

FLORIDA DEPARTMENT OF
EDUCATION
fldoe.org



TOP-2



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

Volusia County Schools
Palm Terrace 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

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).

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).

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

School Name/ MSID Number
Palm Terrace Elementary/2451

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

In order to ensure that the selected External Operator (EO) would have a demonstrable record of school turnaround, Volusia obtained the list of External Operators who currently have contracts with school districts in Florida for the 2018-2019 school year. The vendors were asked to submit a technical proposal of their services, as well as participate in a formal interview process. The following questions were given to each vendor to address during a formal interview process:

Vendor Interview Script:

Values & Integrity

- *What sets you apart from other vendors?*
- *What is your company philosophy? What does it mean to you?*
- *What is your company's approach to a project?*

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- *Provide a situation that was a challenge, and how you handled it.*

Experience & Qualifications

- *Demonstrate financial stability & performance.*
- *What is your role in the recruitment, selection and placement of instructional personnel with proven experience and capacity to service students who may need intensive remediation and instruction?*
- *How will you ensure that the principal and school leadership team have successful records in leading turnaround schools?*
- *What are your company's qualifications to support the population being served?*

School Improvement

- *What are your services and responsibilities for leadership and instructional staffing, curriculum and instruction, assessments and progress monitoring, professional development and any other identified school improvement areas?*
- *What results have you seen in previous schools with whom you are working? What results are you currently seeing?*
- *How do you lead teachers to analyze and respond to data?*

References

- *Provide at least three (3) credentials & specific work experiences in K12 School Districts.*
- *Provide your company's record of school improvements in turning around schools that are high-poverty and low-performing with students of similar demographics.*

Quality Assurance

- *Provide a description of your quality assurance process.*
- *Provide a detailed provision outlining the new or modified services to be provided by the company.*
- *Level of service, functions and resources provided.*
- *What is your plan for recruitment and retention of teachers? What happens to existing teachers?*
- *What autonomy will take place in the hiring of teachers?*
- *What is your communication plan with the district for hiring, progress monitoring, quarterly updates, etc.?*
- *How did you decide which teachers need coaching and which students need intervention?*

Planning / Design

- *Detail the experiences & capabilities of the project team.*
- *How many third-party vendors do you partner with?*
- *How will these relationships benefit the district?*
- *When working with a new school and district, how did you first build relationships?*
- *Describe the curriculum needs seen at schools in turnaround.*
- *What is the role that assessments play in your work?*
- *Do you use the same assessments at all schools, or do you help teachers to develop their own assessments?*
- *Describe your typical work with a PLC.*

Estimation

- *What is the estimated cost of the Turnabout Option Plan - Step 2?*
- *Explained the project budget breakdown.*

Project Support

- *What is your project support? (i.e. Describe a typical week and month.)*
- *How do you balance the leadership role with the principal and the school leadership team?*
- *What are your expectations of the school district?*
- *How do you see the role between the EO and the principal?*

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The following questionnaire was sent to districts currently using the vendors as a reference check:

Vendor Background

1. Please explain the scope of work completed with the vendor.
2. How long have you work with this vendor? (Number of years/months)
3. Have you worked with another External Operator (EO) in the past? If so, could you assign both the previous vendor and the current vendor scores on a scale of 1-10 (1 being the lowest, and 10 being the highest)?
4. What results have you seen in your schools? Or what results are you currently seeing?
5. What was the vendor's role in the recruitment, selection and placement of instructional personnel to service students who may need intensive remediation and instruction?

Quality of Communication

6. How effective was the vendor's communication with district & school staff?
7. How effective was the communication with the district for hiring, progress monitoring, quarterly updates, etc.?

(1) Poor, (2) Fair, (3) Average, (4) Very Good, (5) Excellent

Quality of Communication:

Comments:

Overall Satisfaction:

8. Is the vendor serving your district well?
9. Would you select the vendor again to address your needs?
10. Would you renew your contract with the vendor?
11. What qualities of the vendor would you describe as strengths and weaknesses?

(1) Poor, (2) Fair, (3) Average, (4) Very Good, (5) Excellent

Overall Satisfaction:

Comments:

Vendor Interview Process:

A diverse panel of stakeholders was selected to serve in the interview process. The following individuals participated:


Elizabeth Albert, Volusia United Educators (Teachers' Union) President
Kati Dyer, Coordinator of Professional Learning & School Improvement
Lyndi Goepfert, Specialist of Professional Learning & School Improvement
Tucker Harris, Principal of Palm Terrace Elementary
Rachel Hazel, Executive Director of K-12 Curriculum
Teresa Marcks, Chief Academic Officer
Rose Roland, Area Superintendent for Transformation
Patricia Sims, Office Specialist and 10-year employee of Palm Terrace Elementary
Gail Waldon, Specialist of Professional Learning & School Improvement

During the interviews, each of three vendor candidates were scored on a rubric, and final scores were tabulated in order to pass on a ranking of candidates to Superintendent Russell.

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Learning Sciences International (LSI) was recommended to enter into contract negotiations based upon the criteria mentioned above. The interview committee ranked the technical proposals submitted and answers from the interview. LSI was ranked highest based on their technical approach and solutions, positive past performance record in school turnaround, and ability to meet expectations of the school district.

Additionally, LSI shared their records of school grade turnaround for 10 Florida schools as evidence of their record in turning around schools that are high-poverty and low-performing.



Provide a record of school improvements in turning around schools that are high-poverty and low-performing with students of similar demographics

- **Palm Beach County**

School	2015	2016	Change
Belle Glades ES	F	C	↑
Glade View ES	D	C	↑
Glades Central HS	C	C	→
Gove ES	D	D	→
Canal Point ES	F	C	↑
Lake Shore MS	F	C	↑
Pahokee ES	D	C	↑
Pahokee MS/HS	C	C	→
Pioneer Park ES	D	C	↑
Rosenwald ES	D	B	↑

Based on a total possible cumulative score of 900, LSI received 755 points, which was the highest number of points awarded to any vendor. More than 150 points separated the first- and second-ranked vendor applicant. LSI also received the strongest recommendations from the districts asked to provide a reference. Based on presentations, committee participants noted LSI’s research-based approach, as well as the opportunity the district and school would have to learn from the tools the company uses in their school-improvement approach. LSI backed their presentation with a guarantee of an increase of at least one letter grade and gave a strong sense of personal accountability for results.

Assurance 2: Selecting Leadership

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- 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

This assurance was addressed during the interview process to ensure common understanding and expectations. When the contract is written, we will ensure that the following specification is addressed:
“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.”

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

This assurance was addressed during the interview process to ensure common understanding and expectations. When the contract is written, we will ensure that the following specification is addressed:
“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.”

The district is not using a district-managed charter school; therefore, the second part of Assurance 3 is not applicable.

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.

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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

1, 3, 4, 6. Questions for the interviews were taken directly from Area of Assurance 4, and the contract will be written expressly to include these items.

2. As part of vendor interview process, the potential EO provided references to substantiate the data they shared about school improvement experience. With any vendor with whom Volusia contracts, there is an established policy to verify backgrounds and references.

5. NA

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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.

Name and title of person responsible for completing and submission of the TOP-2
Kati Dyer, Coordinator of Professional Learning & School Improvement
Contact information: email, phone number
kbdyer@volusia.k12.fl.us (386)734-7190, Ext. 20529
Date submitted to the Bureau of School Improvement
January 31, 2019
Superintendent Signature (or authorized representative)
