

March 27, 2014

Rev. Canon Lloyd S. Casson
Board President
Reach Academy for Girls
170 Lukens Drive
New Castle DE 19720

Dear Reverend Casson:

It's been a pleasure to work with you, the board, and school leadership these last few months, and Kirsten and I look forward to working with Reach as it considers and implements school reforms to improve student achievement and sustain the school.

Attached is an amended version of the project plan with a few additional activities included. We're thrilled that the board endorsed the plan and decided it would like to continue to engage us in your ongoing efforts.

In order for the board to understand the financial implications of a subsequent engagement with us, in the plan, you'll notice I highlighted activities for which we could provide support in two colors. **Green** activities would be billed at a set fee, while those highlighted in **purple** would be billed monthly in $\frac{1}{4}$ day increments based on the amount of time used by Reach, with each $\frac{1}{4}$ day increment billed at \$500.

For the two items highlighted in **green**, the set fees for those services are:

- Coaching for Tara – \$5,400
- 360 Feedback Development and Implementation - \$7,500

For all other items highlighted in **purple**, based on our experience with other schools, we anticipate Reach would most likely require 7.5 days to 12 days of support from us. Assuming the rate quoted above, anticipated fees for that support would range between \$15,000 and \$24,000. In addition, travel would be billed as incurred. (FYI, for the time being, the plan assumes one trip to Reach on April 10, although others can be arranged if necessary.)

Regarding the coaching services, Kirsten will create a separate contract with Reach. All other services will be contracted with and billed through Claremont Consulting. Knowing you are in Israel, but assuming Reach will want to move forward as quickly as possible, Kirsten and I will draft contracts and forward them to you and Tara, so you can review them immediately upon your return.

Best,

John R. Tarvin
Principal
Claremont Consulting

**Reach School for Girl
Project Plan**

Time Frame	#	Task	Responsible	Support
ASAP	1	Transition the instructional leadership position to full-time and clarify this position's role and importance	Board; Allen; Banks	
	2	Hire at least one local data coach	Allen; Banks	
	3	With the support of the data coach, use current DCAS results to mine weaknesses in the instructional program and to target instruction on a weekly and monthly basis	Allen; Banks; Teachers	Data coach to support the analysis
3/28/14	4	Complete contracts immediately for all school leaders, with 2014 year-end goals and goals outlined for the next academic year	Board; Thomas	
	5	Authorize pre-approved raises for leaders, teachers and support staff	Board; Allen; Thomas	
	6	Establish leadership coaching arrangement for Ms. Allen	Allen; Olson	Kirsten to serve as a leadership coach to Ms. Allen with weekly calls from April through end of June
	7	Summarize the cost of all initiatives outlined in this plan for review and discussion at an April 10, 2014 meeting	Thomas; Allen	John to review financials in advance of an 4/10/14 meeting
	8	Determine communication strategy for DDOE and whether to pursue the lawsuit	Board; Allen; Consultants; Lawyers	

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4/10/14	9	Instructional leader puts together a Plan for Professional Development to presented to board and consultants	Banks; Allen	
	10	Clarify the roles and domains of authority for all school leadership positions (Ms. Allen, Ms. Thomas, Mr. Maitland, Ms. Banks)	Allen; Tarvin	John to work with Ms. Allen to draft preliminary job descriptions for review at 4/10/14 meeting
	11	Hold a joint meeting with the board and senior leadership to: <ul style="list-style-type: none"> • Ensure there is a common understanding of the work ahead, a commitment to working together, and clarity around governance vs. management • Introduce everyone to the best practices of charter school governance • Develop collectively a targeted vision for Reach and strategies for managing to that vision 	Board; Leadership Team; Consultants	John and Kirsten to facilitate jointly
4/14/14	12	Begin to introduce teachers at every grade level (via video) to classrooms that demonstrate strong instructional practice in every weekly in conjunction with Ms. Banks’ professional development plans	Banks; Allen; Maitland	Kirsten to recommend videos
	13	Engage instructional staff in crafting the vision for improved instruction at Reach—in every meeting and in every PD	Banks; Allen	
	14	Encourage a culture everywhere that Reach is a learning environment for adults and adults must be authorized to talk about instruction and problems with instruction	Allen; Banks	

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	15	Message clearly to teachers and staff Reach's vision, essentially clarifying "this is why we are doing what we're doing and this is how it has to be"	Allen; Leadership Team; Board	John and Kirsten to consult
4/28/14	16	Develop a bonus plan for school leaders tied to personal and school performance for year-end 2014 and 2014-15	Board; Tarvin	John to support the board to develop the plan
	17	Determine and scheduled before mid-May a short term "recognition" event to thank the staff for their efforts to sustain the school during difficult times	Allen; Board	
	18	Develop specific job descriptions for the board, its committees and its officers		
5/12/14	19	Create rewards/recognitions for teachers who are actively engaged in innovative instructional practice	Allen; Leadership Team	
5/26/14	20	Recruit at least 3 additional board members, 2 with educational experience/background	Board	
	21	Begin planning an intensive summer professional development academy for teachers which accesses local literacy and math experts	Allen; Banks; Maitland	Kirsten can provide feedback on academy development
7/1/14	22	Finalize summer professional development academy	Allen; Banks; Maitland	
	23	Hire 2 full time, experienced Instructional leaders, one for the elementary and middle school, who will help carry the vision for instructional improvement and professional development	Allen; Banks;	

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Time Frame	#	Task	Responsible	Support
	24	Hire a full-time Assistant Principal	Allen Banks	
8/15/14	25	Use the summer academy to begin to define the instructional improvement vision for the school over the next 2-3 years	Allen; Banks; Maitland	Kirsten consults on the summer academy, if desired
	26	Leadership Team participates in 3-5 day professional development opportunity at University of Pennsylvania or Harvard on Leading Instructional Improvement	Allen; Banks; Maitland	Kirsten consults
Start of School Year	27	Select teachers at the school to serve as internal instructional and data coaches	Allen; Banks	Kirsten consults
	28	Articulate whole school goals and individual grade/team goals for academic year that are public and shared	Allen; Banks; Maitland	Kirsten consults
9/30/14	29	Hold a board retreat to consolidate and reflect on progress six months from this report	Board	John to facilitate the retreat
	30	Begin rounds of inter-school visitations for all instructional staff, and make this a part of professional learning goals for 2014-15		Kirsten provides guidance
	31	Begin peer visitations of classrooms at Reach, and create culture where highest performers are authorized to talk about best performance	Allen; Banks; Maitland	
10/30/14	32	Engage a consultant to develop and conduct a professional 360° performance evaluation of the leadership team in to help set the course of 2014-15	Board; Leadership Team; Tarvin	John to develop the evaluation or recommend another consultant

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Time Frame	#	Task	Responsible	Support
	33	Begin to build a test accountability culture based on explicit visits to peer institutions that are high performers and with the assistance of data coaches	Leadership Team; Teachers	