

Office of Superintendent of Public Instruction

Attn: RFP Coordinator

RFP No. 2026-08 Inclusionary Practices Technical Assistance Network

Re: Proposal for RFP No. 2026-08 Inclusionary Practices Technical Assistance Network

Dear Evaluation Committee,

Thoughts Cost LLC is pleased to submit this proposal to support the Inclusionary Practices Technical Assistance Network. Our work focuses on student, family, and community engagement and on practical systems-level data monitoring that increases inclusion in general education settings for Black students with disabilities and students with intellectual and developmental disabilities.

Over the past five years, Thoughts Cost has supported more than 150 Black students with disabilities and their families across Snohomish, King, and Pierce Counties through a tri-partite model that brings teachers, families, and students into the same improvement loop. Services for families and teachers are provided at no cost. Our AURA framework and Cultural Reciprocity approach were created specifically to address the types of exclusion and fragmented communication that this RFP seeks to change.

We understand and accept the terms and conditions of RFP No. 2026-08 and the attached draft contract. We agree to comply with all applicable federal and state laws, regulations, and OSPI policies. We affirm that the statements made in this proposal are true and complete to the best of our knowledge and belief.

The following required documents are included with this Letter of Submittal:

- Signed Certifications and Assurances
- Contract Issues List [Thoughts Cost LLC has no proposed contract issues]
- Signed Qualification Affirmations
- Completed Contract Intake Form

The undersigned is authorized to bind Thoughts Cost LLC to the commitments described in this proposal and in any resulting contract.

Sincerely,

**Anthony Washington**

Chief Executive Officer, Thoughts Cost LLC



## **1. Technical**

### **North Star and position in the field**

Thoughts Cost is the leader in Washington at the intersection of race, culture, and disability. There is not another organization in the state that does what we do and focuses on what we focus on. Our work is centered on Black students with disabilities and students with intellectual and developmental disabilities and on the systems that have historically excluded them.

The goal of this project is to reduce exclusionary practices and increase inclusion in general education settings for at least 80 percent of the school day for Black children with disabilities and students with intellectual and developmental disabilities, consistent with IPTN priorities.

### **AURA and Cultural Reciprocity as the core method**

AURA is the relationship engine that turns the teacher–family–student loop into weekly, actionable practice. Staff complete a short onboarding call with families, send one Friday micro-update that names one win and one focus, and host plain-language IEP huddles that end with a one-page plan families can use at home. Two-way texting, translation, evening office hours, and a simple data loop raise participation, reduce missed work, and improve on-task time. Services for families and teachers are provided at no cost.

The AURA framework organizes adult practice around four pillars: Accountability, Understanding, Rapport, and Authenticity. The “Fostering Cultural Reciprocity and Authentic Engagement” materials show how these pillars move educators away from transactional relationships and toward authentic, culturally responsive engagement with Black students with disabilities and students with IDD.

### **Use of the AURA framework and intellectual property**

AURA is an existing framework developed by Thoughts Cost that organizes educator practice around Accountability, Understanding, Rapport, and Authenticity. The framework has been in use with more than 150 students and their families and is the core method we bring to this project.

Under this contract, Thoughts Cost will adapt and package AURA into co-branded tools, templates, and professional learning resources that align with IPTN priorities. These contract-produced materials will be co-branded with OSPI and made publicly available under a Creative Commons license so that schools, districts, and community partners across Washington can use them at no cost, as required in the RFP.

Thoughts Cost will retain ownership of the AURA name, the underlying framework, and any background intellectual property that existed before this contract. OSPI and IPTN members will have broad rights to use, adapt, and share the specific AURA-based materials created under this contract as permitted by the Creative Commons license. This structure allows OSPI to achieve state-level reach while preserving the integrity of the AURA framework and supporting its continued use in other community and district partnerships.

### **Target audiences and priority areas**

We will work with the following target audiences named in the RFP: families and students eligible under IDEA, in-service general and special education teachers and teacher leaders, education support personnel such as paraeducators, and building and district administrators including school board members.

Our primary IPTN priority areas are

- Student, family, and community engagement
- Inclusive, culturally affirming practices
- System-level data monitoring and analysis

AURA addresses these priorities by converting engagement into a weekly routine, embedding cultural reciprocity and AURA pillars into adult practice, and attaching simple indicators and dashboards so leaders can monitor movement in real time.

### **Tri-partite model and proven base**

Thoughts Cost operates a tri-partite model that moves teachers, families, and students together rather than in isolation. Over the last five years we have supported more than 150 Black students with disabilities and their families across Snohomish, King, and Pierce Counties.

As a Special Education teacher at Southshore Middle School and Garfield High School, Anthony Washington led cohorts that achieved approximately 90 percent IEP goal attainment while maintaining general education placement. Colleagues documented his work in letters that describe him as an “extremely gifted teacher who cares deeply for his students,” “focused on educational justice,” and as an IEP case manager who provided unusually effective supports.

## **C.4.ii Work Plan**

The work plan is organized into four workstreams that align to the RFP tasks.

### **Workstream 1. System-level strengths and needs assessment and resource mapping**

- Conduct a system-level scan of existing academic and nonacademic supports for Black students with disabilities and students with IDD in partner LEAs, consistent with the Washington Integrated Student Support Protocol and RCW 28A.300.139.
- Map current resources in general education and special education, identify duplication, and locate gaps that contribute to exclusion of students with disabilities.
- Use AURA onboarding calls and IEP huddles to gather family and student perspectives on strengths, stressors, and barriers to inclusion.
- Produce a short strengths and needs memo for each site that identifies specific inclusion assets, exclusion risks, and a small set of mutually reinforcing actions tied to data.

### **Workstream 2. Development of AURA resource materials with state-level reach**

- Produce an AURA Family Partnership Playbook with scripts, timing charts, translation guidance, and examples that support student, family, and community engagement.
- Produce a Plain-Language IEP One-Pager Toolkit with templates and sample goals for reading, math, behavior, and transition.
- Adapt the “Fostering Cultural Reciprocity and Authentic Engagement” module into a PD resource that shows educators how to practice Accountability, Understanding, Rapport, and Authenticity with Black students with disabilities and students with IDD.
- Develop an Inclusion and Belonging Data Protocol and a dashboard starter that define indicators and fields for response rate, IEP attendance, closed-loop percentage, missing work, on-task trends, and exclusionary events.
- Create an AURA Assessment and fidelity rubric, adapted from the AURA Assessment and knowledge test, that educators can use to self-assess and leaders can use to support coaching.

At least one resource will be co-developed with another IPTN member. All materials will be co-branded with OSPI and released under a Creative Commons license for public use.

### **Workstream 3. Technical assistance and coordination within the IPTN**

- Provide virtual and on-site TA to LEAs, focused on implementing AURA routines in general education classrooms that serve Black students with disabilities and students with IDD.
- Participate in IPTN convenings and Communities of Practice and share tools, lessons, and artifacts that emerge from AURA work.
- Maintain a shared TA calendar and issue log in collaboration with other IPTN members.
- Produce bi-monthly TA coordination summaries and a year-end TA effectiveness analysis that describe what worked, what needs adjustment, and how AURA contributed to inclusionary practices statewide.

### **Workstream 4. Sustainability and scale**

- Develop a fee-for-service menu that LEAs can use to purchase additional AURA implementation support beyond the base contract, satisfying the RFP requirement for identification of fee-based options.
- Convene two advisory sessions where families, educators, and leaders review data, artifacts, and stories and inform next-year priorities.
- Deliver a mid-year sustainability strategy and a year-end recommendations memo that identify funding strategies, partnerships, and policy changes that will sustain and expand inclusion gains beyond the contract period.

### **C.4.iii Project Schedule**

The schedule below assumes a contract period from approximately February 1 through October 31 and is aligned with RFP expectations.

#### **February to March**

- Complete system-level scan and resource mapping with initial partner LEAs.
- Launch AURA onboarding calls and Friday micro-updates for priority students.

- Publish version 1 of the AURA Family Partnership Playbook and Plain-Language IEP One-Page Toolkit.

### **April to June**

- Complete first coaching cycle with teachers and paraeducators.
- Implement the Cultural Reciprocity and Authentic Engagement module with at least one cohort of educators.
- Begin monthly data reviews using the Inclusion and Belonging Data Protocol and dashboard starter.
- Produce a mid-year outcomes brief and a draft sustainability strategy.

### **July to September**

- Expand AURA implementation to additional classrooms and schools.
- Co-develop and publish at least one resource with another IPTN member.
- Hold the first advisory session and produce two additional TA coordination summaries.

### **October**

- Complete final coaching cycle and finalize all resource materials.
- Deliver the year-end outcomes report and TA coordination analysis.
- Deliver the final sustainability recommendations memo.

### **C.4.iv Deliverables**

Thoughts Cost will deliver at least the following:

- System-level strengths and needs memos for each partner LEA.
- AURA Family Partnership Playbook.
- Plain-Language IEP One-Page Toolkit.
- Cultural Reciprocity and Authentic Engagement PD module.
- Inclusion and Belonging Data Protocol and dashboard starter.
- AURA Assessment and fidelity rubric.

- At least one co-created resource with another IPTN member.
- Quarterly TA calendar, bi-monthly coordination summaries, and a year-end TA effectiveness analysis.
- Mid-year sustainability strategy and final sustainability recommendations memo.

All materials will be co-branded with OSPI, ADA and WCAG 2.0 compliant, aligned with OSPI style, and released under a Creative Commons license as required.

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#### **C.4.v Performance-Based Contracting**

Thoughts Cost proposes a performance-based payment structure tied to four milestones:

1. **Milestone 1.** Completion of baseline scan, resource mapping, AURA onboarding for priority students, and version 1 of the AURA Playbook and IEP toolkit.
2. **Milestone 2.** Completion of first coaching cycle, implementation of Cultural Reciprocity module, and delivery of mid-year outcomes brief and draft sustainability strategy.
3. **Milestone 3.** Co-development and publication of at least one IPTN partner resource, expansion of AURA implementation, and first advisory session.
4. **Milestone 4.** Completion of final coaching cycle, delivery of final resources, year-end outcomes report, TA coordination analysis, and sustainability memo.

Invoices will not be submitted more frequently than monthly and will be linked to acceptance of milestone deliverables, consistent with OSPI guidance on performance-based contracts.

#### **C.4.vi Outcomes and Performance Measurement**

All indicators will be disaggregated and reported for Black students with disabilities and students with intellectual and developmental disabilities.

##### **Goal 1. Increase family engagement**

- Outcome: Family response rate at or above 85 percent by Month 3.
- Outcome: IEP participation at or above 90 percent by Semester 2.

- Indicators: Response rate from SMS and email logs. IEP attendance rosters.

### **Goal 2. Improve academic follow-through**

- Outcome: Missed assignments for AURA students decrease by 25 percent by Semester 2.
- Indicator: SIS missing-work reports for AURA cohort.

### **Goal 3. Improve classroom regulation and access**

- Outcome: On-task time for AURA students increases by 15 percent by Semester 2.
- Indicator: Ten-minute momentary time samples collected every two weeks.

In addition, we will track inclusion minutes, exclusionary events, and belonging index scores. The Inclusion and Belonging Data Protocol and dashboard starter define these indicators and support monthly review with leaders.

### **C.4.vii Risks and Mitigation**

- **Data sharing delays.** Mitigation: begin with de-identified exports and public aggregates while data sharing agreements are executed and use AURA logs and manual tracking as interim sources.

#### **Fostering Cultural Reciprocity ...**

- **Staff turnover.** Mitigation: maintain quick-start training modules, AURA scripts, and a simple implementation guide so that new staff can enter the loop quickly.
- **Inconsistent fidelity.** Mitigation: use the AURA fidelity rubric, weekly audits of a sample of notes, and targeted coaching and co-planning support.
- **Accessibility and brand compliance.** Mitigation: enforce an accessibility and branding QA gate for every deliverable to meet WCAG 2.0 and OSPI style before release.

## 2. Management

### Project management approach

Thoughts Cost will serve as the primary contractor and coordination hub for this project. The management structure is simple on purpose so OSPI always knows who is accountable and who can make decisions.

Anthony Washington, Chief Executive Officer of Thoughts Cost, serves as both Project Director and Engagement and Training Lead. He is responsible for strategy, quality, and final approval of all deliverables. All communication with OSPI flows through him, with support from the Operations Manager.

Project management runs on three standing routines:

- A weekly internal project meeting that reviews deliverables, timelines, and risks.
- A monthly data and outcomes review that looks at inclusion, exclusionary practices, and family engagement indicators.
- A quarterly strategy session with OSPI that aligns progress and adjustments with the IPTN work plan.

### Team structure and roles

Planned staffing levels are expressed as approximate full-time equivalents across the contract term. These levels can be adjusted with OSPI approval if the scope or number of participating sites changes.

- **Project Director and Engagement and Training Lead – Anthony Washington, M.Ed. – 0.50 FTE**
  - Leads overall vision, design, and day-to-day execution of the project.
  - Serves as primary point of contact for OSPI, IPTN partners, and participating districts.
  - Designs and delivers AURA and Cultural Reciprocity trainings for teachers, paraeducators, leaders, and families.
  - Oversees system-level strengths and needs assessments, advisory sessions, and the adaptation of AURA tools for statewide use.
  - Reviews and approves all deliverables for quality, cultural responsiveness, and alignment with OSPI requirements.

- **Technology and Data Lead – Jaidan Dovala – 0.30 FTE**
  - Designs and maintains the Inclusion and Belonging Data Protocol and dashboard starter.
  - Builds simple, secure tools for tracking inclusion minutes, missing work, on-task time, and family engagement.
  - Supports districts with data extracts, dashboard use, and integration into MTSS and leadership routines.
  - Ensures that any digital artifacts produced under this contract align with OSPI data security expectations.
  
- **Evaluation Lead – [Name] – 0.25 FTE**
  - Leads the evaluation design, including logic models, outcome definitions, and data collection plans.
  - Analyzes quantitative and qualitative data and prepares mid-year and end-of-year outcomes reports.
  - Works with OSPI and IPTN partners to align indicators with statewide reporting and performance-based contracting.
  
- **Operations Manager – Gennell Cordova – 0.20 FTE**
  - Manages contracts, scheduling, documentation, and internal communication.
  - Coordinates logistics for trainings, Communities of Practice, site visits, and advisory sessions.
  - Tracks labor, travel, and subcontractor costs and prepares monthly financial summaries and invoices.
  - Oversees completion and submission of required forms such as Certifications and Assurances and Contract Intake documents, and coordinates any needed reporting in systems such as Access Equity (B2Gnow).

### **Internal controls**

To ensure reliability and accountability, Thoughts Cost will maintain the following controls:

- **Deliverable tracker.** A shared tracker listing each required deliverable, responsible lead, due date, status, and OSPI approvals.
- **Risk log.** A living document that captures emerging risks, mitigation steps, owners, and timelines.
- **Quality assurance checklist.** A standard checklist for accessibility, content accuracy, co-branding, and alignment with OSPI style. Every deliverable passes this check before submission.
- **Budget monitoring.** Monthly review of actual costs against the approved budget and milestone schedule, with any variances flagged early.
- **Document management.** Version-controlled storage of all drafts and final materials in a shared secure workspace so OSPI and partners can access current versions.

## **C.5.ii Staff Qualifications and Experience**

### **Organizational experience and definition of inclusion**

Thoughts Cost is recognized in Washington as a leader at the intersection of race, culture, and disability. Our work is centered on Black students with disabilities and students with intellectual and developmental disabilities and on the systems that serve them.

Our definition of inclusion goes beyond having a student physically seated in a general education classroom. Inclusion means that a student has meaningful access to grade-level content, a sense of belonging, and the supports required to participate with dignity. There are times when a student needs targeted instruction in a smaller setting, such as an eleventh grader reading at a fifth-grade level. In those cases, we design intensive support aligned to grade-level expectations so that the student can access the core content and return to the classroom with the skills and confidence to participate. We do not advocate for students to be placed in rooms where they cannot follow along or where their needs are not met.

Over the last five years, Thoughts Cost has:

- Worked directly with more than 150 Black students with disabilities and their families across Snohomish, King, and Pierce Counties.

- Achieved an approximate 85 percent inclusion rate across our caseload, with students spending most of their day in general education settings while still receiving appropriate supports.
- Provided all services to families and teachers at no cost, which lowers barriers to participation and builds trust.
- Delivered professional development and family engagement programming in partnerships with organizations such as ACE Academy and multiple school districts.

### **Key staff qualifications**

#### **Anthony Washington, M.Ed. – Project Director and Engagement and Training Lead**

- Master of Education in Special Education, University of Washington, and Bachelor of Arts in American Ethnic Studies (History and Writing emphasis), University of Washington.
- Husky 100 recipient, recognized for leadership, impact, and commitment to the public good.
- Washington Association of School Administrators (WASA) Community Leadership Award recipient in 2023 for outstanding contributions to youth and education.
- Head Social Emotional Learning Teacher and Special Education teacher at Garfield High School, Seattle Public Schools
  - Managed a special education caseload and taught content-rich courses on Black history and identity.
  - Led IEP teams, supervised instructional assistants, and served on equity-focused school committees.
  - Achieved approximately 90 percent IEP goal attainment while maintaining general education placement for students.
- Humanities Instructor and Curriculum Manager at ACE Academy
  - Developed and taught humanities and entrepreneurship curriculum rooted in Black history and culturally sustaining pedagogy.
  - Designed and led a nine-month Black Studies curriculum, Parent Café, Educator Café, and FAME Saturday Program.

- Provided coaching and professional development for educators and led family engagement initiatives focused on special education, transition, and racial equity.
- Graduate Student Instructor at the University of Washington Experimental Education Unit
  - Supported inclusion and special education strategies in early childhood classrooms.
  - Conducted and presented research on culturally responsive classroom management and the intersections of race, disability, and schooling.
- Instructional Assistant at South Shore K–8
  - Delivered reading and humanities instruction in special education settings.
  - Assumed lead teacher responsibilities during vacancies and supported the implementation of inclusive practices.
- Lead Instructor for LEAP and ARISE
  - Designs and delivers all student-facing components of the LEAP and ARISE programs.
  - Provides hands-on instruction in leadership, transition readiness, outdoor education, and community engagement.
  - Uses trauma-informed practices, universal design for learning, and culturally grounded pedagogy in every session.
- Curriculum Developer, Thoughts Cost LLC
  - Developed full transition curricula for ARISE and leadership curriculum for LEAP.
  - Designed social-emotional learning, executive functioning, and culturally responsive learning modules.
  - Led instructional design for EdTech tools such as ReadEase and the AI IEP Assistant.

### **Jaidan Dovala – Technology and Data Lead**

- Full-stack developer and technologist with experience supporting university-based and community-based projects.

- Leads development of data models and dashboards that are usable by educators without technical backgrounds.
- Skilled in designing secure data workflows that respect privacy requirements and support continuous improvement.

#### **Michael Witherspoon – Evaluation Lead**

- Background in education research, program evaluation, or data-informed continuous improvement.
- Experience designing logic models, outcome measures, and evaluation plans for educational equity and special education initiatives.
- Skilled at translating complex data into clear, actionable findings for educators, families, and policy makers.

#### **Gennell Cordova – Operations Manager**

- Experienced administrator and project coordinator for community-based and education initiatives.
- Manages budgets, grant reporting, scheduling, and vendor coordination.
- Ensures that administrative processes, including contracting, invoicing, and documentation, meet funder requirements and support smooth implementation.

Together, this team brings deep expertise in special education, racial equity, cultural responsiveness, family engagement, program design, data, and operations. The combination of lived experience, formal training, and documented results positions Thoughts Cost to lead the IPTN work at the intersection of race, culture, and disability.

## References

### **Mary Waldron, Director of Inclusionary Practices**

Puget Sound Educational Service District

800 Oakesdale Ave. SW

Renton, WA 98057

Phone: (425) 917-7805

TTY: (425) 917-7833

Email: anthonywwsr@thoughtscostllc.com

Type of service provided: Anthony Washington and Mary Waldron delivered multiple professional development sessions on inclusionary practices for Puget Sound ESD audiences at both the elementary and high school levels. Sessions focused on the on practical strategies to increase inclusion and reduce exclusionary practices across districts.

### **Willie Seals III, Board Member and Co-Founder**

The Academy for Creating Excellence (ACE)

[ACE mailing address if you want to include it]

Phone: (425)5244889

Email: willie@aceacademywa.org

Type of service provided: Anthony Washington designed and facilitated ACE's Parent sessions and Black Teacher sessions. These series focused on helping Black families and Black educators navigate education, strengthen home-school partnerships, and implement culturally sustaining and inclusive practices for young Black boys who are neurodivergent and neurodiverse.

### **Daniel W. Lee, M.Ed., School Counselor**

Garfield High School, Seattle Public Schools

400 23rd Avenue

Seattle, WA 98122

Phone: 206-252-2365

Email: dwlee@seattleschools.org

Type of service provided: Collaborative student support and family engagement for Black students with disabilities and other marginalized students. Worked with Anthony Washington on IEP case management, equity-focused problem solving, and schoolwide efforts to improve outcomes for students receiving special education services.

### 3. Cost

Thoughts Cost proposes a performance based budget tied to four milestones that align with the work plan and deliverables. Total requested funding is **\$124,740**, which is within OSPI's preferred range and below the maximum allowed for this RFP. Costs are identified by staff role, hours, and non personnel category, consistent with OSPI guidance that budgets be arranged by activity with time and costs identified.

#### A. Summary by milestone

<b>Deliverable focus</b>	<b>Milestone</b>	<b>Amount</b>
System scan, resource mapping, AURA onboarding for priority students, version 1 AURA Playbook and IEP Toolkit	1. Baseline, mapping, version 1 tools	\$34,000
Coaching cycle 1, Cultural Reciprocity module delivery, mid year outcomes brief, draft sustainability strategy	2. Coaching cycle 1 and mid year	\$31,500
Expansion to additional classrooms, one co created IPTN resource, advisory session 1, TA coordination summaries	3. Expansion and IPTN co created resource	\$29,250
Final resource suite, year end outcomes report, TA coordination analysis, sustainability memo	4. Final tools and reports	\$30,000
	<b>Total</b>	<b>\$124,740</b>

Payments will be tied to acceptance of milestone deliverables. Invoices will not be submitted more frequently than monthly, consistent with OSPI's expectations for performance-based contracts.

#### B. Personnel costs

Personnel costs are based on the staffing plan described in the Management Proposal and reflect your actual rates.

<b>Role</b>	<b>Est. hours / months</b>	<b>Rate</b>	<b>Est. total</b>
Project Director and Engagement and Training Lead (Anthony Washington)	260 hours	\$175/hour	<b>\$45,500</b>
Technology and Data Lead (Jaidan Dovala)	220 hours	\$75/hour	<b>\$16,500</b>
Operations Manager (Gennell Cordova)	180 hours	\$40/hour	<b>\$7,200</b>
Evaluation Lead	9 months	\$1,500/month	<b>\$13,500</b>
<b>Personnel subtotal</b>			<b>\$82,700</b>

These hours correspond to roughly half time for Anthony, about one day a week for the Technology and Data Lead, a light but steady role for the Operations Manager, and consistent evaluation support across the contract period.

### **C. Non personnel costs**

<b>Category</b>	<b>Description</b>	<b>Est. total</b>
Translation and interpretation	Translation of AURA tools, IEP one pagers, and family communications into priority languages, plus interpretation for key IEP huddles, advisory sessions, and family events. May include subcontracted translation support if demand exceeds internal and state resources.	<b>\$10,000</b>
Technology platforms	Licenses for a texting and communication platform, survey tool for belonging pulses and feedback, and a simple dashboard or BI tool for data visualization.	<b>\$8,000</b>
Materials and printing	Printing of AURA playbooks, IEP one pagers, PD handouts, and basic materials for in person sessions.	<b>\$4,000</b>
Meetings and events	Supports for family advisory sessions and showcases, including light refreshments and meeting supplies where allowable under OSPI rules.	<b>\$4,000</b>

Category	Description	Est. total
Travel	Mileage and occasional lodging and per diem for on site TA visits, school visits, and IPTN convenings, in line with Washington State OFM travel regulations.  RFP_2026-08_IPTN_3.0	<b>\$4,700</b>
<b>Non personnel subtotal</b>		<b>\$30,700</b>

#### **D. Direct costs, indirect costs, and total**

- **Direct costs (personnel + non personnel)**
  - Personnel subtotal: 82,700
  - Non personnel subtotal: 30,700
  - **Direct cost subtotal: 113,400**
- **Indirect costs (10 percent of direct costs)**

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- 10 percent of 113,400 = **\$11,340**
- **Total project cost**
  - 113,400 + 11,340 = **\$124,740**

Indirect costs cover general administrative expenses for Thoughts Cost such as accounting, insurance, office infrastructure, and organization level compliance that are not directly billed to specific tasks.

#### **C.6.ii Fee for Service**

In addition to the costs identified above for the IPTN scope, Thoughts Cost offers a fee for service menu that school districts can use to purchase direct AURA implementation support outside the base contract. This satisfies the RFP requirement to identify fee based options for LEAs.

### **Example fee schedule**

- On site AURA implementation and TA day: \$2,400 per day plus allowable travel
- Virtual coaching and problem solving: \$250 per hour or \$1,800 for an 8 hour block
- Plain language IEP package for one school: \$6,000 for staff training, templates, and two follow up support sessions
- AURA inclusion and belonging dashboard setup for one district: \$9,500 for data mapping, dashboard build, and two training sessions
- AAC and classroom routine sprint: \$7,500 per school for design, training, and fidelity checks

These services would be contracted directly by LEAs and would not be charged to the IPTN contract unless explicitly approved by OSPI.

### **C.6.iii Travel Costs**

Travel costs are limited to what is needed to provide high quality on site technical assistance and to participate in IPTN convenings when in person presence is required.

Travel will:

- Follow Washington State OFM travel regulations for mileage, lodging, and per diem.
- Focus on partner LEAs in Snohomish, King, and Pierce Counties, with capacity for occasional travel to additional sites as requested.
- Be itemized in the OSPI budget form as its own category with estimated trips and unit costs.

The travel line of **\$4,700** reflects a conservative estimate for several on site visits and one to two regional convenings.

#### **C.6.iv Subcontractor Costs**

Thoughts Cost expects to deliver most services with internal staff. External subcontractors may be used in the following limited areas:

- Translation and interpretation in languages that exceed internal capacity or state provided services.
- Specialized accessibility review for materials if needed beyond the internal QA process.

If subcontractors are used, their costs will be listed as separate lines in the detailed budget and will be paid out of the “Translation and interpretation” and “Materials” categories listed above.

Thoughts Cost will report subcontractor payments monthly in Access Equity (B2Gnow) as required by OSPI and will participate in any training related to that system.

If no subcontractors are ultimately used, OSPI will be informed and all work will be performed by internal staff.

#### **C.6.v Indirect Costs**

Thoughts Cost understands that for non LEA entities the maximum allowable indirect rate is 10 percent.

For this project, Thoughts Cost proposes an indirect rate of **10 percent of direct costs**, resulting in an indirect total of **\$11,340** on a direct cost base of \$113,400. Indirect costs will not be applied to any unallowable categories and will be reflected clearly in the OSPI budget form.

This structure ensures that the majority of funds are directed to personnel, translation and interpretation, technology supports, materials, and travel, while also covering the necessary administrative infrastructure that allows Thoughts Cost to meet OSPI’s reporting, contracting, and compliance requirements.

## **EXHIBIT A**

### **CERTIFICATIONS AND ASSURANCES**

*Bidder must sign and include the full text of this Exhibit A with their proposal.*

Bidder makes the following certifications and assurances as a required element of the proposal to which it is attached, understanding that the truthfulness of the facts affirmed here and the continuing compliance with these requirements are conditions precedent to the award or continuation of the related contract(s):

1. Bidder declares that all answers and statements made in the proposal are true and correct.
2. The prices and/or cost data have been determined independently, without consultation, communication, or agreement with others for the purpose of restricting competition. However, Bidder may freely join with other persons or organizations for the purpose of presenting a single proposal.
3. The attached proposal is a firm offer for a period of ninety (90) business days following receipt, and it may be accepted by OSPI without further negotiation (except where obviously required by lack of certainty in key terms) at any time within the ninety (90) business-day period.
4. In preparing this proposal, Bidder has not been assisted by any current or former employee of the state of Washington whose duties relate (or did relate) to this proposal or prospective contract, and who was assisting in other than his or her official, public capacity. (Any exceptions to these assurances are described in full detail on a separate page and attached to this document.)
5. Bidder understands that OSPI will not reimburse Bidder for any costs incurred in the preparation of this proposal. All proposals become the property of OSPI, and Bidder claims no proprietary right to the ideas, writings, items, or samples, unless so stated in this proposal.
6. Unless otherwise required by law, the prices and/or cost data which have been submitted have not been knowingly disclosed by the Bidder and will not knowingly be disclosed by Bidder prior to opening, directly or indirectly, to any other Bidder or to any competitor.
7. Bidder agrees that submission of the attached proposal constitutes acceptance of the solicitation contents and the attached sample contract and general terms and conditions. If there are any exceptions to these terms, Bidder has described those exceptions in detail on the Contract Issues Exhibit.
8. No attempt has been made or will be made by the Bidder to induce any other person or firm to submit or not to submit a proposal for the purpose of restricting competition.
9. Bidder grants OSPI the right to contact references and others, who may have pertinent information regarding the Bidder's prior experience and ability to perform the services contemplated in this procurement.

## EXHIBIT A CERTIFICATIONS AND ASSURANCES

10. Bidder acknowledges that if awarded a contract with OSPI, Bidder is required to comply with all applicable state and federal civil rights and other laws. Failure to comply may result in Contract termination. Bidder agrees to submit additional information about its nondiscrimination policies, at any time, if requested by OSPI.
  
11. Bidder certifies that Bidder has not, within the three-year period immediately preceding the date of release of this competitive solicitation, been determined by a final and binding citation and notice of assessment issued by the Department of Labor and Industries or through a civil judgment to have willfully violated state minimum wage laws (RCW 49.38.082; Chapters 49.46 RCW, 49.48 RCW, or 49.52 RCW).
  
12. Bidder has not been debarred or otherwise restricted from participating in any public contracts.
  
13. Bidder certifies that Bidder has not willfully violated Washington State’s wage payment laws within the last three years.
  
14. Bidder acknowledges its obligation to notify OSPI of any changes in the certifications and assurances above.

***I certify under penalty of perjury of the laws of the State of Washington that the foregoing is true and correct.***

<i>Anthony Washington</i>	11/09/2025	Lynnwood, WA
<b>Signature of Bidder</b>	<b>Date</b>	<b>Place Signed (City, State)</b>
Anthony Washington	CEO	Thoughts Cost LLC
<b>Printed Name</b>	<b>Title</b>	<b>Organization Name</b>

**EXHIBIT B**  
**QUALIFICATION AFFIRMATIONS**

**CONSULTANT INFORMATION**

<b>Bidder:</b>	Thoughts Cost LLC
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**MINIMUM QUALIFICATIONS**

*Please check all boxes that apply.*

- Licensed to do business in the State of Washington. If not licensed, provide a written intent to become licensed in Washington within thirty (30) calendar days of being selected as the Apparent Successful Bidder.
- Knowledge of the Individuals with Disabilities Education Act (IDEA), Washington Administrative Code (WAC) 392-172A, inclusionary practices, and Washington K-12 Learning Standards.
- Experience in providing effective, engaging, and culturally relevant professional development, specifically coaching/mentoring, to adult learners at a district, state, or national level.
- Experience in convening heterogeneous groups of Washington education professionals and families, to identify growth opportunities, develop a change plan, and implementation of a plan.
- Demonstrated successful experience utilizing project management principles and coordinating a budget of at least \$100,000 when successfully implementing complex projects for students/families, education leaders, or educators.
- Demonstrated ability to communicate clearly and accurately verbally and in writing, and manage multiple projects, while ensuring timelines are met and goals are achieved.
- Evidence of demonstrated impact for increasing inclusionary practices in Washington state including the priority areas described in this RFP. This could include data, outcomes gathered through evaluation, or reports.

**Consultants who do not meet the minimum qualifications noted above will be rejected as non-responsive and will not receive further consideration. Any proposal that is rejected as non-responsive will not be evaluated or scored.**

**EXHIBIT B**  
**QUALIFICATION AFFIRMATIONS**

**ADDITIONAL DESIRED QUALIFICATIONS**

*Please check all boxes that apply.*

- Experience in conducting action research and presenting findings.
- Examples of successful experience building relationships and communicating effectively with diverse stakeholder groups.
- Positive brand awareness within the state (e.g., experience and recognition for positive and valued professional development).
- Demonstrated successful experience utilizing project management principles and coordinating a budget of at least \$250,000 when successfully implementing complex projects for students/families, education leaders, or educators.

***I certify under penalty of perjury of the laws of the State of Washington that the foregoing is true and correct.***

<u><i>Anthony Washington</i></u>	<u>11/13/2025</u>	<u>Lynnwood, WA</u>
<b>Signature of Bidder</b>	<b>Date</b>	<b>Place Signed (City, State)</b>
<u>Anthony Washington</u>	<u>CEO &amp; Founder</u>	<u>Thoughts Cost LLC</u>
<b>Printed Name</b>	<b>Title</b>	<b>Organization Name</b>



### CONTRACT INTAKE FORM

All potential consultants/entities seeking a Contract, Agreement, Memorandum of Understanding, etc., with the Office of Superintendent of Public Instruction (OSPI), State Board of Education (SBE), Professional Educator Standards Board (PESB), or Financial Education Public-Private Partnership (FEPPP) must complete and return this form before a Contract or Agreement will be offered.

<b>1. CONTRACTOR'S NAME (AS LEGALLY REGISTERED WITH THE IRS):</b> <sup>4</sup>		<b>CONTRACTOR'S DBA (DOING BUSINESS AS) NAME:</b>	
Thoughts Cost LLC		Thoughts Cost	
<b>2. CONTRACTOR'S CONTACT INFORMATION:</b>			
OSPI will use the information below to send the final contract for signature through DocuSign. A DocuSign account is not necessary to accept or sign the contract/agreement.			
<b>ADDRESS (NUMBER, STREET, AND APT/SUITE)</b>		<b>CITY</b>	<b>STATE</b>
15511 35 <sup>th</sup> ave w. Unit E		Lynnwood	WA
<b>CONTRACT MANAGER NAME</b> <sup>1</sup>		<b>CONTRACT MANAGER'S EMAIL ADDRESS</b>	
Anthony Washington		anthonywvsr@thoughtscostllc.com	
<b>CONTRACT MANAGER'S PHONE NUMBER</b>			
206-681-4615			
<b>CONTRACTOR'S SIGNATORY (IF DIFFERENT THAN CONTRACT MANAGER):</b> <sup>2</sup>			
<b>NAME</b>		<b>EMAIL ADDRESS</b>	
<b>ADDITIONAL INDIVIDUALS TO RECEIVE CONTRACT (IF DESIRED):</b> <sup>3</sup>			
<b>NAME(S)</b>	<b>EMAIL ADDRESS(ES)</b>	<b>ACTION REQUIRED</b>	
		Click to select	
<b>3. BUSINESS INFORMATION:</b>			
<b>TAXPAYER IDENTIFICATION (TIN) NUMBER</b>			
For individuals, this is your Social Security Number (SSN). For other entities (corporations, school districts, etc.), this is your <a href="#">Employer Identification Number</a> (EIN).			
SSN: _____ OR EIN: <b>85-3419498</b>			
<b>STATEWIDE VENDOR (SWV) NUMBER</b>			
Contractors are <b>required</b> to register as a Statewide Vendor in order to receive payment from the State. Visit the <a href="#">Office of Financial Management</a> for information or to register. To find your existing SWV#, visit OFM's <a href="#">Statewide Vendor Number lookup</a> .			
SWV: <b>0298396-00</b>			
<b>How is your business organized?</b>			
LLC filing as Sole Proprietor _____			
If a Corporation, non-profit, attach a copy of 501(c) status.			
<b>Do you have a current Washington State business license?</b>			
<input checked="" type="checkbox"/> Yes – Attach a copy or provide UBI#: <b>604552718</b>			
<input type="checkbox"/> No			
For assistance finding your organization's legal name or UBI number, or if you would like more information about business license requirements, visit the <a href="#">Department of Revenue</a> .			

**Have you had any contract to provide services terminated for default?**  Yes  No

If yes, attach a list of each terminated contract with an explanation of the situation.

**Will a Subcontractor be used to fulfill any part of the work in the proposed contract/agreement?**  Yes  No  
 Subcontractor means one not in the employment of the Contractor, who is performing all or part of contracted services under a separate contract with the Contractor. The Contractor and all Subcontractors shall report and confirm receipt of payments made to the Contractor and each Subcontractor through the state's Access Equity system. For information and/or help with the system visit the [OMWBE Access Equity Help Center](#).

**Is your business a small, woman-, minority-, or veteran-owned business as defined in [Chapter 39.26.010 RCW](#)?**

	No	Yes, but we are NOT certified*	Yes, and we ARE certified*
Woman-owned business (must be majority-owned)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Certification #: _____
Minority-owned business (must be majority-owned)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/> Certification #: _____
Veteran-owned business (must be majority-owned)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Certification #: _____
Washington Microbusiness, Minibusines, or Small Business as defined by <a href="#">Chapter 39.26.010 RCW</a>	<input type="checkbox"/>	<input checked="" type="checkbox"/> (Certification is not required)	

**4. WASHINGTON STATE EMPLOYMENT (ESDs, School Districts, and State Agencies check N/A):**

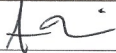
**Are you, or any of your business partners, directors, officers, managers, employees, or board members current or former (within the last 24 months) officers or employees of the State of Washington?**

Yes  No  N/A If yes:  Current or  Former

*District and ESD employees are not considered state employees for this purpose. As a reminder, check with your employer regarding their outside work policies.*

If you checked Yes, you may be required to seek guidance from the [Executive Ethics Board](#) before a contract is offered; you may be contacted for clarification about your current/former role.

**5. I certify, under penalty of perjury as provided by the laws of the State of Washington, that all of the foregoing statements are true and correct, and that I will notify the Agency of any changes.**

<b>CONTRACTOR SIGNATURE</b> 	<b>DATE</b> 9/26/24
<b>PRINTED NAME</b> ™ Anthony Washington	<b>TITLE</b> Executive Director

<sup>1</sup> Contract Manager is the Contractor's person responsible for all communications and billings regarding the performance of the Contract/Agreement. Depending on your organization's structure, this may or may not be the same person who will sign the Contract/Agreement. This is NOT the OSPI Contract Manager or contact person.

<sup>2</sup> If the person signing the Contract/Agreement on behalf of the Contractor is different than the Contract Manager, both individuals will receive notices via DocuSign.

<sup>3</sup> You may list additional individuals to sign the Contract/Agreement and/or receive a courtesy copy via DocuSign. If including additional signatories, list them in order they should be received.



STATE OF WASHINGTON

# BUSINESS LICENSE

Limited Liability Company

THOUGHTS COST LLC  
THOUGHTS COST  
STE 100  
810 18TH AVE  
SEATTLE WA 98122-4778

UNEMPLOYMENT INSURANCE - ACTIVE  
TAX REGISTRATION - ACTIVE

INDUSTRIAL INSURANCE - ACTIVE

Issue Date: Nov 07, 2025

Unified Business ID #: 604552718

Business ID #: 001

Location: 0001

LICENSING RESTRICTIONS:

Not licensed to hire minors without a Minor Work Permit.

REGISTERED TRADE NAMES:

THOUGHTS COST

This document lists the registrations, endorsements, and licenses authorized for the business named above. By accepting this document, the licensee certifies the information on the application was complete, true, and accurate to the best of his or her knowledge, and that business will be conducted in compliance with all applicable Washington state, county, and city regulations.

Director, Department of Revenue

UBI: 604552718 001 0001

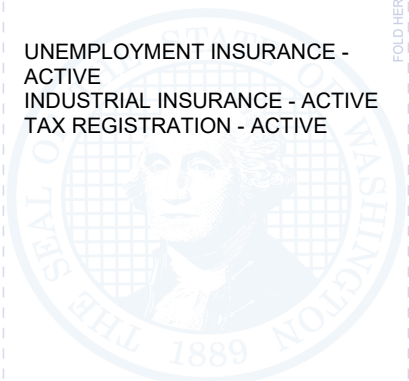
THOUGHTS COST LLC  
THOUGHTS COST  
STE 100  
810 18TH AVE  
SEATTLE WA 98122-4778

FOLD HERE

UNEMPLOYMENT INSURANCE - ACTIVE  
INDUSTRIAL INSURANCE - ACTIVE  
TAX REGISTRATION - ACTIVE

FOLD HERE

STATE OF WASHINGTON



Director, Department of Revenue

## IMPORTANT!

### PLEASE READ THE FOLLOWING INFORMATION CAREFULLY BEFORE POSTING THIS LICENSE

#### General Information

Post this Business License in a visible location at your place of business.

If you were issued a Business License previously, **destroy the old one and post this one in its place.**

Login to My DOR at [dor.wa.gov](http://dor.wa.gov) if you need to make changes to your business name, location, mailing address, telephone number, or business ownership.

Telephone: 360-705-6741

#### Endorsements

All endorsements should be renewed by the expiration date that appears on the front of this license to avoid any late fees.

If there is no expiration date, the endorsements remain active as long as you continue required reporting. Tax Registration, Unemployment Insurance, and Industrial Insurance endorsements require you to submit periodic reports. Each agency will send you the necessary reporting forms and instructions.

For assistance or to request this document in an alternate format, visit <http://business.wa.gov/BLS> or call (360) 705-6741. Teletype (TTY) users may use the Washington Relay Service by calling 711.

BLS-700-107 (07/27/20)