



NEW HAVEN PUBLIC SCHOOLS  
**AGREEMENT COVER SHEET**

**Cover Sheet is an Internal Document for Business Office Use**

**Please Type**

Contractor full name: Great Schools Partnership, Inc.

Doing Business As, if applicable: Great Schools Partnership, Inc.

Business Address: 482 Congress Street, Portland, Maine 04101

Business Phone: 207.773.0505

Business email: dhart@greatschoolspartnership.org

Funding Source & Acct # including location code: Magnet 17-22 HSC Program  
2517-6255-56694-0066

Principal or Supervisor: Cari Strand

Agreement Effective Dates: From 10/04/21. To 06/30/22.

Hourly rate or per session rate or per day rate. Total amount: GSP's daily rate is \$1,250. This daily rate includes travel costs. This rate represents a 3.3% increase from 2018 which was the last time daily costs had increased.

Total amount: \$62,500

Description of Service: Please provide a one or two sentence description of the service. *Please do not write "see attached."* Great Schools Partnership staff will provide professional development to staff at High School in the Community in alignment with the submitted and approved Federal Magnet School Assistance Grant. This professional development will enable HSC teachers to implement personalized and project based learning to raise student achievement and support thematic curricular and schoolwide program development that enables HSC to attract students from surrounding communities to stay in compliance with state magnet school requirements.

Submitted by: Cari Strand Phone: 475-220-6200



NEW HAVEN PUBLIC SCHOOLS

## Memorandum

**To:** New Haven Board of Education Finance and Operations Committee  
**From:** Cari Strand  
**Date:** 21 September 2021  
**Re:** Great Schools Partnership MSAP Year 5 Grant Agreement

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Please answer all questions and attach any required documentation as indicated below. Please have someone **ready to discuss** the details of each question during the Finance & Operations meeting or this proposal might not be advanced for consideration by the full Board of Education.

1. **Contractor Name:** Great Schools Partnership, Inc.
2. **Description of Service:** Great Schools Partnership staff will provide professional development to staff at High School in the Community in alignment with the submitted and approved Federal Magnet School Assistance Grant. This professional development will enable HSC teachers to implement personalized and project based learning to raise student achievement and support thematic curricular and schoolwide program development that enables HSC to attract students from surrounding communities to stay in compliance with state magnet school requirements.
3. **Amount** of Agreement and hourly or session cost: \$62,500 for 50 sessions of support at a daily rate of \$1,250.
4. **Funding Source** and account number: Magnet School Assistance Program 251 7-6255-56694-0066
5. Approximate number of staff served through this program or service: 25
6. Approximate number of students served through this program or service: 270
7. **Continuation/renewal or new Agreement?**  
**Answer all questions:**
  - a. If continuation/renewal, has the cost increased? If yes, by how much? This is a renewal and yes, the daily rates have increased by 3.3% from the previous year. However, these rates have not increased since 2018. Spread over four years, this would represent an annual increase of .8% per year.
  - b. What would an alternative contractor cost: The only other vendor that is able to do the breadth of what GSP does and is in keeping with the expectations of the MSAP grant is Expeditionary Learning, whose costs have been quoted at significantly more than GSP's by approximately 25% in the past.

- c. If this is a continuation, when was the last time alternative quotes were requested? Three years ago
- d. For new or continuation: is this a service existing staff could provide. If no, why not? The amount of training that teachers are required to undergo as well as the amount of written curricula teachers are required to produce for the terms of the MSAP grant means that it would take an additional staff member to complete. GSP provides the capacity and support. Their training of staff does ensure that once the grant is complete teachers will have the skill set necessary to carry on independently.

**8. Type of Service:**

**Answer all questions:**

- a. Professional Development?
  - i. If this is a professional development program, can the service be provided by existing staff? If no, why not? As noted above, the terms of the grant mean that the provision of PD is far too extensive both by hours (over 55 per year) and by amount (3-4 PBL units written, assessed and cataloged per year per teacher) for current staffing levels. GSP staff provide capacity to meet the terms of the grant and training to ensure teachers can do this work once the grant concludes in 2022.
- b. After School or Extended Hours Program? No
- c. School Readiness or Head Start Programs? No
- d. Other: (Please describe)

**9. Contractor Classification:**

**Answer all questions:**

- a. Is the Contractor a Minority or Women Owned Business? No.
- b. Is the Contractor Local? Regional—New England
- c. Is the Contractor a Not-for-Profit Organization? If yes, is it local or national? Yes-- Regional
- d. Is the Contractor a public corporation? No
- e. Is this a renewal/continuation Agreement or a new service? Renewal
- f. If it is a renewal/continuation has cost increased? If yes, by how much? Yes. Costs for this year increased by 3.3% after staying the same for the previous three years.
- g. Will the output of this Agreement contribute to building internal capabilities? If yes, please explain: yes, ultimately it is training NHPS teachers in project based learning, mastery grading and the integration of the magnet school theme in curricular units. All of this will be used to build internal capabilities.

**10. Contractor Selection: In this section, please describe the selection process, including other sources considered and the rationale for selecting the contractor. Please answer all questions:**

- a. What specific skill set does this contractor bring to the project? Please attach a copy of the contractor's resume if an individual or link to contractor website if a company: GSP is nationally recognized for their work with personalized learning through the development of multiple pathways (including project-based learning) and mastery based education. Further, GSP has extensive experience supporting teachers to become

- facilitators of school-based professional learning groups to share and refine best instructional practices such as what HSC needs to develop to integrate their project based learning focus with an SAT impact. Finally, direct experience in New Haven with HSC and other magnet schools demonstrates GSP's capacity to facilitate high-quality professional learning seminars and their understanding of and commitment to the context of New Haven. More information can be found at [www.greatschoolspartnership.org](http://www.greatschoolspartnership.org)
- b. How was the Contractor selected? Quotes, RFP/RFQ, Sealed Bid or Sole Source designation from the City of New Haven Purchasing Department? GSP was a named partner and approved by the US Department of Education in the grant narrative, which was a competitive process. They were written into the grant as the primary provider of professional development and training.
  - c. Is the contractor the lowest bidder? If no, why? Why was this contractor selected? We chose GSP during the grant writing process in 2017 as a partner who most effectively could support the school in meeting the terms of the grant.
  - d. Who were the members of the selection committee that scored bid applications? The HSC leadership team and grant writers and coordinators.
  - e. If the contractor is Sole Source, please attach a copy of the Sole Source designation letter from the City of New Haven Purchasing Department.

## 11. Evidence of Effectiveness & Evaluation

### Answer all questions

- a. What **specific need** will this contractor address and how will the contractor's performance be measured and monitored to ensure that the need is met? The MSAP grant provides over \$320,000 of support each year for 5 years to HSC to more fully develop its magnet theme of leadership, social justice and public service/policy, to improve student academic outcomes and to recruit a larger, more diverse student body. Part of the expectations of the grant are for deep professional development provided by an outside organization to help accomplish these goals through improved instruction and teacher performance. GSP helps fulfill this aspect of the grant requirement.
- b. If this is a **renewal/continuation service** attach a copy of the evaluation or archival data that demonstrates effectiveness. Evaluation will be conducted through three sets of information. First, all group professional development will have participant feedback both from each session and cumulatively at the end of the year. This includes full staff days and group seminar days. Data from these forms will be collated by GSP, shared with HSC leadership and staff, and readily available upon request for other interested parties. In order to assess the impact of one-on-one efforts, all HSC staff will provide feedback and examples of changes in their practices through an annual staff survey. Again, these results will be collated by GSP and shared with HSC leadership and staff. Taken together and with monthly meetings between GSP and school leadership these data will be used by GSP and HSC to make in-progress corrections as necessary.

Second, in keeping with grant reporting requirements, HSC will undergo yearly MSAP evaluations that will be reported to the federal government. These evaluations will specifically examine the role of GSP services in supporting the development of the magnet school theme and our progress on our transition to a Project-Based Learning program.

Third, we will continue to track and analyze our school's progress on the CSDE Performance Indicators for High School and GSP's role in supporting HSC's success in these measures.

- c. How is this service aligned to the District Continuous Improvement Plan? High School in the Community has made great strides in the past 6 years by dramatically improving its graduation rate, lowering its chronic absenteeism rate, increasing SAT scores, increasing applications from both New Haven and suburban families and significantly increasing the percentage of students who move successfully from grades 9 to 10. Though some of this data has been difficult to track during the pandemic, our graduation rate and promotion from grades 9 to 10 have remained strong. All of these are strategic priorities for the District and align with the Connecticut State Department of Education Performance Indicators for High Schools. While the work and systems the school has built to continue this improvement are continuing and sustaining, there remain areas that need attention and support. Two of these areas that align with the NHPS District Priorities and are written into HSC's School Improvement Plan are also part of the Magnet Schools Assistance Grant and are the focus of this service.

One of those is ensuring that HSC's leadership, public service and social justice theme are successfully enacted in daily classroom practice through project based and personalized learning. Such work ensures the school will become an even stronger school of choice for New Haven Public School families, leading to increased and more diverse enrollment. We have made progress in this area – in the school year 2019-2020 we saw increases of 20% in our enrollment and magnet applications.

Two is our dramatic increase in graduation rate, with HSC having a graduation rate of 89.5% in 2019, a 100% improvement over 4 years. Our graduation rate in 2020 was 98.5%. While we are pleased with the growth on these 2 metrics, we are far from where we need to be to ensure that all students are fully experiencing the magnet school theme as well as achieving higher SAT scores for all students. GSP efforts support improvement in daily instructional practice to implement project-based learning that will lead to both more frequent and rigorous integration of HSC's magnet theme. Additionally, GSP coaching, professional development and instructional design support will address the need to integrate specific practices and pedagogical techniques into project based lessons that steadily improve student performance on the key metrics.

12. Why do you believe this Agreement is fiscally sound? GSP remains competitively priced as a PD provider and our improvement on key school metrics demonstrates dramatic effectiveness.
13. What are the implications of not approving this Agreement? We will not be keeping up with the terms of the grant allocation, which can impact the funding for all 5 schools in this 5 year multi-million dollar grant. Additionally and more importantly we will not be supporting our teachers in delivering the highest quality project based learning and instruction for our students.

**MSAP Grant Year Archival Data Sheet (2020 data; 2021 data is incomplete due to the shutdown)**

Improvement on Key CSDE Indicators/District Goals Associated with work by GSP during school years 2017-2020 (Years 1-3 of MSAP Grant)

CSDE Indicator	Changes over Year 1-3 of MSAP Grant
1 – academic achievement as measured by standardized tests	Increase by 50 points or 6% from Year 1 to 2, stable year 2 to 3
2 – Chronic Absenteeism	Decrease by 40%
8 – Graduation 4 year rate	Increase by 22% from 2018, 100% from 2016

Additional Important Improvement while not specifically a District Goal a critical note for HSC’s MSAP expectations

Increase in families marking HSC as 1 <sup>st</sup> choice on their enrollment application 2018-2019	32%
Increase in total enrollment from 2018	20%

2019-2020 MSAP Evaluation Results on Curriculum Writing, Unit Design and Associated Work supported by GSP, noting both evidence of success as well as increased expectations with year 3 and 4 of the grant and need for further support/work to achieve these expectations.

### Site Visit – Virtual via Zoom

**AES was unable to conduct a physical site visit in April due to the current COVID-19 pandemic status. Therefore, the following report reflects the virtual site visit that was conducted on April 29. This report will address how instruction and grant implementation is being addressed since the New Haven Public Schools shutdown in March 2019 due to the COVID-19 Pandemic and commendations and recommendations as of April 2021.**

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### Summary of Commendations

1. Congratulations to Cari Strand and Michelle Cabaldon on their new position as Co-Building Leaders. Having been in the thick of things as curriculum leader and school culture leader will truly be an asset in providing a strong, effective leadership to the HSC Community. Their positive, uplifting attitude will definitely be welcomed, especially given the challenges education has encountered during the pandemic. The leadership indicates that they work with teachers and staff who are professional and working with them is less about monitoring and more about finding ways to be helpful. HSC is fortunate to have Cari and Michelle as their co-building leaders.
2. It appears from the documentation and conversation with the MRT and building leaders that they provide a substantial amount of support to the staff especially around the implementation of the grant. They have continuously provided detailed documentation of their progress as required by the grant.

3. The teachers have worked diligently to provide instruction during this pandemic. They have learned a lot about how to do things differently, more creatively, and possibly more effectively. In addition, the cross curricular connections between grade level content area teachers have been more intentional.
4. Teachers are stepping up to be teacher leaders by providing PD to their colleagues in their area of strength.

### Summary of Recommendations

1. It is recommended that HSC finish writing their magnet theme curriculum units as the grant is nearing the completion of PY4. Units need to be peer reviewed, implemented, and finetuned. Remember to integrate the equity work you are doing with the magnet curriculum to make it more culturally relevant.

**Response: much of this year's PD, particularly that run with support from GSP, will focus on this recommendation.**

2. PD in systemic reform (29.3) and magnet theme (16.9) is significantly below the dosage goal of 50 hours each. Revisit the PD schedule (Table 7) to include the additional hours of implemented and planned PD mentioned during the site visit. Also plan additional PD in order to meet the goal by the end of PY4. Contact the various partnerships to determine what support can be provided as pandemic conditions improve.

**Response: this past summer, we increased our PD dosage and will continue to do so this year now that we have returned to a normal schedule and PD rotation (90 min. meetings two Mondays and two Wednesdays per month with additional district and individual PD, as well as additional PD with GSP).**

3. A variety of systemic reforms were included in Activity 1. When completing this table, please describe how each systemic reform will be coordinated with MSAP activities. In reviewing the unit summaries, it appears that the main systemic reform is NGSS and CCSS Standards Curriculum Alignment. This was not indicated in the activity. As HSC reviews the magnet units, revisit the systemic reforms included in the grant for more inclusion into the units.

**Response: our work on the district 7-week data monitoring cycle will directly address this concern.**

4. Revisit Parent Activity chart (Table 8) regarding Flight Crew wellness check-ins to families. The dates indicated are for September through December 2021. Is this accurate?

**Response: additional dates for December through September (end of PY4) have been added.**

5. It was mentioned during the site visit that the State of Connecticut has made a statement that they will not be offering the remote learning option next year. This means that all students should be returning to in-person learning for the 2021-2022 school year. Begin to create a plan to get back on track with the grant expectations (pre pandemic).

**Response: we completed an audit of teacher progress and needs for continuing our PBL units (implementation and additional writing) during our 9/20/21 PD time; this assessment is the foundation for continuing this work and addressing grant expectations.**

6. HSC is off to a good start organizing for developing a sustainability plan. It is recommended that HSC continues to make this a priority with PY5 on the horizon.

**Response: our sustainability team includes HSC's Building Leader Cari Strand, Co-Building Leader Michelle Cabaldon, MRT Dianna Carter, School Counselor Jessica Domotor, and Business Manager Julia Melbourne, as well as NHPS MSAP Coordinator Michele Bonanno. We have already begun to plan a streamlined approach to documenting our PBL courses and units, including course overviews for all classes to provide a user-friendly guide to our MSAP units and a plan for providing resources and maintaining high expectations for students and teachers.**





NEW HAVEN PUBLIC SCHOOLS

**AGREEMENT**  
**By And Between**  
**The New Haven Board of Education**  
**AND**

**Great Schools Partnership**

FOR DEPARTMENT/PROGRAM:

**High School in the Community**

This Agreement entered into on the 4 day of October 2021, effective (*no sooner than the day after Board of Education Approval*), the 4 day of October 2021, by and between the New Haven Board of Education (herein referred to as the “Board” and, Great Schools Partnership located at 482 Congress Street, Suite 500, Portland, Maine 04101 (herein referred to as the “Contractor”).

**Compensation:** The Board shall pay the contractor for satisfactory performance of services required the amount of \$1250.00 per day, hour or session, for a total of 50 days, hours or sessions.

The maximum amount the contractor shall be paid under this agreement: Sixty-two thousand five hundred dollars (\$ 62,500). Compensation will be made upon submission of an itemized invoice which includes a detailed description of work performed and date of service.

**Fiscal support** for this Agreement shall be by **Magnet 17-22 HSC Program** of the New Haven Board of Education, **Account Number:** 2517-6255-56694 **Location Code:** 0 066. Pending Receipt of Funds.

This agreement shall remain in effect from 10/5/21 to 6/30/22.

**SCOPE OF SERVICE:** *Please provide brief summary of service to be provided.*

During 50 days on site GSP will provide support through senior associates and other staff as necessary to undertake the following:

Activity 1: GSP will plan and facilitate a series of professional learning events for HSC staff concerning project-based learning, personalized learning and mastery grading/reporting with a focus on high leverage instructional practices including questioning, checks for understanding and effective feedback. These sessions will be done through whole faculty and team structures in times determined collaboratively with school leadership.

Activity 2: GSP will observe teachers regularly and will meet with teachers one-on-one for follow-up debriefs, planning, coaching and learning concerning project-based learning, personalized

learning, mastery grading/reporting and high leverage instructional practices. All HSC teachers will have the opportunity to meet with GSP staff. Events from Activity 1 and Activity 2 could occur on the same calendar day although the times associated with each event would be recorded as such.

Activity 3: Ongoing Organizational and Leadership Consulting. GSP will also work with HSC leadership and leadership structures to provide ongoing support regarding building effective teams and implementing high leverage instructional practices. Additionally, GSP staff will support the development of a comprehensive advisory system called “Flight Crew” that both develops HSC’s magnet theme and supports social emotional growth for all students. This will be planned and determined in collaboration with HSC.

***Exhibit A: Scope of Service:*** Please attach contractor’s detailed Scope of Service on contractor letterhead with all costs for services including travel and supplies, if applicable.

***Exhibit B: Student Data and Privacy Agreement:*** Attached

**APPROVAL:** This Agreement must be approved by the New Haven Board of Education ***prior to service start date***. Contactors may begin service no sooner than the day after Board of Education approval.

**HOLD HARMLESS:** The Contractor shall insure and/or indemnify the Board and its members, employees and agents against all claims, suits, and expenses, including reasonable attorney’s fees, in connection with loss of life, bodily injury or property damage arising from any neglect act or omission of the Contractor or its employees or agents. Further, the Contractor covenants and agrees that it shall hold the Board and its members, employees and agents harmless against any and all claims, suits judgments of any description whatsoever caused by the Contractor’ breach of this agreement or based upon the conduct of the Contractor, or its agents or its employees or arising out of in connection with their activities under this agreement.

**TERMINATION:** The Board may cancel this agreement for any reason upon thirty (30) days’ written notice sent to the Contractor by certified U.S. mail, return receipt requested; provided however, that the Board shall be responsible to the Contractor for all services rendered by the Contractor through the last day of thirty (30) day notice period, as long as the Agreement was approved by the Board prior to the start date of service.

\_\_\_\_\_  
Contractor Signature

\_\_\_\_\_  
President  
New Haven Board of Education

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

\_\_\_\_\_  
Contractor Printed Name & Title

Revised: 8/2021



NEW HAVEN PUBLIC SCHOOLS

**EXHIBIT B**

**STUDENT DATA PRIVACY AGREEMENT  
SPECIAL TERMS AND CONDITIONS**

For the purposes of this Exhibit B "directory information," "de-identified student information," "school purposes," "student information," "student records," "student-generated content," and "targeted advertising" shall be as defined by Conn. Gen. Stat. §10-234aa.

1. All student records, student information, and student-generated content (collectively, "student data") provided or accessed pursuant this Agreement or any other services agreement between the Parties are not the property of, or under the control of, the Contractor.
2. The Board shall have access to and the ability to delete student data in the possession of the Contractor except in instances where such data is (A) otherwise prohibited from deletion or required to be retained under state or federal law, or (B) stored as a copy as part of a disaster recovery storage system and that is (i) inaccessible to the public, and (ii) unable to be used in the normal course of business by the Contractor. The Board may request the deletion of any such student information, student records or student-generated content if such copy has been used by the operator to repopulate accessible data following a disaster recovery. The Board may request the deletion of student data by the contractor within two (2) business days of receiving such a request and provide to the Board confirmation via electronic mail that the student data has been deleted in accordance with the request, the date of its deletion, and the manner in which it has been deleted. The confirmation shall contain a written assurance from the Contractor that proper disposal of the data has occurred in order to prevent the unauthorized access or use of student data and that deletion has occurred in accordance with industry standards/practices/protocols.
3. The Contractor shall not use student data for any purposes other than those authorized pursuant to this Agreement.
4. A student, parent or legal guardian of a student may review personally identifiable information contained in student data and correct any erroneous information, if any, in such student data. If the Contractor receives a request to review student data in the Contractor's possession directly from a student, parent, or guardian, the Contractor agrees to refer that individual to the Board and to notify the Board within two (2) business days of receiving such a request. The Contractor agrees to work cooperatively with the Board to permit a student, parent, or guardian to review personally identifiable information in student data that has been shared with the Contractor, and correct any erroneous information therein.

5. The Contractor shall take actions designed to ensure the security and confidentiality of student data.
6. The Contractor will notify the Board, in accordance with Conn. Gen. Stat. § 10-234dd, when there has been an unauthorized release, disclosure or acquisition of student data. Such notification will include the following steps:

Upon discovery by the Contractor of a breach of student data, the Contractor shall conduct an investigation and restore the integrity of its data systems and, without unreasonable delay, but not more than thirty (30) days after such discovery, shall provide the Board with a more detailed notice of the breach, including but not limited to the date and time of the breach; name(s) of the student(s) whose student data was released, disclosed or acquired; nature of and extent of the breach; and measures taken to ensure that such a breach does not occur in the future.

7. Student data shall not be retained or available to the Contractor upon expiration of the contract between the Contractor and Board, except a student, parent or legal guardian of a student may choose independently to establish or maintain an electronic account with the Contractor after the expiration of such contract for the purpose of storing student-generated content.
8. The Contractor and Board shall each ensure their own compliance with the Family Educational Rights and Privacy Act of 1974, 20 U.S.C. § 1232g, as amended from time to time.
9. The Contractor acknowledges and agrees to comply with the above and all other applicable aspects of Connecticut's Student Data Privacy law according to Connecticut General Statutes §§ 10-234aa through 10-234dd.
10. The Parties agree that this Agreement controls over any inconsistent terms or conditions contained within any other agreement entered into by the Parties concerning student data.

Revised: 10/2/18



## EXHIBIT A: SCOPE OF SERVICES

In support of  
High School in the Community Magnet Grant  
August 31, 2021

GSP will provide support through senior associates and other staff as necessary to undertake the following:

**Activity 1:** GSP will plan and facilitate a series of professional learning events for HSC staff concerning project-based learning, personalized learning and mastery grading/reporting with a focus on high leverage instructional practices including questioning, checks for understanding and effective feedback. These sessions will be done through whole faculty and team structures in times determined collaboratively with school leadership.

Specific content for these sessions will vary depending upon grade level, content area, and teacher-identified need. While we would anticipate quite a bit of overlap between various sessions due to all learning taking place at High School in the Community, these sessions will also be designed to meet individual teacher needs.

Total Costs: 20 days at \$1,250 per day for \$25,000

**Activity 2:** GSP will observe teachers regularly and will meet with teachers one-on-one for follow-up debriefs, planning, coaching and learning concerning project-based learning, personalized learning, mastery grading/reporting and high leverage instructional practices. All HSC teachers will have the opportunity to meet with GSP staff. Events from Activity 1 and Activity 2 could occur on the same calendar day although the times associated with each event would be recorded as such.

GSP has developed strategies to undertake this work either in person or virtually—and we suspect that both strategies will be necessary within the COVID-19 environment. Currently, this will be done virtually recognizing the total virtual learning in place for New Haven Public Schools. If conditions permit and this transitions to a hybrid model with some in person learning, and if GSP staff are able to participate in learning, we will shift this process. Finally, it is possible that learning may transition to in-person but that external people such as GSP staff are not allowed in the building. In these cases, GSP will virtually observe in-person instruction. Finally, feedback to teachers can happen either virtually or in-person, and even prior to COVID-19, virtual feedback did happen frequently in order to best fit teacher schedules.

Total Costs: 20 days at \$1,210 per day for \$25,000

**Activity 3:** Ongoing Organizational and Leadership Consulting. GSP will also work with HSC leadership and leadership structures to provide ongoing support regarding building effective teams and implementing high leverage instructional practices. Additionally, GSP staff will support the development of a comprehensive advisory system called "Flight Crew" that both develops HSC's magnet theme and supports social emotional growth for all students. This will be planned and determined in collaboration with HSC.

GSP recognizes that effective advisory systems have been crucial to successfully navigating student support during COVID-19 and will support HSC to develop and refine this system using lessons learned from schools across the region. GSP and HSC leadership also recognize that the constantly shifting realities schools will face during the 2020/21 school year indicate the need to continually refine and hone any actions to be undertaken, including needs that may not yet have surfaced.

Total Costs: 10 days at \$1,250 per day for \$12,500