

MONTGOMERY PUBLIC SCHOOLS (MPS) INTERVENTION REPORT

Alabama Interim State Superintendent of Education
Ed Richardson



DEFENDANT'S
EXHIBIT
245

1.) Introductory Remarks: MPS Intervention Report

- MPS has been placed under state intervention for both **financial** and **student achievement** reasons.
- Drs. Eggleston and Moore have met and agreed upon a division of responsibilities. This will be a work in progress but if we focus on our major objective, **student achievement**, we can work through the issues.

Introductory Remarks: MPS Intervention Report

- Several schools in MPS are achieving at high levels and there are **many dedicated teachers and principals** that are working hard and this plan will be supportive of their efforts. On the other hand, we have for an extended period of time, had **many of our schools not performing** at satisfactory levels.

Introductory Remarks *cont.*: MPS Intervention Report

- This is a **difficult situation** but it can be and will be **resolved**.
- It is **deceptive and intellectually dishonest** to allow students to graduate from high school with skill levels below acceptable level. No ambitious goal is achieved without a degree of anxiety, discomfort, and pain but upon completion one is pleased with the effort.

2.) Status Report: MPS Intervention Report

- Dr. Mark Elgart, President of **AdvancED**, our regional accrediting body, met with the Montgomery County Board of Education on January 30 and clearly identified his expectations for the **MPS to meet accreditation** standards.
- A **special review team** to examine MPS' readiness for its official accreditation study. They will be on site **March 19-21**.

Status Report: MPS Intervention Report

- Today's meeting is designed to primarily address MPS' **financial deficiencies** in a manner that will provide sufficient reserves to address our major problem, **low student achievement**.
- The required minimum financial target for any school system in Alabama is **one month's operating balance**, which for MPS is **\$18.8 million**. To partially address our academic issues we have set a financial target of **\$22.6 million**.

Status Report: MPS Intervention Report

Difficult decisions lie ahead, but I am confident that considerable **progress** will be made this school year as we prepare for a full year's implementation for the next school year.

3.) Financial Plan: MPS Intervention Report

- A. Central Office — **17 positions** will be **eliminated**.

Responsibilities will be reassigned to those remaining to adequately cover the basic tasks. These staff cuts will yield **\$1.1 million in savings**. In addition, I am **deleting all travel** costs for the members of the **Montgomery County Board of Education**. The amount budgeted was \$51,133.

Financial Plan: MPS Intervention Report

- B. School Closings — Due to several years of declining enrollment and the need to increase our fund balance several schools will need to be closed. The **following schools** have been scheduled to close for the 2018-19 school year.

Financial Plan: MPS Intervention Report

- 1. Floyd Elementary
- 2. Chisholm Elementary
- 3. Dozier Elementary
- 4. Georgia Washington Middle

Our projected **annual savings** from these closings, which includes administrative, clerical, and custodial salaries, utilities, insurance and maintenance will be **\$1.4 million**.

Financial Plan: MPS Intervention Report

- C. **Sale of Property** — All **unused property** or **previously closed schools** will be marketed for sale. A fair market value will be determined for each property.
- In addition to school closings, **central office buildings will be closed**. Currently, **nine** buildings are being utilized by central office staff, which will be closed this year.

Financial Plan: MPS Intervention Report

- **Georgia Washington Middle School** will be sold to the Pike Road City School System for **\$9.75 million**. In addition to the sale price, **the \$1.499 million inadvertently sent to the Pike Road** City School System will be forwarded to MPS. This brings the total transaction to **\$11.25 million**, which will be paid in full upon closing.

Financial Plan: MPS Intervention Report

“Once again, Ms. Georgia Washington comes to the rescue of public education students in Montgomery County.”

Financial Plan: MPS Intervention Report

- The legacy of **Georgia Washington, a true leader in public education**, will be maintained. The school will **retain her name** and her **gravesite protected**.
- The sale of this school will eliminate the need of releasing **valuable teacher units**, which are **absolutely essential** if our student achievement scores are to be improved.



4.) **Academic Plan:** MPS Intervention Report

This represents our most **challenging problem** and will take **several years** to correct even with a **total commitment** by all concerned.

A. When the Alabama State Board of Education **authorized intervention** for MPS several criteria were identified that must be substantially improved. **They were...**

Academic Plan: MPS Intervention Report

- 1. Student Academic Achievement
- 2. College- and Career-Ready Rates
- 3. Graduation Rate
- 4. Gap Between Graduation and College- and Career-Ready Rates

Academic Plan: MPS Intervention Report

- Recently, the required list of failing schools was released. MPS had **11 schools** identified. They are:

**Bellingrath Middle
Capital Heights Middle
Carver Senior High
Davis Elementary
Fews Secondary
Highland Ave. Elementary**

**Jefferson Davis High
Lanier High
Lee High
E.D. Nixon Elementary
Park Crossing High**

Academic Plan: MPS Intervention Report

- We must now acknowledge that **MPS has 15% of all failing schools in the state.** Drastic steps will need to be taken to correct this **embarrassing problem.**

Academic Plan: MPS Intervention Report

Last year the ACT Aspire was administered to students in Grades 3, 4, 5, 6, 7, 8, and 10. **Only 27% of MPS students were rated proficient** as compared to the **state average of 41%**. We **cannot tolerate a 27% proficiency** rate and expect to see academic improvement. Let me offer a high school profile taken from the recently released Report Card.

2016-2017 ACT Aspire, 10th Grade

Montgomery County Traditional High Schools

Name	Math Percent Proficient	Reading Percent Proficient	Science Percent Proficient
State of Alabama	19.07	32.56	25.8
Montgomery County	9.84	22.79	14.55
Carver High School	2.78	8.25	6.34
Jeff Davis High School	2.00	12.17	5.6
Lanier High School	2.33	9.48	3.74
Lee High School	1.12	12.88	4.55
Park Crossing High School	4.22	17.09	8.96

Trend Analysis: Average ACT Scores, 11th Grade

	English 2016-2017	Mathematics 2016-2017	Reading 2016-2017	Science 2016-2017	Composite 2016-2017
State of Alabama	17.9	17.9	18.8	18.4	18.4
Montgomery County	16.4	16.1	16.9	17.4	16.8
BTW Magnet HS	22.9	19.7	22.2	21.1	21.6
Brew Tech Magnet HS	22.1	20.2	21.1	20.8	21.2
Carver Senior HS	14.0	14.3	14.7	15.9	14.8
Jefferson Davis HS	13.9	14.1	15.1	15.5	14.8
Lanier Senior HS	13.3	13.8	14.6	15.7	14.5
Loveless Academy Magnet	30.0	27.5	27.7	27.2	28.2
Park Crossing HS	15.1	15.2	16.1	16.5	15.9
Lee HS	13.5	14.4	14.7	15.6	14.7

Academic Plan: MPS Intervention Report

- The ACT average for these 5 high schools is **14.9**, which places them in the **bottom 20% of all students taking the test.**

(I might add that **40% of The University of Alabama's** entering freshman this past fall had an ACT score of **30 or above.**)

Montgomery County Five Year Trajectory Towards Meeting the 2016-2017 Alabama State Average – ACT with Writing

School/System Name	2016-2017 School /System Composite Average	Annual Improvement Needed	2017- 2018 Target	2018- 2019 Target	2019- 2020 Target	2020- 2021 Target	2021- 2022 Goal
Montgomery County	16.8	0.32	17.12	17.44	17.76	18.08	18.4
Lanier High School	14.5	0.78	15.28	16.06	16.84	17.62	18.4
Lee High School	14.7	0.74	15.44	16.18	16.92	17.66	18.4
Carver High School	14.8	0.72	15.52	16.24	16.96	17.68	18.4
Jeff Davis High School	14.8	0.72	15.52	16.24	16.96	17.68	18.4
Park Crossing High School	15.9	0.50	16.4	16.9	17.4	17.9	18.4
Brew Tech Magnet	21.2	**	**	**	**	**	**
BTW Magnet	21.6	**	**	**	**	**	**
Loveless Academy Magnet	28.2	**	**	**	**	**	**

Montgomery County Six Year Trajectory Towards Meeting the 2015-2016 Alabama 4-Year Cohort Graduation Rate

School/System Name	2015-2016 4-Year Cohort Graduation Rate	2017-2018 Goal	2018-2019 Goal	2019-2020 Goal	2020-2021 Goal	2021-2022 Goal
Montgomery County	78.00	81.00	82.50	84.00	85.50	87.00
Carver High School	76.00	79.66	81.49	83.32	85.15	87.00
Jeff Davis High School	73.00	77.66	79.99	82.32	84.65	87.00
Loveless Academic Magnet	100.00	100.00	100.00	100.00	100.00	100.00
Lanier High School	77.00	80.34	82.01	83.68	85.35	87.00
Lee High School	66.00	73.00	76.50	80.00	83.50	87.00
Park Crossing High School	86.00	86.34	86.51	86.68	86.85	87.00
BTW Magnet	100.00	100.00	100.00	100.00	100.00	100.00
Brew Tech Magnet	100.00	100.00	100.00	100.00	100.00	100.00

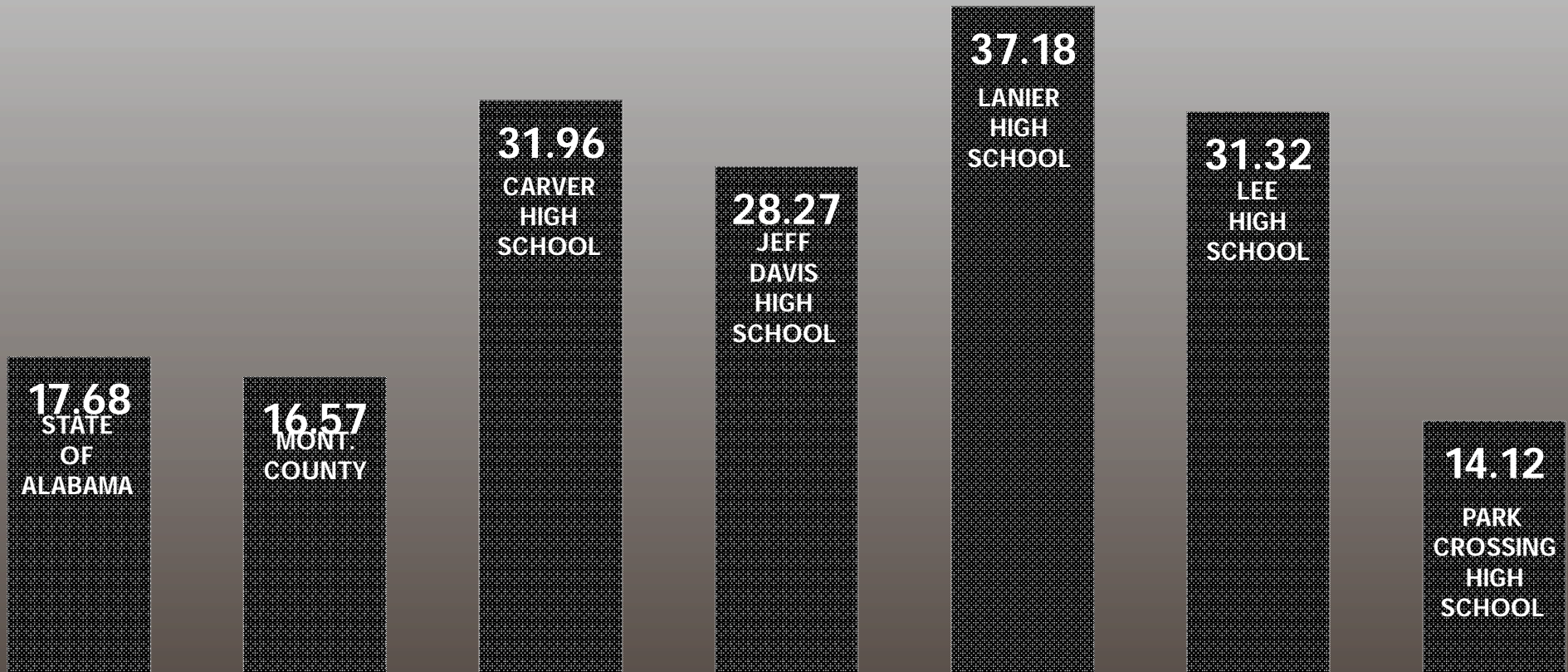
Montgomery County Six Year Trajectory Towards Meeting the 2015-2016 Alabama College and Career Readiness Rate

School/System Name	2015-2016 College and Career Readiness Rate	2017- 2018 Goal	2018- 2019 Goal	2019- 2020 Goal	2020- 2021 Goal	2021- 2022 Goal
Montgomery County	43.00	50.66	54.49	58.32	62.15	66.00
Carver High School	35.00	45.34	50.51	55.68	60.85	66.00
Jeff Davis High School	24.00	38.00	45.00	52.00	59.00	66.00
Loveless Academic Magnet	100.00	100.00	100.00	100.00	100.00	100.00
Lanier High School	31.00	42.66	48.49	54.32	60.15	66.00
Lee High School	27.00	40.00	46.50	53.00	59.50	66.00
Park Crossing High School	51.00	56.00	58.50	61.00	63.50	66.00
BTW Magnet	92.00	94.66	95.99	97.32	98.65	100.00
Brew Tech Magnet	98.00	98.66	98.99	99.32	99.65	100.00

Montgomery County Six Year Trajectory Graduation Rate/ College and Career Readiness Rate Gap

School/System Name	2015-2016 4-Year Cohort Graduation Rate	2015-2016 College and Career Readiness Rate	2016- 2017 Goal	2017- 2018 Goal	2018- 2019 Goal	2019- 2020 Goal	2020- 2021 Goal	2021- 2022 Goal
Montgomery County	78.00	43.00	48.83	54.66	60.49	66.32	72.15	78.00
Carver High School	76.00	35.00	41.83	48.66	55.49	62.32	69.15	76.00
Jeff Davis High School	73.00	24.00	32.17	40.34	48.51	56.68	64.85	73.00
Lanier High School	77.00	31.00	38.67	46.34	54.01	61.68	69.35	77.00
Lee High School	66.00	27.00	33.50	40.00	46.50	53.00	59.50	66.00
Park Crossing High School	86.00	51.00	56.83	62.66	68.49	74.32	80.15	86.00

Chronic Absenteeism – 15+ Days



5.) **Action Plan:** MPS Intervention Report

- A.) **School Principals:** A complete evaluation of all principals will be completed this spring. Those principals not performing at high levels will be scheduled for **removal**.
- B.) **Alternative School:** Teachers are frequently distracted from their lesson plans due to **unruly** and even **threatening** students.

Action Plan: MPS Intervention Report

I have instructed Dr. Eggleston to convert a vacant school to house our **disruptive** students. **McIntyre School** will serve this purpose. This alternative school will provide the **appropriate school work**, delivered by **certified personnel** in a more **restrictive environment**. The length of an assignment to an alternative school will be determined by the **number** and **severity** of the disciplinary infractions and, most importantly, the satisfactory completion of assigned school work.

Action Plan: MPS Intervention Report

- **C.) High School Readiness:** The unacceptably low ACT scores were not generated in the high schools but were launched in the middle schools. This spring the current assessment, **Scantron**, will be administered for the second time. If the **reading** and **math** scores are **below acceptable** levels teachers, parents, and students will be informed.

Action Plan: MPS Intervention Report

Parental expectations are critical to a child's success in school. We must do a better job communicating expectations, **informing parents** about student progress, and **encouraging parents** to meet with teachers on a regular basis.

School personnel ***cannot*** solve these academic problems by themselves.

Action Plan: MPS Intervention Report

On the other side of the discussion, parents who are **disruptive** during school hours or threaten school staff will receive appropriate **sanctions**.

This must be a **team approach** if success is to be reached.

Action Plan: MPS Intervention Report

- **D.) Charter Schools:** I have received a letter of intent to start **4-5 public charter schools** within the MPS system. I will have them reviewed by the National Association of Charter School Authorizers (NACSA). If sufficient capacity is evidenced to ensure a successful school, **I will approve** the applications.

Action Plan: MPS Intervention Report

- **E.) Reconstitute Schools:** This concept includes the removal of all certified staff, the hiring of a **highly competent principal** who will interview teachers and determine which ones will be employed. I will review all non-magnet high schools to determine whether or not reconstitution would be beneficial to the students in these failing schools.

Action Plan: MPS Intervention Report

With these **structural changes** and the detailed work afforded MPS by our accrediting body, AdvancED, I am confident that improvements will be forthcoming.

This is a **five-year proposition** so incremental improvements, annually documented, should be expected and *all those involved should be held accountable*, including the **Alabama State Department of Education**.



QUESTIONS?