



FLORIDA DEPARTMENT OF
EDUCATION
— fldoe.org



TOP-2



Turnaround Option Plan—Step 2(TOP-2) External Operator/Outside Entity (EO)

Duval
George Washington Carver Elementary

Form Number TOP-2, EO, incorporated in Rule 6A-1.099811, F.A.C., effective August 2018

Turnaround Option Plan—Step 2 (TOP-2)

External Operator/ Outside Entity

Due: October 1 for Cycle 1 or January 31 for Cycle 2-4

Purpose

The purpose of this document is to guide districts to develop a plan for implementation of the turnaround option External Operator/Outside Entity (EO). The district shall provide the Department with this plan for approval by the State Board of Education (SBE).

Directions

Districts shall complete this Step 2 form for each school for which the district is selecting EO. This completed form must be signed by the superintendent or authorized representative and emailed to BSI@fldoe.org no later than October 1 if Cycle 1 or January 31 if Cycle 2-4. The subject line of the email must include district name, school name and TOP-2(EO).

School

In the box below, identify the name and MSID number of the school that will be supported through EO.

School Name/ MSID Number
George Washington Carver Elementary School/MSID # 161581

EO Assurances

The district must agree to ALL of the following assurances by checking the boxes below.

Assurance 1: Selecting a Successful EO

The district shall select an EO that has a record of school improvement in turning around schools that are high-poverty and low-performing with students of similar demographics.

Description of how the district will address Assurance 1: Selecting a Successful EO

Adhering to all currently adopted district policies and procedures for contracting with external service providers, Duval County Public Schools, through a request for information process and a fact finding committee, is currently researching external providers that have a proven track record of success in turning around elementary schools similar to George Washington Carver and the community of students that the school serves. Our process began with establishing a timeline that would support the guidelines from FLDOE that the contracted external operator would be well positioned to assume the transition of all operational management and instructional oversight of George Washington Carver Elementary, in the event that the school falls short of earning the necessary grade of "C" or higher, at the end of the 2018-2019 school year.

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A timeline, with deliverable milestones of processes necessary for contract creation, school board review and consideration, and final signed agreement to support the expectation that an agreement with the identified EO be submitted on or before May 31, 2019 is outlined below:

EO: Area of Assurance	Objective	Milestone /Next Steps	Goal	Projected Completion Date
Area(s): 1, 2	Identify education management organizations to operate the school	Create a request for information based upon current board adopted policies and procedures for contracting with external providers	To identify 3 -5 organizations with proven effectiveness with turnaround school management.	Week of 01/14/2019
Area # 1	Contact Potential organizations with request for proposals presentations and organizational framework	Establish a review committee and timeline for group review of submitted proposals	To have the district executive leadership and other key stakeholders review all submitted external operators proposals for service	Week of 01/22/2019
Area(s): 1, 2	Committee Presentation Review of Proposed Service Providers	Establish a rubric for committee standards of review	To select 1- 2 organizations for deeper contract negotiation and potential recommendations to Board for Review	Week of 01/28/2019
Area(s): 1, 2	Identify selected external management organization for contracted service recommendation to Board for review	Engage in formal contract negotiation with selected provider	Present proposed contract service provider with scope of work to Board for Review and discussion	Week of 03/18/2019
Area(s): 1, 2	Make Recommendation to School Board for Approval of Contract with identified External Operator for the school.	Create Board Agenda item with agreed contract for services.	Received Board Approval to enter into proposed contract with the selected external operator	Week of 04/15/2019

The specific terms of service and timeline for initiating the transitional management plan prior to the start of the 2019 – 2020 school year will be negotiated and ultimately embedded within our external operator contract for service.

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All interested parties have been informed that each provider selected to present must encompass at a minimum the following: their organizations framework for partnering with the district to provide school leadership, teachers, and other school staff with coaching, monitoring, and professional development necessary for developing sustainable strategies and systems that foster a “transformative mindset” within every stakeholder. Through a partnered approach, the school, provider, and the district will work to continue the supports and rigorous efforts needed to maintain school and student academic success.

Assurance 2: Selecting Leadership

The district and the EO shall ensure the incoming principal and school leadership team have a successful record in leading turnaround schools and the qualifications to support the population being served.

Description of how the district will address Assurance 2: Selecting Leadership

The district will address Assurance 2: Selecting leadership through its contractual agreement with an elected external operator once identified. Duval’s *DRAFT* contract for external operator services provides very specific language that explicitly states that all primary management and staffing of personnel, to include selection, placement and evaluation of school-based instructional, *administrative (emphasis added)* and support staff shall be provided by the Contractor. The contract will further require that all school staff be selected through an interview protocol established by the external operator.

Additionally, the selected External Operator will have full authority and discretion in the selection and hiring of the administrative leadership team and all staff. However, the district’s contract template does articulate that our human resource staff will collaborate with the external provider to develop a candidate selection pool of possible candidates that meet mutually agreeable leadership characteristics. These characteristics will include, but not be limited to, prior experience as a school leader in a turnaround school, record of academic performance in all measurable/assessed content areas, demonstrated effectiveness with improving school culture, evidence of implementation of strategies to address early warning indicators (such as attendance, discipline, suspensions, etc.) and experience with stakeholder engagement.

The district plans to establish clear protocols for collaborating with the external provider to develop mutually agreeable characteristics for the school’s extended leadership team members. Characteristics should include, but not be limited to, prior experience as supporting school leaders in a turnaround school, record of academic performance in all measurable/assessed content areas, demonstrated effectiveness with improving school culture, evidence of implementation of strategies to address early warning indicators (such as attendance, discipline, suspensions, etc.) and experience with stakeholder engagement.

As part of the initial assessment of the school by the selected contractor, the district’s *DRAFT* contract supports working collaboratively with the external operator and the current school leaders to review existing professional learning opportunities being provided through district and school based trainings. Additionally, *DRAFT* contract language also articulates an agreement that the school’s staff be afforded an opportunity to provide input regarding desired professional development for the upcoming year. The 2018-2019 state and district performance data will be used to finalize professional development offerings for the

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upcoming year. Such training shall be differentiated for each school based on the school's individual need and faculty/staff composition. In order to allow instructional and administrative staff time to analyze year end data and prepare for the upcoming year, each school has been allocated up to five (5) additional workdays prior to the beginning of the school year for implementation of site-based professional development to be managed and implemented by the contractor.

Assurance 3: Selecting Instructional Staff

- The district and the EO shall ensure that teachers rated as Unsatisfactory and Needs Improvement based on the three-year aggregated state Value-added Model (VAM) rating and on the district's approved evaluation system, pursuant to section 1012.34, F.S., shall not be staffed at the school.
- If the district establishes a district-managed charter school, the district shall ensure all instructional personnel are not employees of the school district, but are employees of an independent governing board composed of members who did not participate in the review or approval of the charter.

Description of how the district will address Assurance 3: Selecting Instructional Staff

Duval assures that our contracted agreement with the selected external operator will include language that provides in pertinent part that primary management and staffing of personnel, to include selection, placement and evaluation of school-based *instructional (emphasis added)*, administrative and support staff shall be provided by the Contractor. Our *DRAFT* contract further requires that all school staff will be selected through an interview protocol established by the external operator. The language specifically excludes from eligibility, any teacher with end of year state VAM data or overall summative evaluation in the Needs Improvement or Unsatisfactory range.

The district is committed to providing the selected contractor with all allowable performance and personnel information available for current employees needed to ensure that the school's instructional personnel, as selected by External Operator, have proven experiences of providing services to students requiring intensive remedial instruction. At a minimum, such data shall include: allowable individual teacher evaluation data and other pertinent personnel records. To assist with ensuring a sufficient applicant pool, the district has entered into an agreement with the bargaining agent for instructional personnel to be provided retention and varied performance incentives. Performance values range from \$2,000 - \$5,000 annually and an additional \$2,000 retention incentive is available to existing employees, selected by the contracted external operator to remain at George Washington Carver Elementary School.

Additionally, our human resources staff shall continue to provide operational services such as processing of applicants, verification of proper certification and conducting statutory background and reference checks to facilitate the onboarding or transfer of personnel at the school. The contracted external operator will be provided access to all scheduled district recruiting activities, including annual transfer fairs and local hiring events. Such access will allow the provider access to applicants pre-screened for certification eligibility by the district and extended interview times for TOP schools. To further assist with staffing needs, minimum experience requirement for internal candidates will be waived to allow transfer of candidates selected by the district's contractor for external operation.

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Assurance 4: Contracting with the EO

The district shall enter into a contract with an EO to operate the school following established district policies and procedures. To ensure the district is well positioned in contract negotiations with an EO the following must be addressed in the contract:

1. Services and responsibilities for leadership and instructional staffing, curriculum and instruction, assessments and progress monitoring, professional development and any other identified school improvement areas.
2. The EO has a record of school improvement in turning around schools that are high-poverty and low-performing with students of similar demographics.
3. The role of the EO in the recruitment, selection and placement of instructional personnel with proven experience and capacity to serve students who may need intensive remediation and instruction.
4. The role of the EO in the recruitment, selection, placement, training and oversight of the school leadership team, including specific information about the EO's authority in these areas.
5. A detailed provision outlining the new or modified services to be provided by the EO if the district had an existing contract with the EO.
6. A detailed budget.

Description of how the district will address Assurance 4: Contracting with the EO

Adhering to all currently adopted district policies and procedures for contracting with external service providers, Duval County Public Schools, through an Intent to Negotiation (*Attachment A - ITN*) process and a fact finding committee, solicited proposals from external providers that had expressed interest and had a demonstrated record of prior success in turning around elementary schools similar to George Washington Carver and the community of students they serve. Our process began with establishing a timeline that would support the guidelines from FLDOE that the contract be signed and finalized by May 31, 2019 and thereby ensuring that the elected external operator be well positioned to assume the transition of all operational management and instructional oversight of George Washington Carver Elementary School, in the event that the school fails to earn the necessary grade of "C" or higher, at the end of the 2018-2019 school year.

Acknowledgement

Check the box that applies to the district selection of EO.

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For Cycle 1, the district acknowledges that the plan and the final EO contract is due to the Department by October 1.

For Cycle 2-4, the district acknowledges that the plan and proposed EO contract are due to the Department by January 31 and the final EO contract is due to the Department by May 1.

Name and title of person responsible for completing and submission of the TOP-2
Jacqueline Kelley, Executive Director Turnaround Region
Contact information: email, phone number
kellyj@duvalschools.org ; (904) 348-7761
Date submitted to the Bureau of School Improvement
January 31, 2019
Superintendent Signature (or authorized representative)
