

Provide the outside entity/external operator’s evidence of a demonstrated record of effectiveness per statutory requirement.

We carefully reviewed the external operator evidence of providing an overall academic successful track record for the schools served. Educational Directors provided the evidence for the schools served within Polk County as well as Duval County.

School	County	Three years prior	Two years prior	One year prior	ED third party operator year
Elementary School					
PALMETTO ELEMENTARY SCHOOL	Polk	D	D	D	C
NORTH SHORE ELEMENTARY	Duval	F	F	D	B
Middle School					
CRYSTAL LAKE MIDDLE SCHOOL	Polk	F	D	D	C
DENISON MIDDLE SCHOOL	Polk	D	D	D	C
SHELLEY S. BOONE MIDDLE SCHOOL	Polk	F	D	D	C
WESTWOOD MIDDLE SCHOOL	Polk	F	D	D	C
High School					
A. PHILIP RANDOLPH ACADEMIES	Duval	F	F	C	A
WESTSIDE HIGH SCHOOL	Duval	D	D	D	C
WILLIAM M. RAINES HIGH SCHOOL	Duval	F	D	D	C
JEAN RIBAUTL HIGH SCHOOL	Duval	F	D	C	A
EDWARD H. WHITE HIGH SCHOOL	Duval	D	D	D	C

The above table represents data from eleven schools that Educational Directions provided which demonstrates their effectiveness. Five Polk County schools listed above received support during the 2016-2017 school year and all five demonstrated academic progress and has shown improvement in their overall school grading.

As we reviewed the 2016-2017 data for schools supported by Educational Directions (ED), all five schools demonstrated overall academic improvement. Palmetto Elementary showed

improvement in all graded areas, whereas two of the middle schools (Westwood and Denison) demonstrated improvement in five of the nine areas; Crystal Lake Middle demonstrated improvement in seven of the nine areas, and Boone Middle demonstrated improvement in eight of the nine areas. We have identified four middle schools and two elementary schools with the same demographics of the above schools as in-need of an external operator for the 18-19 school year if they do not improve to the grade of a “C”.

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.

On April 24, 2018 the School Board of Polk County approved a contract with Educational Directions to provide services for six schools as an external operator for the 2018-2019 school year. For any school that enters the external operator phase for the 2018-2019 school year, Educational Directions will have complete authority with regards to staffing, recruitment selection placement of instructional staff, and administration changes. Upon a school entering the external operator phase, the Site Director and/or Lead Coach will review the current administration and staff assignments for changes.

We have designated a staff member in our Human Resources to coordinate with ED’s Site Director to resolve issues regarding personnel. The Human Resources staff will provide names of candidates to the external operator and ensure that instructional personnel are effective or highly effective prior to an interview. Our department will continue to process and service all applicants for the external operator. All teacher induction trainings, onboarding processes, and the external operator will offer benefits for selected candidates. In addition, we will continue to provide the Memorandum of Understanding for the schools as a recruitment and retention incentives.

During the initial assessment phase, the external operator will work with the leaders to establish professional development for the year. All professional development and curriculum alignment will be led by the external operator and the leadership team. ED will provide intensive school leadership, content-based coaching, data monitoring for students and teachers to ensure academic success with the leadership team. They will collaborate with the school leadership team to create a plan to address the students’ academic needs.

Educational Directions will work with the staff to develop a standards-based community that will build the capacity of the teachers and provide the students academic achievement. This will be through consistent leadership team and coach meetings to review and set next steps for teachers.

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.

Educational Directions requires school staff to be selected through a process which is conducted by their staff. As stated above the school district will assist in providing all necessary qualified candidates for their review for interviews. To ensure that ED will be able to obtain all the information for current staff, we will provide a dedicated human resources staff member to assist with these efforts. The Office of School Improvement and district leaders will work with ED to develop and assist the leadership teams as requested.

The external operator's lead coach will assist the leadership team with data mining and curriculum revisions as needed for the success of the students.

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.

We had a partnership with Educational Directions previously that provided support to the school by assisting the principal with what we identified as the need. The difference is now Educational Directions will be totally responsible for all hiring of instructional and administrative staff, professional development, and curriculum. We have agreed not to have competing objectives that will hinder the work of ED. As a district we will continue to provide transportation, processing, verification and onboarding of applicants, maintenance of buildings, custodial etc.

Provide a detailed budget for the contracted amount with the outside entity/external operator

Tier 3 Schools will receive the External Operator (EO) intervention level as mandated by the state pursuant to F.S.1008.33 (4) (b) and F.A.C. 6A-1.099811(6). Schools in Tier 3 that make a C or better on the state test will move to Tier 1 but will receive both DMT support as well as the Intensive Technical Services (ITS) intervention level from Educational Directions. Schools not receiving a C or better will remain Tier 3.

Tier 2 Schools that are in the first year of TOP will receive DMT support. Schools that are in year 2 of TOP will receive DMT support as well as the Academic Managed Organization (AMO) intervention level from Educational Directions.

Tier 1 Schools who were previously Tier 3 will receive District Managed Turnaround (DMT) support except for schools that were either tier 3 or year 2 of tier 2 the previous year which will also have some level of ITS support from Educational Directions.

The intervention levels will be split by services for Spring 2018 (May 1, 2018 – June 15, 2018) and services for next school year and the following school year (July 15, 2018 – June 15, 2019 and July 15, 2019 – June 15, 2020, respectively). The costs listed below are subject to change by agreement of the Parties. The need for support can be determined by when the contract is signed and the number of schools in need of support.

Spring 2018

Baseline Review and Needs Evaluation

Below is an optional set of à la carte and bundled Services. Exact Services and amounts will be agreed to in writing before Services begin. The payments will be divided into the number of months for the Services plus 1. The first payment will be due upon execution of the Contract and then in equal installments at the end of each Service month.

Spring Needs Assessment Level 3 Bundle - \$52,500

Services include:

- 2-year review of school data by ED senior team.
- Review of district curriculum.
- 3 Site Director days onsite.
- 16 days of a Site Analyst onsite.
- A formal Needs Analysis report.
- Help in preparing the next year's school plan report.

Spring Needs Assessment Level 2 Bundle - \$40,000

Services include:

- 2-year review of school data by ED senior team.
- Review of district curriculum.
- 3 Site Director days onsite.
- 10 days of a Site Analyst onsite.
- A formal Needs Analysis report.

Spring Needs Assessment Level 1 Bundle - \$40,000

Schools NOT receiving a grade of C or higher for the 2017-18 school year.

Services include:

- 2-year review of school data by ED senior team.
- 2 Site Director days onsite.
- 8 days of a Site Analyst onsite.
- Review of next year's school plan report.

À la carte Services:

- School Climate Audit (2 days of onsite Focus Groups, Classrooms Observations, Operations Analysis and Electronic Surveys) - \$17,500
- Focus Groups – (1 days of onsite facilitated leadership and faculty focus groups and Electronic Surveys_ - \$10,000
- Electronic Surveys – (leadership/faculty electronic surveys used as part of Needs Analysis - \$4,000

Districtwide Support Days

This block of district days is based on 5-10 Schools. If the total number of Schools is higher or lower than this range, PCSB and ED can work together to adjust the number of district days and possibly adjust the prices for the TOP Intervention Levels.

Districtwide: Site manager days	64
Discretionary academic and data coaching days	50
Project management days	50
Reporting days	50
Executive Briefing days	3

TOP Intervention Level 3 – External Operator

TOP Year 3 Schools NOT receiving a grade of C or higher for the 2017-18 school year:

EO - \$350,000 per school

Per School:	Leadership coach days	80
	Academic and data coaching support days	50

TOP Intervention Level 2 – Academic Management Organization

TOP Year 3 Schools receiving a grade of C or higher for the 2017-18 school year:

AMO - \$240,000 per school

Per School:	Leadership coach days	60
	Academic and data coaching support days	25

TOP Intervention Level 1 – Intensive Technical Services

TOP Year 2 Schools NOT receiving a grade of C or higher for the 2017-18 school year:

ITS - \$125,000 per school

Per School:	Leadership coach days	45
	Academic and data coaching support days	8

Subject to the level of Services required for each of the Schools, the maximum to be paid by PCSB for the 2018-2019 and 2019-2020 School Years will be Two Million One Hundred Thousand Dollars (\$2,100,000.00).