



# Port Jervis City School District

Office of the Assistant  
Superintendent for Instruction

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To: Superintendent Thomas Bongiovi  
Assistant Superintendent for Business Lorelei Case  
Board of Education

From: Assistant Superintendent for Instruction Cynthia Benedict

Date: December 13, 2016

Subject: Approve PLC Associates, Inc.

Each identified Title I Focus District and Focus School, receives an allocation of \$50,000 each to implement required interventions in the 2016-2017 school year. Required interventions include participation in DTSDE training and implementation of DTSDE reviews, including required surveys; participation in training for, and development of, the District Comprehensive Improvement Plan (DCIP) and School Comprehensive Education Plan (SCEP). The \$100,000 funding is allocated to support the DTSDE recommendations and the development, implementation and monitoring of the DCIP and SCEP plans.

You will find attached The Scope of Work agreement proposed by PLC Associates, Inc. Please approve PLC Associates, Inc. as an SED approved vendor to provide the district services to meet the District's compliance with the Diagnostic Tool for School and District Effectiveness (DTSDE). The office of Thomas, Drohan, by Waxman, Petigrow & Mayle, LLP reviewed the original agreement and language was integrated by PLC Associates, Inc.

**DTSDE Support:  
Academic Year 2016-17**

**Scope of Work  
Supported by 1003a Grant:**

**PLC** ASSOCIATES, INC.

**PLC Associates, Inc. is a NYS certified Woman Business Enterprise (WBE)  
Federal ID# 16-1474033**

## Partnership Agreement

<b>Organization/ Contact:</b>	<p>Port Jervis City School District          Cynthia Benedict          Assistant Superintendent for Instruction          9 Thompson St.          Port Jervis, NY 12771          (845) 858-3100 ext. 15520</p>
<b>Date:</b>	<p>August 1, 2016          Grant Period: September 1, 2016 - August 31, 2017</p>
<b>Assigned Associates:</b>	<p>Dr. Deana Stevenson, OEE Leveraged Leadership Coach          Tammy Farrell, OEE, Targeted Staff Development</p>
<b>Project Team:</b>	<p>PLC Associates, Inc. has 14 approved OEEs. Depending upon the projects, the following OEEs may be part of the support team. Penny Ciaburri will be responsible for project managing all elements of the work to assure all deliverables are met. Schools working with PLC Associates have a tremendous advantage with the depth of our PLC Team as we are able to match expertise to the needs of the school and District. The District will have access, as needed, to our entire slate of OEEs and Associates. Based upon discussion with the client, Associates will be assigned.</p> <p><b>The PLC Associates, Inc. Team of OEEs:</b>          Dr. Tamara Like, Outside Educational Expert          Tammy Farrell, Outside Educational Expert          Karen Markoff, Outside Educational Expert          Donna Fountain, Outside Educational Expert          Dr. Linda McGinley, Outside Educational Expert          Jan Lutterbein, Outside Educational Expert          Dr. Deana Stevenson, Outside Educational Expert          Linda Sykut, Outside Educational Expert          Greg Speranza, Outside Educational Expert          Dr. Diane Reed, Outside Educational Expert          Sandy Griffin, Outside Educational Expert          Penny Ciaburri, Outside Educational Expert          Dr. Elise Russo, Outside Educational Expert          Janet Gillmeister, Outside Educational Expert</p> <p>PLC Associates is supported by nine additional Associates as well as a Technical Team responsible for all metrics and reports, a Quality Assurance Team that supports all functions, a Marketing Team responsible for PLC offerings and a Coordinator of Client Services who coordinates PLC communications and campaigns.</p> <p>The PLC approach is “hands on,” comprehensive, and results-based. Our Associates not only have vast educational experience as practitioners, but also are current on research and best practices. Penny Ciaburri, personally is responsible for all project management.</p>
<b>Deliverables:</b>	<p>2016/17 Academic Year</p>

PLC Associates will provide Activities 1 and 2 based upon District input. Activities 3 and 4 are options. Additional days and items may be added, as needed, through the course of the work.

**Activity 1: Leveraged Leadership**

Associate: Dr. Deana Stevenson

Leveraged Leadership (LL) is a high-impact program designed to give school leaders the specific competencies to impact teaching/learning and establish the structures, practices and systems that drive student achievement and school success.

□ Text: *The Principal As A Leader of Challenging Conversations*, Corwin Press (each participant to purchase)

Each school leader/Leadership Team will have a PLC Coach. All school leaders will conduct Calibration Walkthroughs when on site. Each Cohort will have nine onsite half days from their PLC Coach; days will be split into am and pm sessions so that PLC Coaches are onsite one full day per month.

All participants will complete the Leveraged Leadership Inventory, pre and post which will be used to monitor progress. Additionally, each will maintain the Case Study protocol which is designed to specifically track improvements in instruction and progress of teams. Session work will be closely monitored through the PLC Session Notes which are detailed by the PLC Coach. Participants will engage in the six Modules, as outlined in this Scope of Work. Additionally, each will complete assigned readings. Pre and post work will be identified by the PLC Coach.

The PLC Coach will work with the District to design and implement school-based practices which will create a system for instructional practice feedback to be delivered not only to individual teachers, consistent with the current APPR, but also a format which provides composite feedback relevant to particular grade level and content area teams for processing and action. This creates greater impact and utilizes existing District structures.

Data Dashboards will be created for grade level/content area teams and the entire school, to progress monitor collective improvements in school-wide instructional practices. This system would connect to current structures inside the District and align all structures for common outcomes, principally, student achievement. The PLC Coach would assist each school to successfully implement these practices and tailor it to their school.

**Format Components:**

The Leveraged Leadership program is succinctly divided into four components during the 3 to 3.5 hour session. Each Module includes pre and post work. Action items are closely monitored.

**Orientation:**

The PLC Coach will meet with the participants prior to the start of Leveraged Leadership and overview the essential elements of the program.

**A. Learning Lab**

The PLC Coach and Leadership Team will go through the specific Look Fors that will be viewed that day. The group will discuss the relevant research base around the Look Fors and describe the particulars of what that specific practice should include, done well. This will allow all participating to have an exact description of the instructional practice in its ideal form, thus calibrating. Further, this level of specificity will enhance the school leader's capacity to give explicit feedback to the teacher, post visit. Research-based content is shared in each Learning Lab.

#### B. Calibration Walks

The PLC Coach and school leaders will walk the school and visit identified classes. In order to have maximum impact, the Leadership Team will keep track of classrooms visited and make certain as walkthroughs occur, all teachers are covered.

#### C. Leadership Team Guided Practice and Discussion

The PLC Coach and school leaders, post walkthroughs, will discuss observations, and compare notes and ratings. Following, they will have a conversation around the feedback that will be given to each staff member visited.

#### D. Focus Forward

Coaches will assign tasks for the next session. This will include items such as walkthroughs to be completed, examples of written feedback to teachers, results from teacher discussions, and noted changes in practice. The purpose is to methodically implement strategies and knowledge gained through Leveraged Leadership sessions.

#### **Metrics:**

PLC Associates, Inc., in collaboration with the District, will measure impact of Leadership Team coaching and individual coaching from the perspective of changing instructional practices, calibrating as a Leadership Team and delivering targeted feedback to teachers for improvement purposes. This will assure the effectiveness and impact of the initiative. Data will be provided to the District, along with recommendations for next steps.

Elementary Cohort: September through May

Middle and High School Cohort: September throughout May

Dr. Stevenson will be onsite two days per month, September through May. One will be Leveraged Leadership the second will be individual school leader coaching/work with district leadership on implementation of DCIP/SCEPs.

18 onsite days and 4 offsite days for follow-up with school leaders  
32,955.

Addendum: Add 10 half days; 7 extra day on current trip; 3 one day trip Deana

#### **Activity 2: Staff: Targeted Professional Development and Support**

Associate: Tammy Farrell

This will support the targeted PD planned by the District and offer additional assistance in areas that support best practices. This PD will be for staff and may include a turn-key approach for Team Leaders/other to cascade the work. Topics will be linked to recommendations in the DTSDE Reports and may include implementing structures such as Teacher Led Learning Walks, data cycles, differentiation, use of learning targets, high student engagement/cognition, higher order questioning strategies, formative assessments, etc.

Time Block:

6 days Option 8750.

10 days Option 13,950.

Addendum: Add 7 days; 3 trips 2 days together; 1 trip 1 day alone for 7 days total

**Activity 3: DTSDE Reviews Option**

**District-Led DTSDE Reviews**

Conducted by our highly experienced and skilled Outside Educational Experts. The OEEs will work with District staff to build capacity and complete the review. Includes all pre-planning, conferencing, scheduling of activities, facilitation of focus groups, class visit walkthroughs, data collection, and report writing. The OEEs will be responsible for creating all agendas, materials, and activities, which are required in completing the reviews. The facilitators will write and deliver final reports. Reports will be calibrated by PLC Associates, Inc.

- 2 day onsite DTSDE Review: (condensed), plus 1 offsite Self Reflection/Document Preview and 2 day offsite report writing and calibration. 4975.

**Activity 4: DTSDE Required Plans (For next academic year) Option**

**DTSDE Plans – SCEP and DCIP**

Includes assessment of current plans, review and resubmission for the following academic year. PLC Associates, Inc. OEEs will provide support and guidance as related to the requirements of the DTSDE SCEP and DCIP plans, as stipulated by The New York State Department of Education (SED). We will follow the documented process outlined and prescribed by SED in the DTSDE.

- The OEE will meet with district personnel and staff for purposes of familiarizing with the current structures, practices and systems of the school/district.
- OEE will review all documentation, including the Self-Reflection document. Additionally, the OEE will review all pertinent district and school data in preparation for the construction of the plans.
- Development of SCEP and/or DCIP. Includes the identification of SMART Goals aligned to the Recommendations of the DTSDE Report/Self Reflection and corresponding Action Plans.
- CAT (Calibration) Review of SCEPs and DCIPs.

2 days onsite and 2 offsite for each SCEP 3995.

1 day onsite and 1 day offsite DCIP 2250.

**SED  
Certifications:**

The Data Triangle has been certified as an approved instrument for use in the DTSDE Review. From the SED Website:

PLC Associates' Data Triangle surveys (The Community Engagement Survey, The Student Voice, and The School Performance Scan) are approved for use as part of the DTSDE review. To contact PLC Associates regarding use of their surveys, please visit:

[www.plcassociates.com](http://www.plcassociates.com) or email [pciaburri@plcassociates.com](mailto:pciaburri@plcassociates.com). Only a State approved survey vendor can be used for the DTSDE review process.

<http://www.p12.nysed.gov/accountability/diagnostic-tool-institute/DTSDESurveyInformation.html>

**Insurances:**

PLC Associates, Inc. will maintain Professional Liability and General Liability Insurances as required by client and provide proof thereof. GL and PL policies are provided through Hiscock Insurance Company, Inc. Proof provided.  
General Liability: UDC-1345760-CGL-13  
Professional Liability: UDC-1345760-EO-13

**Copyright:**

In the event that PLC Associates, Inc. provides company copyrighted materials, the client agrees to copy, distribute and use according to contract guidelines, for the specific and limited use within the client organization. No part of PLC Associates, Inc. copyrighted material may be duplicated outside the boundaries of the client organization or distributed otherwise. Actual survey questions may not be posted in their exact form on websites. The client's signature below indicates understanding and agreement to these terms.

**Financial:**

Travel: Customary travel invoiced at the IRS rate of .54 per mile. Accommodations overnight, if needed for early morning meetings or sequential days where travel is required. Receipts provided. Overnight accommodations, where needed, never to exceed 150. per day, exclusive of up to 50. meal allowance per day with receipts.

Note: If the client prefers, travel costs may be pre-calculated and included in the total amount, Scope of Work.

66,525. Inclusive of all expenses.

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Update 1: Added: District Request  
Add 7 days Tammy  
Add 10 Half days Deana

Travel:  
Tammy 4 @ hotel, accommodations and car travel (2 days together 1 alone 4 trips)  
Deana 7 trips hotel, accommodations only (staying over)  
3 trips hotel, car, accommodations (extra trip)

25,680. Updated  
Total: Original Scope and Updated: Inclusive of all expenses: 92,205.

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Update 2: Added: District Request  
Add 4 days Tammy  
Updated: 6,580. Inclusive of travel.  
Total: Original Scope and Updated twice: Inclusive of all expenses: 98,785.

Invoicing will be in equal installment unless otherwise indicated.

**District Request:**

District Legal has asked for PLC Associates, Inc. to include this content in the Scope of Work.

*Upon request, PLC shall provide documentation evidencing sufficient staffing levels, or appropriate partnerships, and fiscal viability and soundness to provide training, professional development and/or other related services agreed to as prerequisite for implementation of the survey instruments identified in this Agreement.*

*Fingerprinting and Background Checks. All individuals employed by or otherwise associated with PLC Associates, Inc., including support staff, who have direct contact with students must comply with the fingerprinting and criminal history record check pursuant to Part 87 of the Commissioner's Regulations. Indemnification of District. PLC will indemnify the District and save it harmless*

*from and against any and all claims, actions, damages, liabilities and expenses in connection with loss of life, personal injury and/or damages to property arising from or out of any occurrence in, upon or at the premises, occasioned wholly or in part by an act or omission of PLC, its agents, contractors, employees and/or servants.*

*Governing Law. This Agreement shall be governed by the laws of the State of New York, without giving effect to conflict of law rules or principles.*

*No Assignment. Provider shall not assign, sublet, transfer, or otherwise dispose of its interest in this Agreement without the prior written consent of the District.*

*Termination. The District reserves the right to terminate this Agreement, at any time, upon twenty (20) days' written notice to PLC.*

*Entire Agreement No Modification. This Agreement constitutes the entire agreement between the parties and supersedes all prior negotiations, representations or agreements, whether oral or written. It may not be modified*

*except by writing signed by both parties.*

*Board Approval. This Agreement is subject to the approval of the Board of Education of the Port Jervis City School District.*

*Parents' Bill of Rights. If PLC will not receive any personally identifiable student*



information (e.g., all survey responses are anonymous and they do not review any student records), then the Parents' Bill of Rights would not apply, and the language and enclosures below need not be included. If, however PLC will receive such information then they would fall under Education Law § 2-d, and the contract must Include: (1) the Parents' Bill of Rights as an addendum (enclosed); (2) the Appendix To the Parents' Bill of Rights (also enclosed), which must be signed by the District and PLC; and (3) the following additional language in italics below:

*Confidentiality.*

- a. PLC agrees to limit internal access to education records to those individuals that are determined to have legitimate educational interests.
- b. PLC agrees not to use education records for any other purposes than those explicitly authorized in its contract.
- c. Except for authorized representatives of PLC to the extent they are carrying out the contract, PLC agrees not to disclose any personally identifiable information to any other party (i) without the prior written consent of the parent or eligible student; or (ii) unless requested by statute or court order and the party provides notice to the District that the information was disclosed unless such disclosure is expressly prohibited by statute or court order.
- d. PLC agrees to maintain reasonable administrative, technical and physical safeguards to protect the security, confidentiality and integrity of personally identifiable student information in its custody.
- e. PLC shall notify the District of any breach of security resulting in an authorized release of such data in violation of the law or this agreement in the most expedient way possible and without unreasonable delay.
- f. PLC agrees to comply with additional rules and regulations with respect to the confidentiality of education records, to the extent promulgated by the Commissioner of Education of the New York State Education Department or as specified under Section 2-d of the New York Education Law.
- g. PLC agrees to execute a copy of the Appendix to the Parents' Bill of Rights for data privacy and security (the Parents' Bill of Rights is included as an Addendum to this Agreement), prior to receiving access to personally identifiable information, as applied to student data.

Acceptance of Agreement:

In good faith we agree to work together to achieve the outcomes stipulated in this Scope of Work.

*Penny L. Ciaburri 08.03.2016*

*Updated 12.08.16*

PLC Associates, Inc. / Date

District/Date

**PLC** ASSOCIATES, INC.