, and where it is determined to go next. We emerged from this process with an abiding respect for Laurel's unique strengths, small-town pride, resilient educators, strong foundation of community support, and a shared sense of urgency around the work that remains.

We understand that Laurel is focused on increasing academic achievement, particularly in math and literacy, while also addressing its students' social-emotional and behavioral needs. We know that top priorities are improving teacher retention, expanding family and community partnerships, and ensuring opportunities for each student in every classroom. We recognize the importance of continuing to build a school system where every student, regardless of background or circumstance, has access to a high-quality, supportive, and engaging education.

In short, we know Laurel. We have developed a grounded understanding of the community's aspirations and concerns, shared across settings from cafeteria tables to board rooms, through authentic engagement and inclusive listening. We've walked this journey with you and are ready to continue as trusted partners in bringing Laurel's vision to life.



Coaching Experience

Our coaching support is anchored by seasoned district leaders who have transitioned from leading classrooms and schools to guiding teachers and staff in personalized, growth-focused development across the country. Leveraging extensive in-field experience, our coaching is designed to be both practical and transformative, addressing the unique needs of the organizations. Our organization has proudly:

- Provided ongoing personalized coaching for over 75 superintendents and district leaders nationwide.
- Offered executive coaching to 11 Educational Service Centers (ESCs) supporting statewide initiatives.
- Provided on-demand coaching for 50+ now-Superintendents, supporting them in landing the top role in a state or district.

Leadership Development Experience

Our team of facilitators comprises current and former superintendents and subject matter experts who lead professional development sessions nationwide. Our sessions are refined and delivered to be informative and highly relevant to both district office and school-based staff. Previous professional development work includes, but is not limited to, the following examples:

- Facilitated over 100 professional development sessions and retreats nationwide, including single and multi-day sessions with customized content.
- Led several leadership development sessions in a large southern state, including a comprehensive summer retreat for central office and school-based staff and a two-day program for more than 250 principals and assistant principals.
- Provided leadership development sessions (6+ days) for 50+ cabinet-based rising level leaders of one of the 10 largest districts in the country's leadership team.
- Co-created and organized targeted professional learning for 20 state and district superintendents nationwide on implementing Artificial Intelligence.
- Designed and led ongoing professional development through communities of practice and content-specific tracks across districts for a midwestern state agency.

We also support professional learning through impactful partnerships of our own:

- In 2021, we designed and launched a national nonprofit network called Women Leading Ed (WLE), with a curriculum and expanding content guided by an advisory board of 8 highly qualified women district and state superintendents. The network provides monthly leadership training and development to aspiring and sitting district and state superintendents.



- The WLE network supports more than 500 women superintendents and senior leaders from all 50 states and Washington, D.C.
- Also in 2021, we partnered with former award-winning superintendents Dr. Peter Gorman and Dr. Robert Avossa to design and launch The Forum for Educational Leadership (The Forum). This collaborative, collective effort has created a continuously expanding cohort-based professional development program model with over 380 diverse, highly effective, and passionate education leaders who are preparing for the top executive roles in a district or state and seeing more than one-third of these leaders advance to the top role and cabinet-level positions.

Tailored Coaching Approach

ILO Group's approach begins with comprehensive assessments of each participant's strengths, development areas, and goals. These assessments inform personalized coaching plans that are aligned with the needs of both individual leaders and the organization as a whole. Our executive coaches, comprised of nationally recognized current and former superintendents and education leaders, are systematically matched to participants to ensure alignment in leadership style, expertise, and strategic priorities.

Our coaching practice is inherently consultative and collaborative, providing leaders with the necessary tools to:

- Implement effective strategies that address organizational priorities.
- Navigate complex relationships, political environments, and power dynamics.
- Anticipate challenges and proactively develop solutions to overcome them.
- Enhance decision-making by providing alternate perspectives and actionable insights.

Through personalized coaching, we aim to expand each leader's capacity for strategic thinking, informed decision-making, and innovative problem-solving. Our process encourages a culture of accountability, adaptability, and continuous improvement. Each session will be tailored to meet the leader's specific context, with an emphasis on driving strategic progress while fostering personal and professional growth.

Executive Coaching Framework

Through bi-weekly, one-on-one coaching sessions, ILO Group's executive coaches will provide actionable strategies and insights that empower leaders to achieve their objectives. Our coaches are seasoned professionals who bring a wealth of knowledge and experience. They serve as trusted, confidential facilitators dedicated to supporting leaders in their growth and success. Our coaching is anchored in providing support in the following areas and beyond:

- Change Management: Strategies and tools to effectively lead and manage change.
- Leadership Development: Cultivating essential leadership skills to inspire and guide teams.



- Decision Making: Enhancing critical thinking and decision-making capabilities.
- Health and Wellness: Prioritizing the physical and mental well-being of leaders to sustain long-term performance.

ILO Group believes in a coaching model that is tailored to each individual leader, addressing both the professional and personal dimensions of their roles. By integrating these elements, our coaching style not only supports immediate leadership needs but also fosters enduring growth and resilience, empowering school district and state leaders to achieve their fullest potential.

All coaching is grounded in a commitment to improving student outcomes, with a focus on empowering leaders to drive sustainable, systemic change. Our coaches, having firsthand experience in educational leadership, deliver insights and strategies tailored to the unique challenges faced by school and district leaders.

In addition to coaching, participants will be included in ILO Group's monthly reading curriculum, a recurring set of readings and multimedia sources that supplement leadership coaching.



III. Support Checklist of Services

ILO Group has the experience and expertise to provide the following services to the Laurel School District:

- ☑ **Content Expertise:** Providing expertise in English Language Arts (ELA) and Mathematics content.
- ☑ **Data-Informed Decision-Making:** Utilizing data analysis to guide strategic decisions.
- ☑ **Standards Alignment:** Analyzing and implementing educational standards effectively.
- ☑ **Instructional Data Utilization:** Using data to enhance instructional practices.
- ☑ **Curriculum Enhancement:** Developing and enhancing educational curricula.
- ☑ **Student Engagement Strategies:** Developing strategies to increase student participation.
- ☑ **Instructional Delivery and Lesson Design:** Providing expertise in instructional delivery methods and designing engaging lessons.
- ☑ **Parental Engagement Strategies and Resources:** Developing effective strategies and resources to enhance parental involvement in education.
- ☑ **Administrative Technical Assistance:** Provide administrative technical assistance by supporting school and district leaders with compliance, data analysis, strategic planning, and implementation of state and federal guidelines.

Content Expertise

ILO Group provides expert guidance in English Language Arts (ELA) and Mathematics (Math) instruction from Pre-K through Grade 12, ensuring curriculum, instruction, and assessment are aligned with Mississippi's College and Career-Readiness Standards. Our approach includes:

- **Curriculum and Assessment Alignment:** Conducting deep analyses to ensure all instructional materials and assessments align with the concept and rigor of state standards.
- **High-Quality Instructional Materials (HQIM) Selection & Implementation:** Supporting districts in identifying, adopting, and implementing research-based curricula to increase teacher effectiveness and student achievement.
- **Instructional Best Practices:** Coaching teachers to integrate evidence-based instructional strategies that enhance student engagement and comprehension..
- **Accommodations and Differentiation:** Developing strategies that support students with diverse learning needs, ensuring equitable access to grade-level content.
- **Building Educator Capacity:** Training district leaders and staff to identify the instructional alignment from standards to assessment and equipping teachers with research-based instructional practices to provide real-world, equitable learning opportunities.



Through hands-on training and direct coaching, ILO Group supports educators in planning and delivering high-quality lessons while identifying and addressing misconceptions. This approach fosters more profound student concept development in reading and math, improving learning outcomes.

For Example, ILO Group can partner with Laurel educators to strengthen standards-aligned instruction by developing model ELA and Math lessons that integrate high-impact teaching strategies, research-based differentiation, and targeted supports to accelerate student mastery and achievement.

Data-Informed Decision Making

ILO Group equips educators and district leaders with skills to analyze real-time data, monitor student performance, and identify trend data to drive instructional improvements, allocate resources effectively, and close achievement gaps. Our strategic, data-driven approach includes:

- **Building Educator Capacity:** Training teachers and administrators to interpret and apply assessment data to inform daily instruction, long-term planning, and resource allocation.
- **Developing Data Dashboards:** Creating user-focused systems that enable school leaders to track student performance trends, identify priority standards, and intervene early to yield high-impact results.
- **Formative Assessment Strategies:** Supporting educators in implementing frequent, low-stakes assessments that provide real-time insights into student understanding and inform instructional adjustments.
- **Disaggregated Data Analysis:** Assisting schools in disaggregating data to identify trends among student groups, ensuring targeted, practical support for all learners.

By fostering a positive, data-focused culture, ILO Group empowers educators to move beyond compliance and use data as a transformative tool for continuous improvement, student growth, and instructional excellence.

For example, ILO Group can assist grade-level teams in establishing data protocols to monitor student performance, identify trend data, and adjust instruction every six weeks. By analyzing student performance trends and priority standards, educators can make real-time, data-driven decisions to ensure every student receives targeted support that drives high-impact results.

Standards Alignment

Ensuring that curriculum, instruction, and assessments are fully aligned to state standards is crucial for improving student proficiency. ILO Group supports districts by:

- **Conducting Standards Audits:** Reviewing current curriculum and instructional practices to ensure alignment with Mississippi’s College- and Career-Readiness Standards.
- **Enhancing Lesson Design:** Training educators on how to integrate standards-aligned objectives and informal assessments into daily instruction, ensuring a seamless connection between state expectations and classroom learning.
- **Assessment Alignment:** Designing and refining classroom and district-wide assessments to accurately measure student mastery of key standards.
- **Professional Development for Teachers:** Delivering targeted coaching and training to equip educators with the skills and confidence to effectively implement rigorous, standards-aligned instruction.

By embedding clear, actionable strategies for standards alignment, ILO Group enables districts to improve the consistency and effectiveness of instructional delivery across classrooms.

For example, ILO Group can lead an audit of current ELA and Math end-of-unit assessments, ensuring all assessments are aligned to state standards and provide a comparative analysis between student performance gaps and standards alignment gaps.

Instructional Data Utilization

ILO Group empowers educators to leverage student performance data to drive data-informed instructional decisions, personalize learning, and improve classroom practices. Our services include:

- **Developing Personalized Learning Plans:** Training teachers to analyze formative and summative assessment data to tailor instruction for individual students and small groups.
- **Flexible Instructional Grouping:** Coaching educators on best practices for using real-time data to create and adjust student learning groups based on performance trends, ensuring targeted support
- **PLC Support & Data Cycles:** Establishing structured Professional Learning Communities (PLCs) where educators regularly review data, refine and share best practices, collaborate on instructional improvements, and implement instructional adjustments.
- **Integrating Student Self-Assessment:** Encouraging students to track their own progress, set learning goals, and reflect on growth, fostering deeper engagement and ownership of learning.



By embedding data-driven decision-making into instruction, ILO Group ensures educators have the tools to adapt lessons in real time, proactively address learning gaps, and implement high-impact teaching strategies that accelerate student success.

For example, ILO Group can partner with campus leaders to establish structured data review protocols, equipping teachers with the tools to analyze student performance trends, adjust instruction in real time, and implement targeted supports before learning gaps widen. By embedding personalized learning strategies, flexible grouping, and student self-assessment, we ensure that data-driven instruction leads to measurable student growth and achievement.

Curriculum Enhancement

ILO Group partners with districts to refine and implement high-quality curriculum that drives student success. Our approach includes:

- Curriculum Evaluations: Identifying strengths and areas for improvement in instructional materials to ensure alignment with learning goals.
- Pacing & Scope Alignment: Supporting adjusting curriculum pacing to reflect student progress, mastery, and instructional priorities.
- Integrating HQIM Best Practices: Ensuring educators maximize the impact of high-quality instructional materials using scaffolded supports and structured implementation frameworks.
- Embedding Formative Data Practices: Teaching educators how to use ongoing student assessments to refine curriculum implementation and improve student learning outcomes.

Our hands-on coaching and curriculum planning support ensure teachers are equipped with effective tools to deliver high-impact instruction.

For example, ILO Group can assist Laurel in implementing instructional criteria and aligned resources to ensure every teacher uses a consistent, high-quality instructional approach that integrates best practices in student engagement and differentiation.



Student Engagement Strategies

ILO Group empowers districts to increase student engagement by implementing high-impact instructional strategies that foster active, inclusive, and meaningful learning experiences:

- **Active Learning Strategies:** Training educators on project-based learning, inquiry-based instruction, and collaborative activities that drive engagement.
- **Culturally Responsive Teaching:** Providing guidance on incorporating student backgrounds, interests, and real-world applications into lesson planning.
- **Differentiation Techniques:** Supporting teachers to design varied instructional approaches to meet all learners' diverse needs, including struggling and advanced learners.
- **Interactive Learning Technologies:** Supporting schools in integrating technology-based learning tools to enhance student motivation and participation.

Our approach ensures all students actively engage in meaningful, relevant, and academically rigorous learning experiences.

For example, ILO Group can work with district leaders to implement engagement-focused professional learning cycles, where teachers regularly review student participation data, collaborate on active strategies, and refine instructional approaches based on student needs.

Instructional Delivery and Lesson Design

ILO Group provides comprehensive lesson design and instructional coaching, including:

- **Structured Lesson Planning:** Training teachers to develop clear, objective-driven lesson plans prioritizing student-centered learning.
- **Scaffolded Instructional Strategies:** Supporting educators in building lessons that include just-in-time supports to make rigorous content accessible to all learners.
- **Coaching on Effective Questioning & Discussion Techniques:** Providing strategies that enable teachers to improve classroom discourse to deepen critical thinking and comprehension.
- **Real-Time Instructional Adjustments:** Training educators to collect and analyze student responses during lessons to adjust instruction dynamically.

By embedding research-based instructional strategies into daily practice, ILO Group ensures lessons are engaging, rigorous, and impactful.



For example, ILO Group can work with instructional leaders at Laurel to co-develop a lesson planning protocol that embeds clear objectives, scaffolding strategies, and real-time student checks for understanding.

Parental Engagement Strategies and Resources

ILO Group recognizes the critical role families play in student success. We assist districts by:

- Developing communication strategies that strengthen partnerships with parents and caretakers.
- Creating family-friendly learning guides and resources to support parents in understanding their students' milestones and reinforcing key academic concepts at home.
- Facilitating parent engagement workshops that equip families with strategies to support learning.
- Building district-wide initiatives to improve parental involvement and advocacy in student learning and school governance.

Our approach ensures families actively engage in their children's academic journey and have the tools to provide meaningful support.

For example, ILO Group can partner with Laurel to create a family engagement framework with clear communication strategies, interactive workshops, and accessible learning resources. As part of this framework, ILO Group can include developing user-friendly family learning guides that break down academic concepts and enable families to confidently support learning at home.

Administrative Technical Assistance

ILO Group has supported school districts across the United States with evaluation, strategic planning, scorecard development, and progress monitoring. This support includes building the capacity of leadership, administrators, and educators. ILO Group provides strategic technical assistance to school and district leaders by:

- Supporting compliance with state and federal education policies and reporting requirements.
- Developing progress-monitoring tools, scorecards, and protocols to ensure alignment of initiatives with the strategic plans and drive continuous improvement.
- Providing leadership coaching to build administrator capacity in instructional leadership and school management.
- Enhancing district-wide accountability systems through data-driven decision-making.



By equipping school and district leaders with targeted technical assistance, we support districts in streamlining operations, improving policy implementation, and driving systemic improvements across schools.

For example, ILO Group can facilitate leadership development workshops with district and building administrators to strengthen their leadership skills, establish norms and protocols around accountability and continuous improvement, and refine their management and coaching skills. As part of this work, ILO Group can support leadership and their teams to develop targets aligned with their 2025 - 2030 strategic plan goals and codify them into a district-wide scorecard.

IV. Goals and Objectives

ILO Group works side-by-side with district staff to build internal capacity throughout the engagement. We embed tools, templates, and decision-making frameworks that ensure the district can independently sustain and scale efforts long after the conclusion of our work. This includes leadership development materials, coaching guides, and walkthrough protocols that live within district systems.

Content Expertise

- Provide expert guidance on curriculum, instruction and assessment aligned to Mississippi standards.
- Deliver targeted professional development in core academic areas.

Data-Informed Decision-Making

- Build staff capacity to interpret and act on data to drive student achievement.
- Embed data review routines in school improvement processes.

Standards Alignment

- Ensure all instructional materials, assessments, and strategies are aligned with academic standards.
- Support development of pacing guides and scope and sequence documents.

Instructional Data Utilization

- Develop educator capacity to use formative and summative data for instructional decisions.
- Implement systems for progress monitoring and intervention.

Curriculum Enhancement

- Improve curriculum coherence and rigor across grade levels and subjects.
- Enhance cultural responsiveness and relevance of curriculum materials.



Student Engagement Strategies

- Promote instructional strategies that foster active learning and student ownership.
- Support staff in embedding responsive practices.

Instructional Delivery and Lesson Design

- Enhance the quality and intentionality of lesson planning and execution.
- Build consistency and rigor across campuses to improve learning outcomes.

Parental Engagement Strategies and Resources

- Strengthen the district's partnerships with families to support student learning.
- Provide tools and strategies for family engagement and communication.

Administrative Technical Assistance

- Build district and school leadership capacity to implement strategic initiatives.
- Support alignment of operations, communication, and instruction across departments.

V. Measurable Outcomes and Evaluation

ILO Group utilizes a continuous improvement cycle, including pre/post surveys, reflection forms, session feedback, and district check-ins. If targets are not being met, we adapt our approach to ensure goals remain on track.

Content Expertise

- Increased alignment between curriculum materials and state standards.
- Teacher proficiency growth based on observation and feedback cycles.



Data-Informed Decision-Making

- Increase in data literacy among staff as measured through usage and survey feedback.
- Implementation of structured data meetings that informs changes in practice.

Standards Alignment

- Improved assessments and documented alignment with standards.
- Clarity on power standards shown through horizontal and vertical alignment across grade levels and campuses.

Instructional Data Utilization

- Consistent use of student performance data in lesson planning.
- Documented use of formative assessments to adjust instruction.

Curriculum Enhancement

- Evidence of vertically aligned units and lesson plans.
- Increased student engagement with content as noted in surveys and observations.

Student Engagement Strategies

- Higher rates of student participation in classroom activities.
- Decreases in discipline referrals and increases in positive behavior indicators.

Instructional Delivery and Lesson Design

- Increased rigor and relevance in observed instruction.
- Greater consistency in lesson structures aligned to district expectations.



Parental Engagement Strategies and Resources

- Increased family participation in school events and planning processes.
- Improved perceptions of school-home communication.

Administrative Technical Assistance

- Alignment of initiatives and resources with the strategic plan.
- Effective internal communication systems and project management routines.

VI. Implementation Plan

ILO Group consistently integrates cutting-edge tools, such as AI-supported coaching frameworks, student engagement trackers, and interactive data dashboards. We remain adaptive by tailoring content to reflect new research and emerging best practices in curriculum, assessment and instruction.

Content Expertise

- Conduct curriculum and assessment audits and gap analyses.
- Provide professional development and aligned resources.

Data-Informed Decision-Making

- Facilitate data training and modeling of protocols.
- Develop user-friendly dashboards and planning templates.

Standards Alignment

- Review existing district assessments and instructional resources.
- Co-create alignment tools and templates with school leaders and teachers.



Instructional Data Utilization

- Deliver professional development materials on data-driven instruction.
- Provide tools and resources for analyzing and acting on student data.

Curriculum Enhancement

- Support curriculum review and identification of HQIM.
- Provide facilitation support for educator review panels.

Student Engagement Strategies

- Provide models for high-engagement strategies in classrooms.
- Deliver materials and facilitation support for training on student engagement.

Instructional Delivery and Lesson Design

- Support classroom observations and feedback protocols on instructional delivery, pacing, and student engagement.
- Use data on class-room observations and student outcomes to support the district to revise and enhance lesson plans.

Parental Engagement Strategies and Resources

- Develop a framework for family engagement.
- Develop family-learning guides for at-home support.

Administrative Technical Assistance

- Facilitate leadership conversation and planning retreats.
- Provide templates and tools to streamline operations and monitor implementation.



VII. Resume & References

Resumes

Our team brings with them a wealth of knowledge and experience. The following roster of coaches, experts, and consultants would be available to support various work components for the Laurel School District. The individuals and teams would be determined during contract negotiations.





Margaret Crespo
Superintendent in Residence
mcrespo@ilogroup.com
With ILO Group since 2023

Areas of Expertise:
Strategic Planning and Implementation, instructional leadership and Student Achievement, Policy Development, Community Engagement and Advocacy, Organizational Leadership and System Alignment.

Key ILO Group Projects

- Serves as the on-going subject matter expert on strategic planning, implementation and community engagement for district-wide initiatives, advising and leading engagement with key stakeholders including students, parents, teachers, administrators, business & industry, and community based organizations.
- Conducted a comprehensive needs assessment to evaluate leadership effectiveness and optimize the organizational structure within a school district, providing actionable recommendations for improvement.
- Developed an annual action plan aimed at enhancing leadership culture, strengthening district-wide collaboration, and improving staff organization for greater operational efficiency.

Highlights

- Nearly three decades of experience in public education, as a teacher, principal, and district-level executive, and superintendent, spanning rural and urban communities in Wyoming, Colorado, Arizona, & New Jersey.
- Track record of launching facilitating and delivering a comprehensive strategic plan with community-developed themes, outcomes, and initiatives.
- Managed and optimized a \$340M budget, securing additional funding through grants and strategic financial oversight to enhance educational programs and resources.

Prior Work Experience

- | | |
|---|-------------|
| Superintendent of Schools
Laramie County School District 1, WY | 2021 - 2023 |
| Area Superintendent Southwest Network
Boulder Valley School District, CO | 2018 - 2021 |
| Chief Academic Officer, Chief Operations Officer
Thompson School District, CO | 2011 - 2018 |

Education:
Doctor of Philosophy in Education Leadership
Arizona State University
Master of Arts in Counseling
Montclair State University
Bachelor of Arts in History
Montclair State University

Awards:
Equity Warrior
Voice for Equity
Friends of World Language Award
Colorado Congress of Foreign Language

Association Gifted Advocate Award
NoCo Gifted Parent Council



<https://www.linkedin.com/in/margaret-crespo>





Ashley Gardiner Gilson
Director

agilson@ilogroup.com

With ILO Group since 2022

Areas of Expertise:

P-20 Education Policy (US & International), Cross-Sector Partnerships, Program Development, Stakeholder Engagement, Strategic Planning, Communications, User-Centered Design, Quantitative & Qualitative Analysis, Project Management

Education:

Master of Public Policy
Duke University

Bachelor of Arts in Sociology
Elon University

Certificates:

Problem Solving
McKinsey & Company

Education Finance
Georgetown University

Education Leadership
Institute for Educational Leadership

Indigenous Studies
Curtin University of Technology, Western Australia



Key ILO Group Projects

- Led the development and launch of strategic plans for several school districts, including data analysis, stakeholder engagement, and communications campaigns.
- Led the implementation of progress monitoring systems, program design protocols and capacity building tools for state and district systems impacting over 1.6 million public school students.
- Led the evaluation of English language arts standards alignment across all district campuses serving K-8 students and provided professional development to all building administrators and teachers.

Highlights

- Recognized as a subject matter expert in K12 education with a special focus on college and career pathways, experiential learning, and dual credit programs.
- Orchestrated high-stakes engagements with school boards, policymakers, and community stakeholders, demonstrating advanced skills in policy-making and stakeholder consensus building.
- Project-managed the launch of a national education-to-career network, connecting employers, innovative education providers, and workforce development organizations.
- Co-designed global programs with corporate philanthropy and nonprofits, leading to improved educational access and job outcomes in underserved communities.

Prior Work Experience

- Head of INCO US and Senior Global Advisor for Programs** 2019 - 2021
INCO
- Senior Manager of Strategy** 2018 - 2019
America Achieves
- Manager** 2016 - 2018
Council of Chief State School Officers



[linkedin.com/in/ashley-gardiner-gilson](https://www.linkedin.com/in/ashley-gardiner-gilson)





Misti Green
Supporting Consultant
mistigrn@gmail.com
With ILO Group since 2024

Areas of Expertise:

Curriculum Development, Instructional Leadership, School Turnaround, Data Analysis, Community Engagement, Leadership Coaching, Equity Initiatives.

Key ILO Group Projects

- Orchestrated comprehensive content and curriculum curation tailored to K-3rd grade literacy programs for a significant Maryland school district, delivering impactful solutions to enhance student engagement, literacy proficiency, and overall academic success.
- Designed and facilitated professional learning for high school educators in a large Ohio school district, which aligned with district initiatives to implement experiential learning and extended learning blocks at the high school level.
- Conducted a program analysis of an extended pathway for Emergent Bilingual students in a large urban district in Maryland focused on language acquisition, career certifications, and alternatives to traditional high school diplomas.

Highlights

- Facilitated 48 PLCs over the course of 3 months, resulting in increased instructional alignment capacity among core teachers, with an average of double-digit growth on prioritized TEKS on student Demonstrations of Learning.
- Strong record of closing student achievement gaps: Increased overall campus rating at Speer Elementary from 59(F) to 79(C) with increases in the performance categories of Meets and Masters across all tested subjects.
- Arlington ISD Secondary Academic Dean, skilled in school turnaround, strategic staffing, community relations, advocacy, general and grant budget management, and strategy.

Prior Work Experience

- | | |
|---|----------------|
| Academic Dean, Secondary
Arlington, TX | 2023 - present |
| K-8 Instructional Facilitator
Arlington, TX | 2022 - 2023 |
| Dean of Instruction, PreK-6 Administrator
Arlington, TX | 2020 - 2022 |

Education:

**Master of Arts in
Dispute Resolution &
Conflict Management**
*Southern Methodist
University*

**Bachelor of Arts in
Sociology**
*Southern Methodist
University*

Certificates:

**Principal as
Instructional Leader**

Google Educator

Ombudsman

TX Mediator



<https://www.linkedin.com/in/misti-green-7a42495b>



Quinn Iriye
Consultant

qiriye@ilogroup.com

With ILO Group since 2024

Areas of Expertise:

Educational Leadership, Strategic Planning, Organizational Behavior, Program Evaluation, Project Management, Family Partnerships, Middle School Math Curriculum

Key ILO Group Projects

- Support strategic planning for a regional CTE program, focusing on cross-sector partnerships and multi-year program development.
- Assist in the development of educational materials and guides to address learning loss, focusing on early literacy, math, and family engagement while supporting the facilitation of stakeholder convenings.
- Provide guidance with communications and community engagement strategies to strengthen a school district’s teacher workforce and build meaningful connections with stakeholders.

Highlights

- Adapted state policies into specific, actionable guidelines for leaders in the Winooski School District, presenting proposed measures to the school board and local residents.
- Developed collaborative, concrete strategies for the creation and implementation of an Artificial Intelligence Toolkit for Teach for America corps members and alumni nationwide.
- In my teaching and advisory role, mentored 18 students each year in academics and social-emotional wellness, while also communicating frequently with families to provide support and build rapport, resulting in student GPAs surpassing school targets.

Prior Work Experience

Education Policy Consultant Winooski School District, VT	2023 - 2024
7th Grade Math Teacher DSST Public Schools, CO	2022 - 2023
6th and 8th Grade Math Teacher DSST Public Schools, CO	2021 - 2022

Education:

Master of Education
Education Leadership, Organizations, and Entrepreneurship,
Harvard University

Bachelor of Arts in Human Health
Emory University



<https://www.linkedin.com/in/quinn-iriye/>





Arsenio Romero
Superintendent-in-Residence
With ILO Group since 2024

Areas of Expertise:

Statewide Education Leadership & Policy Implementation, Strategic Planning & Systems Change, Workforce Development & Career Technical Education, Cross-Sector Collaboration & Stakeholder Engagement

> Highlights

- Manages a \$5.2 billion budget, decreased statewide vacancy rates, secured historic funding increases, expanded literacy initiatives to 10,000 students, and improved graduation rates while leading education policy implementation.
- Chaired the Student Success Committee, oversaw risk and audit processes, and strengthened higher education governance through gubernatorial appointment and Senate confirmation.
- Led NMSU, DPS and LLS through COVID-19, engaging over 97% of the student population, training 650 staff members in virtual learning, partnered with USDA to provide breakfast, lunch, and dinner 7 days a week to everyone 18 and under, and disseminated technology devices to 100% of students
- Raised graduation rates to an all-time high at Deming Public Schools, improved proficiency scores across all subjects, quadrupled pre-K access, and created the district's first Early College and Alternative High Schools.
- Led academic turnaround at Roswell ISD, redesigning gifted programs and career pathways, launching interim assessments, and securing university partnerships to expand college and career readiness for students.

> Prior Work Experience

- | | |
|--|-------------|
| ○ Secretary of Public Education
New Mexico Public Education Department, NM | 2023 - 2024 |
| ○ Superintendent and CEO
Los Lunas Schools, NM | 2020 - 2023 |
| ○ Superintendent and CEO
Deming Public Schools, NM | 2017 - 2020 |
| ○ Lead Performing Coach/Executive Coach
New Mexico Public Education Department, NM | 2013 - 2022 |

Education:

Doctor of Philosophy in Educational Management and Development
New Mexico State University

Master of Arts in Educational Administration and Leadership
University of New Mexico

Bachelor of Science Elementary Education
New Mexico State University

Certificates:

Hunt Kean Leadership Fellows

Cohort 5
Chiefs for Change

National Superintendents Academy



<https://www.linkedin.com/in/dr-arsenio-romero-47115b36>





Vincent Rossmeier
Supporting Consultant

vrossmeier@ilogroup.com

With ILO Group since 2021

Areas of Expertise:

Education Policy, Workforce Development, Research and Analysis, Legislative Strategy, Communications and Messaging, Graphic Design, Content Marketing, Public Policy, Community Engagement, Report Writing, Journalism

> Key ILO Group Projects

- Conducted listening and feedback sessions with community, family, student, and administrative stakeholders to inform the development of Laurel School District's strategic plan adopted in 2025.
- Advised an AI-in-education nonprofit on grants management, fundraising strategy, and the creation of pitch decks, newsletters, and financial tracking systems.
- Managed communications, logistics, and stakeholder engagement for national education and AI-focused summits, providing end-to-end project management and event planning support.

> Highlights

- Lead research, policy, and communications at Tulane's Cowen Institute, producing education reports, managing multimillion-dollar grants, and supporting data-driven decision-making on K-12 standards, college persistence, and youth engagement strategies.
- Directed operations and policy for New Orleans City Council District C, advising on strategic initiatives, managing community engagement, and overseeing communications to ensure alignment with complex administrative and legislative priorities.
- Authored legislation to allow GED providers access to state funding, organized education conferences, and researched best practices in youth services and student engagement strategies.

> Prior Work Experience

- **Policy Director** 2013 - present
Cowen Institute at Tulane University, LA
- **Chief of Staff** 2012 - 2013
District C, New Orleans City Council, LA
- **Policy Director** 2011 - 2012
Partnership for Youth Development

Education:

Post-Baccalaureate
Graphic Design
Tulane University

Master of Arts
Journalism
New York University

Bachelor of Arts
History
University of Virginia

Community Involvement:

New Orleans Regional Leadership Institute

Bard Early College in New Orleans
Advisory Board Member



<https://www.linkedin.com/vincent-rossmeier-71172115>





Maggie Sharp
Consultant

msharp@ilogroup.com

With ILO Group since 2023

Areas of Expertise:

Strategic Planning,
Professional Learning,
Facilitation, Design
Thinking, Project
Management &
Operations

Key ILO Group Projects

- Conducted an extensive program evaluation for adult English language learners in a large urban district, resulting in an evaluation report with actionable strategic recommendations with implications for statewide policy advocacy.
- Supported a new superintendent with significant challenges related to leadership team culture and stakeholder engagement, facilitating a strategic planning process to build consensus around strategic goals and improve capacity for data-driven decision making.
- Project manage the four-year strategic planning process of two districts serving over 20,000 students each, including comprehensive annual data analyses to inform strategic actions.

Highlights

- Orchestrated comprehensive project plans, spearheading equitable communication projects to enhance program efficiency and outreach to historically underrepresented populations as Student and Family Engagement Equity and Diversity Council project manager.
- In the role of District Math Coach, innovated district-wide professional learning and individualized coaching programs, boosting teacher retention by 33% and improving Algebra I achievement by 20%.

Prior Work Experience

- | | |
|--|-------------|
| District Math Coach
Sequoia Union High School District | 2021 - 2023 |
| Student and Family Engagement Project Manager
Sequoia Union High School District | 2020 - 2023 |
| Algebra I Initiative Team Lead
Sequoia Union High School District | 2018 - 2021 |

Education:

Master of Arts in Education
Stanford University

Bachelor of Science in Mathematics
University of Illinois

Professional Development:

PCMI Workshop on Rehumanizing Mathematics

Preliminary Administrative Services Credential



<https://www.linkedin.com/in/margaret-sharp/>





Sabrina Solares-Hand
Senior Managing Director

ssolares-hand@ilogroup.com

With ILO Group since 2021

Areas of Expertise:

Executive Leadership,
Strategic Budgeting,
Career Pathways, High
School & Secondary
Redesign, Policy,
Procurement, Capital
improvement,
Cybersecurity, AI and
XR Technologies,
Implementation,
Program evaluation,
Strategic planning,
Program Management

Education:

Master of Science
Education Policy,
Johns Hopkins University

Bachelor of Science
Hospitality Management
*Johnson & Wales
University*

Associate of Science
*Johnson & Wales
University*

Certificates:

**Innovation Track
Certificate**
*Bloomberg Harvard City
Leadership Initiative*

**Leadership Decision
Making Program
Certificate**
*Harvard Kennedy School
for Executive Education*



Key ILO Group Projects

- Led a team that executed in-depth qualitative and quantitative analysis to craft a detailed needs assessment for a Maryland district. This critical evaluation laid the groundwork for designing robust implementation strategies that align with the district’s commitment to diversity.
- Led multiple teams offering High School Redesign strategic support for school districts and states. These collaborative efforts evolved clients’ approaches to one embedding a career pathways focused approach.
- Facilitated a state education agency’s computer science initiative, convening a cross-functional working group with representatives from higher education, the state education agency, and industry partners. The work resulted in statewide strategic plans positioning the state as a national leader in computer science education.

Highlights

- Drove educational advocacy, community engagement, and communication strategies for a network of schools, enhancing the organization’s visibility, educational impact.
- Mastered high-stakes project management as the Chief Operating Officer for a capital city, navigating complex political landscapes to implement city-wide operational enhancements and transformative public service initiatives.
- Championed cyclical capital improvement strategies, showcasing complex budget building oversight and the ability to orchestrate systemic upgrades that aligned financial planning with evolving technological advancements.

Prior Work Experience

- **Chief Operating Officer** 2018 - 2021
City of Providence, RI
- **Associate Director of Purchasing** 2017 - 2018
City of Providence, RI
- **External Affairs Associate** 2015 - 2017
Blackstone Valley Prep Mayoral Academy



<https://www.linkedin.com/in/sabrinasolares>



References

Our references below are current clients to whom we provide many services and can speak to our work supporting district-wide initiatives.

<p>Guilford County Schools 712 N. Eugene St. Greensboro, NC 27401</p> <p><u>Dr. Whitney Oakley, Superintendent</u> (p) 336-370-8992 (e) superintendent@gcsnc.com</p>	<p>La Joya Independent School District 200 W. Expwy 83 La Joya, TX 78560</p> <p><u>Dr. Marcey Sorensen, Superintendent</u> (p) 956-323-2000 (e) m.sorensen@lajoyaisd.net</p>
<p>Petersburg City Public Schools 255 South Blvd. East Petersburg, VA 23805</p> <p><u>Yolonda Brown, Superintendent</u> (p) 404-409-2165 (e) yobrown@petersburg.k12.va.us</p>	<p>Rush-Henrietta Central School District 2034 Lehigh Station Road Henrietta, NY 14467</p> <p><u>Dr. Barbara Mullen, Superintendent</u> (p) 425-223-8123 (e) bmullen@rhnet.org</p>



VIII. Resource Allocation/Pricing

Each service area has been costed as a standalone unit, reflecting the full scope of work, staffing, and deliverables required to implement that service independently. This modular structure enables the district to select support areas aligned with its priorities while ensuring a comprehensive and high-quality engagement.

The pricing provided is based on our best understanding of the district’s current needs and priorities. However, we recognize that these may evolve. A core part of ILO Group’s approach is meeting partners where they are—we are fully prepared to refine the scope, approach, and pricing through further conversations to ensure alignment with the district’s goals, timeline, and budget.

Additionally, if the district chooses to engage in multiple service areas, we anticipate opportunities to increase efficiencies through shared planning, coordination, and implementation structures. In such cases, we are happy to adjust pricing to reflect those efficiencies and deliver the best possible value.

Service Item	Estimated Cost for Each Service Area
<p>Content Expertise</p> <ul style="list-style-type: none"> • Develop a protocol for the district to use to conduct a thorough review of instructional materials and assessments to ensure alignment with Mississippi ELA and Math standards. • Create model elementary and secondary ELA and Math lessons that integrate high-impact strategies and provide templates for teacher planning. • Develop a protocol for the district that guides the selection of high-quality instructional materials that support standards-based instruction. • Design professional development materials to support the district in providing educators training around instructional best practices. • Facilitate a half day professional learning session to build the district's capacity to deliver rigorous, standards-aligned instruction. • Support the development of tools and routines for tracking instructional fidelity and student mastery. • Compile and present findings, insights, and actionable recommendations based on implementation and progress. • Offer high-level oversight to ensure project alignment, on-time delivery, and high-quality execution. 	<p>\$55,000</p>



<ul style="list-style-type: none"> • Hold bi-monthly check-ins with district leaders to share updates, gather feedback, and adjust scope as needed. 	
Data-Informed Decision Making <ul style="list-style-type: none"> • Analyze current district assessments to evaluate alignment with Mississippi state standards and identify gaps. • Design and build a user-focused data dashboards and monitoring tools to support assessment alignment and student performance analysis. • Develop and deliver a half day professional development session to train educators on interpreting and applying data to decisions around assessment and instruction. • Create and implement data review protocols and cycles to standardize instructional decision-making across grade levels. • Provide the district with the tools and protocols to support educators in implementing effective progress monitoring routines to guide interventions. • Compile a final report with findings, recommendations, and data trends to guide future instructional planning. • Provide comprehensive project management to ensure all deliverables are completed on time, aligned with district goals, and communicated clearly to Laurel stakeholders throughout implementation. • Conduct bi-monthly meetings with Laurel district staff to share updates, gather input, and adjust implementation. • Provide project oversight and quality control to ensure timely, high-quality deliverables. 	\$53,000
Standards Alignment <ul style="list-style-type: none"> • Conduct a comprehensive review of ELA and Math unit assessments to evaluate alignment with Mississippi College and Career-Readiness Standards and analyze student mastery of prioritized standards. • Develop and deliver professional three half-day development sessions to support educators in integrating standards-aligned objectives into instruction. • Support the collaboration with teachers to strengthen lesson planning by embedding rigorous, standards-based objectives and checks for understanding. • Develop a summary report outlining key findings from standards alignment work and recommended next steps. • Facilitate bi-weekly meetings with district stakeholders to align on progress, share feedback, and guide next steps. 	\$53,000

Instructional Data <ul style="list-style-type: none"> • Support the district in developing a protocol for educators to develop individualized learning plans using formative and summative data to address student needs. • Develop resources for the district to train educators on how to create and adjust small-group instruction based on real-time student performance data. • Develop guides for the district to use structured data cycles to inform instruction and improve outcomes. • Deliver a half-day professional learning on integrating student self-assessment and goal-setting to boost engagement and growth. • Provide tools to help teachers track progress and make instructional adjustments in real time. • Compile a final report summarizing instructional data use practices and recommendations for continued improvement. • Hold bi-weekly meetings with district leaders to provide updates, address feedback, and align implementation. 	\$52,500
Curriculum Enhancement <ul style="list-style-type: none"> • Conduct a detailed review of existing curricula to identify strengths, gaps, and opportunities for alignment with learning goals. • Assist the district in refining pacing guides to ensure alignment with student needs, assessment schedules, and instructional priorities. • Provide support for effective implementation of high-quality instructional materials to maximize impact. • Design and deliver three half-day professional development sessions on using formative assessment data to inform curriculum delivery and adjustments. • Develop protocols for campuses to observe instruction to assess fidelity of curriculum implementation and provide actionable feedback to educators. • Deliver a final report with key findings, implementation feedback, and recommendations for future curriculum enhancement. • Engage district leaders in bi-weekly collaborative problem-solving throughout the engagement. 	\$52,500
Student Engagement <ul style="list-style-type: none"> • Facilitate a full day of professional development focused on high-impact engagement strategies • Develop a set of customizable presentations and resources 	\$53,500



<p>to support campuses to deploy classroom practices that increase student motivation and participation.</p> <ul style="list-style-type: none"> • Provide the district with strategies to deploy coaching and structured support for teachers as they test and refine engagement strategies in the classroom. • Analyze district-collected feedback from students and teachers to evaluate the effectiveness of engagement strategies. • Support the district in collecting and interpreting participation data to guide ongoing improvements in student engagement. • Deliver a summary report and presentation detailing key insights and recommendations from engagement work. • Host bi-weekly check-ins with district leaders to share updates, gather feedback, and plan next steps. 	
<p>Instructional Delivery</p> <ul style="list-style-type: none"> • Deliver research-based lesson planning strategies that center on student engagement and clear learning objectives. • Develop and share exemplar lessons demonstrating effective scaffolding for elementary and secondary learners. • Provide resources to improve teacher use of questioning and discussion strategies that promote critical thinking. • Support the district with protocols to conduct elementary and secondary classroom observations and provide feedback on instructional delivery, pacing, and student engagement. • Support the district to collaborate with educators to revise and enhance lesson plans based on real-time classroom observations and student data. • Provide recommendations in a report format around instructional shifts, growth areas, and best practices for sustaining high-quality instruction. • Conduct bi-weekly check-ins with district leaders to review progress, refine priorities, and ensure alignment. • Lead two half-day instructional coaching, modeling, and feedback professional development sessions. 	\$53,500
<p>Parent Engagement</p> <ul style="list-style-type: none"> • Create a districtwide framework to strengthen family-school partnerships and increase parent participation with aligned metrics to track data on parent involvement and inform future outreach strategies. 	\$52,000



<ul style="list-style-type: none"> • Develop easy-to-use guides that help elementary and secondary families understand key academic concepts and support learning at home. • Design protocols for three interactive workshops for the district to deliver that build parent capacity to engage in their child’s academic journey. • Provide a summary report with recommendations for sustaining and deepening parent engagement efforts. • Conduct bi-weekly meetings with district leaders to co-plan, share feedback, and align on next steps. 	
Admin Technical Assistance <ul style="list-style-type: none"> • Assist district leaders in reviewing policies and practices to ensure alignment with state and federal compliance requirements. • Develop progress-monitoring scorecards and data tools to support continuous improvement and strategic plan execution. • Facilitate two half-day workshops to help leaders align strategic goals with actionable implementation plans. • Evaluate existing data systems and recommend enhancements for tracking performance and aligning initiatives. • Deliver a final planning document summarizing key findings and outlining next steps for district-level improvement. • Engage in bi-weekly check-ins with district leadership to share updates and adapt project priorities. 	\$52,500

**On-site travel for ILO team members incurs an additional \$6,000 per service area. This allocation can be utilized as one trip for three staff or two visits for two staff.*