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## Estimated Service Costs

June 15, 2011

Attention: Teacher and Principal Practice Rubrics  
New York State Education Department  
EB 5N Mezzanine  
Office for Great Teachers and Leadership  
89 Washington Avenue  
Albany, NY 12234

Dear New York State Education Department

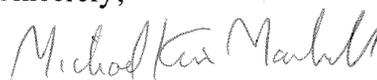
Below is my estimate for the costs associated with training, each, in the Marshall Teacher Evaluation Rubrics and Principal Evaluation Rubrics submitted in response to your RFQ:

- \$1,000 for an all-day (6-hour) workshop for principals, central-office supervisory personnel, and, if possible, teachers and union officials to introduce the overall plan;
- \$500 for a half-day follow-up workshop during the year as principals begin to implement the system;
- \$300 – estimated travel expenses for both sessions;
- \$1,800 total

All additional training, practice, and discussion should be conducted within regular district administrative and professional development times, incurring no additional costs. This assumes that central-office administrators understand and embrace the rubrics and the implementation process, which is a central agenda on the initial training day.

If you have questions on this estimate, please contact me.

Sincerely,



Michael Kim Marshall

Educational Consultant