

Putnam County School District

200 Reid Street Palatka, Florida 32177

www.putnamschools.org

May 15, 2018

Chancellor Lyons,

Per your letter dated April 23, 2018, I am responding to your request for assurance that we are well positioned to contract with an outside entity/external operator for the 2018-19 school year.

- 1) Provide the outside entity/external operator's evidence of a demonstrated record of effectiveness per statutory requirement.

Refer to Part II, Item 3, Assurance 2 of the Putnam 2018 TOP Phase 2 document for evidence of our EO's demonstrated record of effectiveness.

- 2) Explain the role of the outside entity/external operator in the recruitment, selection, and placement of instructional personnel with proven experience and capacity to serve students who may need intensive remediation and instruction. Include specific information about the external operator's authority in this area.

Refer to Part II, Item 3, Assurance 1 and Assurance 3 of the Putnam 2018 TOP Phase 2 document for evidence of the external operator's authority in the recruitment, selection, and placement of instructional personnel.

- 3) Explain the role of the outside entity/external operator in the recruitment, selection, placement, training and oversight of the school leadership team, including specific information about the external operator's authority in these areas. Provide evidence the school leadership team has a proven record of success in turnaround schools and the qualifications to support the students served.

Refer to Part II, Item 3, Assurance 1 of the Putnam 2018 TOP Phase 2 document for evidence of the external operator's authority in the recruitment, selection, placement, training and oversight of the school leadership team.



Nikki Cummings, District I

David Buckles, District II

Sandra Gilyard, District III

Kathy Jorgensen, District IV

Jane Crawford, District V

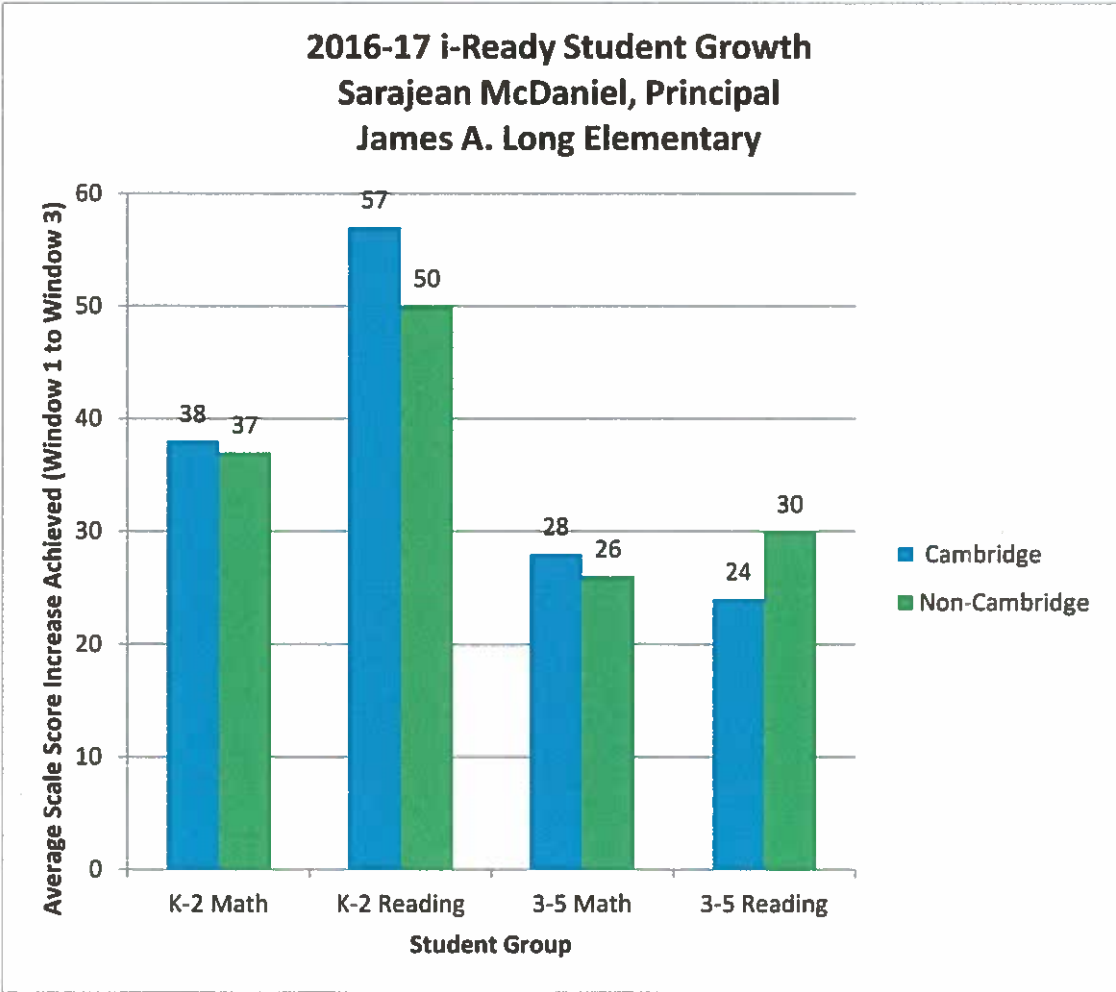
Dr. Rick Surency, Superintendent

Additionally, the evidence below outlines the current school leadership team's record of success in turnaround schools.

Principal Sarajeon McDaniel started with the Putnam County School District as a Pre-K ESE teacher on November 1, 1996. She was appointed by the Superintendent as Principal of William D. Moseley Elementary School on July 1, 2017. Prior to becoming Principal at Moseley Elementary, Sarajeon was Principal for six years at James A. Long Elementary School. She has eight years of administrative experience.

Mrs. McDaniel made a return to Moseley Elementary for the 2017-18 school year. She previously worked as the math coach/continuous improvement model coach at Moseley when the school went from an F school grade to an A back in 2005-2006. She has extensive professional development experience as a trainer for FRI, SUMS (Students Using Math and Science), and NEFEC initiatives. While Principal at James A. Long Elementary, she maintained high staff retention rates and implemented Cambridge coursework to accelerate students.

With the addition of Cambridge classes, Mrs. McDaniel raised the expectations for all students. The data below shows that non-Cambridge students grew at similar rates as those with accelerated coursework.



While at James A. Long Elementary, Principal McDaniel moved the school from a D to a C by focusing on student learning gains. The school maintained a grade of a C during the transition to FSA and has continued to improve each year. Their 2017 school grade was one point from a B. Mrs. McDaniel focuses her leadership on building sustainable improvement by developing staff and refining instructional practice.

School Grade Trends While Principal McDaniel was at James A. Long Elementary

	English Language Arts Achievement	English Language Arts Learning Gains	English Language Arts Learning Gains of the Lowest 25%	Mathematics Achievement	Mathematics Learning Gains	Mathematics Learning Gains of the Lowest 25%	Science Achievement	Total Points Earned	Total Components	Percent of Total Possible Points	Percent Tested	School Grade
2012-2013	65	53	58	57	30	34	37	395			100	D
2013-2014	50	55	61	54	71	54	48	442			99	C
School Grade Model Transitioned with Switch to FSA												
2014-2015	48			55			43	146	3	49	98	C
2015-2016	53	51	37	53	65	48	54	361	7	52	100	C
2016-2017	54	54	41	59	73	37	55	373	7	53	100	C

Assistant Principal Brandon “Tony” Benford started with the Putnam County School District as a teacher on March 29, 2005. He became an Assistant Principal after eight years of teaching and has been an AP at Crescent City High School and James A. Long Elementary School. He was selected by the current Principal and started at William D. Moseley Elementary on July 1, 2017.

Mr. Benford’s administrative background is suited to address the adverse attendance and discipline data that Moseley Elementary has had for the past few years. During his time as AP at Crescent City High School, he cut the open defiance/willful disobedience referrals from 275 to 116 and the skipping referrals from 252 to 95. He accomplished this by implementing a proactive approach to PBS instead of a reactive one. He introduced Character Counts curriculum to ISS, implemented a school store and attendance parties, increased home visits, formed mentorships, created a token economy system, and developed alternate scheduling and timeout options for students with disabilities. He has been a school administrator over MTSS, PBS, and AVID, and is uniquely qualified to lead implementation of these components at Moseley Elementary as well.

While at James A. Long Elementary, the administrative team of Mrs. McDaniel and Mr. Benford combined their strengths as school leaders to organize James A. Long for continuous school improvement. The 5Essentials results and discipline data from James

A. Long are evidence of their ability to create a supportive environment for both students and teachers.

5Essentials Results While Principal McDaniel was at James A. Long Elementary

Student Response Rate	88.1%
Teacher Response Rate	80.0%

Essential	2016	2017
Ambitious Instruction	Very Strong (80)	Very Strong (80)
Effective Leaders	Weak (39)	Neutral (55)
Collaborative Teachers	Weak (31)	Neutral (53)
Involved Families	Weak (33)	Neutral (57)
Supportive Environment	Strong (77)	Strong (79)

2016-17 School Discipline Data While Principal McDaniel was at James A. Long Elementary

Survey 3 Entity Count	Number of Suspensions	Number of Students with 1 or More Suspensions	Number of Behavior Referrals including Bus Misconduct	Number of Students with 1 or More Behavior Referrals including Bus Misconduct
655	44	25	130	46

- 4) If the district had a partnership with the outside entity/external operator, explain the difference in the proposed services changing from a partnership to an operator.

The district is currently in Year 1 of a partnership with Learning Sciences International (LSI) at Moseley Elementary for their standard Schools for Rigor treatment. On February 13, 2018, the district entered into an agreement with LSI for enhanced Schools for Rigor services during the 2018-19 school year as outlined in Addendum 1: Intensive Supports to Transform Leadership, Teaching, and Learning at Moseley Elementary School.

In the event that William D. Moseley Elementary School earns a school grade of "D" or "F", our external operator contract with LSI shall commence on July 1, 2018, or on the date thereafter when official 2018 school grades are released. If William D. Moseley Elementary earns an official 2018 school grade of "C" or higher, then the external operator contract will automatically terminate. The district and LSI have agreed that the 2018-19 services outlined in Addendum 1: Intensive Supports to Transform Leadership, Teaching, and Learning at Moseley Elementary School will continue as a partnership.

The difference in proposed services between the partnership and external operator involve primary responsibilities, priorities, direct supervision/evaluation, and authority.

As external operator, LSI will have primary responsibility for all School academic programs; oversight, selection, placement, coaching, evaluation, assignment of responsibilities and re-assignment of School leadership and instructional personnel; professional development; identification, training and coaching of professional learning community leaders, student academic assessment and implementation of curriculum and instructional materials.

As external operator, LSI will have priority in selecting new hires and administrators for the school. All newly hired school staff will be selected through an interview protocol set by LSI. Additionally, LSI may use an interview protocol to make decisions about grade level placement for current teachers assigned to the school. In the event that an individual is not the best fit for the school as determined by LSI, the district will immediately reassign that individual.

As external operator, LSI will have the authority to input walkthrough and informal ratings within iObservation and will collaborate with the school principal and assistant principal to complete formal observations.

As external operator, LSI will directly supervise the school leader and will have full authority to evaluate, coach, and request reassignment of the school leader.

- 5) Provide a detailed budget for the contracted amount with the outside entity/external operator.

The total costs for the enhanced Schools for Rigor treatment for the 2018-19 school year are \$298,000.00. This amount includes district level support; 60 days of on-site school building services with the school leader, leadership team, and teachers; and supporting software such as the LSI standards tracker, growth tracker, and trend tracker.

The costs of the external operator contract are still being negotiated as the services are above and beyond those included in the enhanced Schools for Rigor treatment. Negotiations are on track to result in a finalized contract by the June 15th deadline.

It is my hope that these responses provide sufficient assurance that we are well positioned to contract with an outside entity/external operator should William D. Moseley Elementary fail to earn a 2018 school grade of "C" or higher.

Sincerely,

Rick Surrency, Superintendent

