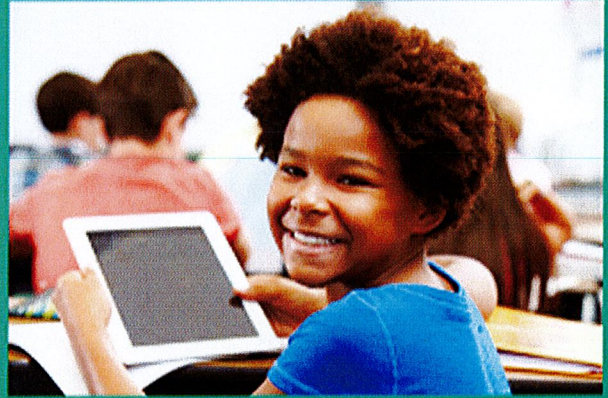




FLORIDA DEPARTMENT OF  
**EDUCATION**  
fldoe.org



**TOP-2**



## **Turnaround Option Plan—Step 2(TOP-2)**

**External Operator (EO)**

**Duval County Public Schools**  
**Susie E. Tolbert Elementary School**

Form Number TOP-2, EO, incorporated in Rule 6A-1.099811, F.A.C., effective December 19, 2019



**Turnaround Option Plan—Step 2 (TOP-2)  
External Operator**

*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 (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](mailto: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.

<b>School Name/ MSID Number</b>
Susie E. Tolbert Elementary School/MSID #161281

**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**

The District’s Community Assessment Team (CAT) comprised of community stakeholders, teachers, staff, parents, and students, provided feedback and input regarding next steps for the Turnaround Option Plan schools. Following these meetings, the recommendation to the superintendent was to partner with an External Management Organization if any of the schools are not successful in achieving the academic improvements necessary for exiting Differentiated Accountability.

As a result of the recommendation from the community team, the superintendent worked with district staff and the Office of General Council to conduct the “Invitation to Negotiate” process.

ITN process timeline:

- Intent to Negotiate Posted: February 1 – 18, 2022

## Turnaround Option Plan—Step 2 (TOP-2) External Operator

- Proposal Presentations: February 24, 2022
- Superintendent Identifies a Recommended EO: February 28, 2022
- All Respondents Notified of the Recommendation: March 1, 2022

All external management organizations that expressed an interest in the agreement were invited to present their plan to the district's fact-finding committee on February 24, 2022. Based upon the presentations, follow up responses, and past performance, the Superintendent is making a recommendation for Turnaround Solutions, Inc. to assume management of Susie E. Tolbert Elementary school. Following contract negotiations, ITN process resumed with the below steps to finalize the contract.

- Contract Published to Board Agenda: March 29, 2022
- Board Review and Approval of Proposed Contract: April 5, 2022
- Final Signed Contract Submitted to FLDOE/BSI: May 1, 2022

### 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. The district and the EO shall complete a Principal Change Verification Form when there is a proposed principal change at the school no later than 10 days prior to the proposed principal hire date.

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

Duval County and the External operator will ensure the incoming principal and school leadership team have a successful record in leading turnaround schools and the qualifications to support the population at Susie E. Tolbert. In May, the District will conduct a needs assessment and provide the External Operator with necessary data, background knowledge of the school and community, as well as a summative report of current staff. The External Operator and the District will collaborate in selecting an effective principal and leadership team with prior experience in a leading a turnaround school. This will include a 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, and experience with stakeholder engagement.

After a mutually agreed upon selection, the District will complete and submit the Principal Change Verification Form no later than 10 days prior to the proposed principal hire date.

### 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.



## Turnaround Option Plan—Step 2 (TOP-2) External Operator

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

The District and External Operator will ensure that teachers rated as Unsatisfactory and Needs Improvement based on the three-year aggregated state VAM rating and on the district's approved evaluation system, will not be staffed at Susie E. Tolbert Elementary. The District is committed to providing the selected contractor with all allowable performance and personnel information available for current employees. Additionally, school staff will be selected through an interview protocol established by the External Operator. If the External Operator determines that a specific staff member is not a good fit for the school, the district will transfer that staff member to a vacant position in another school within the district. The District will provide applicant data to the school and External Operator to ensure the school is fully staffed with highly effective educators and staff.

### Assurance 4: Contracting with the EO

The district shall enter into an annual 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. Performance indicators to demonstrate that during the term of the contract there will be quantifiable evidence of improvement showing that the school is on track to earn at least a "C" grade within two years and that ties payment to such improvement;
2. The district's authority to terminate or non-renew the contract for a second year should the EO fail to meet the performance indicators or fail to meet its contractual obligations;
3. Services and responsibilities in leadership and instructional staffing, curriculum and instruction, assessments, progress monitoring and professional development;
4. The EO's role in recruitment, selection and placement of instructional personnel and the school leadership team;
5. Where the district has an existing contract with the EO, a detailed provision outlining the new or modified services to be provided by the EO; and
6. A detailed budget with conditions of payment based on performance indicators, including a deferred payment of the final installment of 33% of the contracted amount until delivery of agreed upon improvement and outcomes. The contract must include a provision where the final 33% of the contract value may not be paid until and unless the EO demonstrates that the school has achieved at least a "C" grade or that the school has improved by at least four school grade percentage points overall.

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

**Turnaround Option Plan—Step 2 (TOP-2)**  
**External Operator**

The district ensures that the annual contract renewal with the External Operator to operate the school following established district policies and procedures is signed. During contract negotiations, both the District and External Operator understand that each of the six assurance requirements must be embedded and agreed upon in the final contract. Additional contract provisions include stipulations that clearly define the External Operator’s role in recruitment, selection and placement of instructional and leadership personnel as well as services and responsibilities in the areas of curriculum and instruction, assessments, progress monitoring, and professional development. The contract will allow the District to terminate or non-renew the agreement for a second year should the provider fail to meet the performance indicators or fail to meet other contract terms.

Finally, the District has established a timeline that endures the contract is signed and finalized by May 1, 2022; thereby ensuring the External Operator is well positioned to assume the transition of all operational management and instructional oversight of Susie Tolbert Elementary, in the event the school fails to earn the necessary grade of “C” or higher, or has improved by at least four school grade percentage points overall at the end of the 2021 - 2022 school year.

**Acknowledgement**

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

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.

<b>Name and title of person responsible for completing and submission of the TOP-2</b>
Laura Bowes - Executive Director for Schools
<b>Contact information: email, phone number</b>
<a href="mailto:BowesL@duvalschools.org">BowesL@duvalschools.org</a> ; 904-390-2505
<b>Date submitted to the Bureau of School Improvement</b>
May 1, 2022
<b>Superintendent Signature (or authorized representative)</b>
