



"Home of the Pirates"

# MATANZAS HIGH SCHOOL

3535 Pirate Nation Way  
Palm Coast, FL 32137  
386-447-1575  
(Fax) 386-447-1597

**M**ake Good Choices  
**H**old Yourself Accountable  
**S**trive for Excellence

January 27, 2020

Dear Members of Flagler County School Board and Superintendent Search Committee:

I am enthusiastically and respectfully submitting my letter of interest and resume in pursuit of the superintendent leadership position of Flagler County. It is a privilege to serve in our great community. I have been able to forge relationships with students, staff and the community that have allowed us to enhance students' educational experience as they pursue their careers and education opportunities beyond high school. I have effectively communicated and pursued the vision of the district to enhance our graduation rate and acceleration for all students with an emphasis on relationships and technology.

Throughout my 32 years of leadership experience, I have provided leadership within the organizations that I have served. Whether supervising at the nation's third largest utility company, starting my own church, or now working in education, at each step in my career I have been able to utilize my skills to help move the organization forward. No matter where I serve, the businesses that I worked with provided me the opportunity to demonstrate my leadership abilities and assist with meeting the overarching goals and objectives.

I have proudly served as principal at Matanzas High School establishing a culture and commitment to academic excellence in pursuit of the district's goals: specifically, graduation and acceleration rates. We have increased our graduation rate by 13.3% and acceleration by 43.9%. As I serve on the Flagler County Economic Advisory Board, I understand the need to provide our students with pathways to careers who are seeking an alternative to attending college. So I focused on Flagships and Classroom 2 Career programs. We increased participation from 59 students to 244 projected this year and more importantly the number of students who pass from 21 in 2016-17 to 156 projected in three years. I believe it is important to assist our most valuable community asset, our youth, by providing them opportunities to find and pursue local careers. The establishing of our prominent flagship (Law and Justice), refocusing our Industry Certification courses to better align with the state's vision was key for us.

In addition, I have been able to effectively communicate and direct our school opportunities for students pursuing college. Our team increased dual enrollment for all students with 26.3% of our students taking dual enrollment or co-enrollment courses. Specifically, we focused on our underrepresented student population. One of our proudest accomplishments has been engaging the community and organizations like African American Mentoring Program (AAMP), in working with students within this population. As a result, 19.8% of African American, Hispanic and Multiracial students are dual enrolled and a number earning their Associates degrees before graduating. While we have not reached our goal for greater access, participation has more than doubled in three years.

While serving in Volusia County Schools, as a principal for four years at two schools, I helped lead my schools (Edgewater Public School and Holly Hill Pre-K through 8 School) in innovation and improvement. At Edgewater

### **Vision Statement**

Through the collective partnership with our families, students, staff and community, Matanzas will become a premier high school in the nation by inspiring independence and confidence in all learners as they prepare for college, career and life.

**Matanzas High School is a registered Cambridge International School**





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Public School, I helped create a vision for the future as a 21<sup>st</sup> Century school. I have founded the district's first elementary STEM programs. This includes creating a STEM Advisory Committee made up of business partners (including Ms. Jayne Fifer, President of the Volusia Manufacturing Association), community members, staff, parents and students. I initiated a team that aligned curriculum from the district curriculum maps to establish a coherent sequence map for grades Kindergarten through 5<sup>th</sup> that aligns with Florida State Standards and NGSS Science Standards. Edgewater Public was also the first Digital Blended School for Volusia. This achievement was accomplished simultaneously while shifting to a STEM focus school and reorganizing our staff to accommodate the necessary changes to foster student growth and interest in creating the first Agriscience program in Volusia County Schools for elementary and the first Introduction to Computers courses.

In December 2016, I was asked to move to Holly Hill School (Pre-K – Eighth grades) to establish the same dynamic culture that I established at Edgewater Public School and bring a school that historically struggled into prominence. In 18 weeks, I turned around a culture and climate that was counterproductive with a high turnover rate to establishing a culture for academic rigor with a high retention rate and student success. During my brief time at Holly Hill School, I coordinated and focused our efforts to elevate our FSA scores. We went up 45 points in proficiency in ELA, Math and Science and our EOC scores went up 24-points in Algebra and Civics. I coordinated with our district's CTE department to add Fundamentals of Manufacturing course to align with our community's base workforce.

For seven years, I served in my community as pastor. I worked through my organization to branch out and lead a small group of families and individuals to start a new church. This took tremendous energy focus and drive to create an organization from nothing. While serving as the senior pastor, I led the church and grew the organization by casting the vision and direction of the congregation. We grew to a congregation averaging 165 people a week, purchased over 11 acres of land to begin a fundraising program and building facilities.

During my tenure at Florida Power and Light, I quickly moved through the ranks to become one of the youngest supervisors in the organization. Before leaving the energy company, I served as the Residential Energy Conservation Supervisor for the Northeast Florida Region. I worked with 45 employees and almost 5000 contractors to reduce energy demand on the power grid system. We successfully decreased the demand of over 550 megawatts. The equivalent of one major power plant.

To me, there are three keys to effective leadership: vision, passion, and resolve. Regardless of what field I have had the privilege to work, these were the common threads. Passion for student leadership is critical. Some of my most rewarding work that I have had the privilege to be a part of was providing avenues for students to lead and demonstrate real-world skills to prepare them for college and careers. This begins in elementary school and

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transitions all the way through high school. It is imperative that we collaborate with all stakeholders to create opportunities for our students to hone their talents. Schools should be places of trial and errors, regroup, retry and ultimately succeed! One of my top priorities would be to build on the successes achieved (regaining our A rating as a district!) and continue our efforts to prepare our students and community for the next generation of work. Giving all students the chance to demonstrate those competencies that will prepare them to be job ready now and college ready for the future.

Throughout my career, I have successfully accomplished what I set out to do. Whether it is creating synergistic relationships with community members, ground-breaking programs, Digital Blended Learning environment, being the fourth elementary school in the nation to be certified as a STEM school by Advanc-ED, or having the top graduation rate in Volusia Flagler Area for two years in a row, I have demonstrated resolution and determination in bringing a vision into reality. All the while maintaining positive workplace relationships in a climate of collaboration. To ensure that our teachers and students are successful, I believe that we need to pursue quality professional learning to equip and grow our highly effective teachers. We need to develop our pipeline of leadership within our organization to rise to the challenges as they fulfill the future administration positions.

For these reasons, I would like the opportunity to serve as our next superintendent. I am eager to work together with our board, our community leaders, staff and students to continue the positive work we have seen over the last three years. I am convinced that what we have seen thus far is only the beginning of what we can achieve together for our community. Thank you for considering my request.

Respectfully,

Jeffrey W. Reaves, Sr

Principal Matanzas High School

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## Jeff Reaves

111 Flamingo Rd  
Edgewater, FL 32141  
Cell: 386-547-1979  
Office: 386-447-1575 Ext. 8101

Certification: VE Mild K-12,  
Educational Leadership, School Principal  
Teacher's Certificate No: 972490  
[Reavesj@flaglerschools.com](mailto:Reavesj@flaglerschools.com)

## Employment History

### 2017 – Present Principal, Matanzas High School, Palm Coast FL

Launched Cambridge International Diploma Program (2018)

Current enrollment of 125 (92 attempting International Diploma option)

Created Law and Justice Flagship (2018)

103 students enrolled

Graduation rate increased by 13.3% over three years (projected 96% (c/o 20'))

African American 15% increase

Hispanic 2% increase (from 91% to 93%)

ESE 33% increase

At-Risk 16% increase

Multi-Racial 31% increase

Acceleration rate increased from 41% to 58% in three years (projected 61% (c/o 20'))

Increased Industry Certifications

Participation

2016-17- 59 students

2019-2020- 244 students

Industry Certifications

2016-17 – 21 earned

2019-2020- 144 earned (projected)

Advance Placement 11 out of 17 courses offered outpaced the global average

Improved sub-population groups participation in dual enrollment

African American 15%

Hispanic 25.3%

ESE 12.7%

Multi-Racial 12.2%

Increased attendance from 91.75% to 93.38%

Decreased discipline referrals 11.9% over three years and established PBIS system (Gold level 2018-2019)

### Jan - Jun 2017 Principal, Holly Hill PreK-8<sup>th</sup> Grade, Holly Hill FL

Took over a state monitored school mid-year

Reestablished direction and vision

Hired staff to fill 13 mid-year vacancies

Maintained academic focus

Increased state scores in Civics, CTE and Reading Learning gains

Started CTE courses for manufacturing to match community economic development opportunities

Coordinated with Florida Power and Light to establish an outdoor hydroponic classroom

Earned a "C" school state grade

Reconnected with community leadership to establish rapport

### 2013-2016 Principal, Edgewater Public School, Edgewater FL

Established first Agriscience elementary program in Volusia County

Created the first Introduction to Computer courses for elementary in Volusia County

Initiated CTE Industry Computer Certification on the elementary school level in Volusia County

Reduced Least Restrictive Environment for students with disabilities by 35%

Increased student attendance from 93.08% to 95.37%

First elementary school in Florida to be accredited by AdvancED for STEM

Instituted first Digitally Blended 3<sup>rd</sup> through 5<sup>th</sup> grade classrooms in Volusia County

Launched two 4<sup>th</sup> and 5<sup>th</sup> grade robotics teams

Started Kindergarten through 2<sup>nd</sup> grade Coding club

**2011-2013 Principal Intern, Assistant Principal, Data, Testing and ESE, Spruce Creek High School. Port Orange, FL**

Increased graduation rate to 86% (5 points) in 2012: earned an "A" for the first time in four years  
Coordinated the graduation ceremony  
Managed crosschecks to ensure that school is in compliance for FTE  
Organized response for seniors "At-Risk" of graduation  
Instituted an online process to load all 504s, FBAs, EPs, and IEPs to a cloud based server for Gen Ed teacher access

**2008- 2011 Assistant Principal, Curriculum and Testing/Exceptional Student Education (ESE), New Smyrna Beach Middle School, New Smyrna Beach, FL**

Assisted in the development of the school security plan  
Guided staff development for faculty  
Oversaw Juvenile Justice Department response  
Testing Coordinator  
Facilitated curriculum department meetings  
Administrative oversight of campus technology and communications

**2007-2008 Director of Alternative Education School, Storefront West School, Orange City, FL**

Redesign of program to include additional courses and technology to increase student capacity by 20%  
Graduated 55 seniors (22% increase)

**2005-2007 Exceptional Student Education (ESE)- Teacher on Assignment, New Smyrna Beach Middle School, New Smyrna Beach, FL**

Facilitated School Volunteer Program that included 120 mentors

**1999-2005 Pastor Christian and Missionary Alliance Church (C&MA), Port Orange, FL**

Established a new church  
Reached an average attendance of 165  
Facilitated the purchased 11.5 acres to start construction

**1988-1999 Regional Supervisor of Residential Energy Conservation Florida Power and Light, Daytona Beach, FL**

Managed energy conservation measures for the Northeast Florida Region  
Helped reduced energy demand equivalent over 500 megawatts (comparable to one major power plant)

## **Education**

2008 Masters of Science Educational Leadership, Nova Southeastern University, Ft. Lauderdale, FL  
2005 Masters of Arts in Religion, Liberty University, Lynchburg, VA  
1997 Bachelor of Arts, Organizational Management, Warner Southern College, Lake Wales, FL

## **Additional Responsibilities and Experiences**

2020 Host College Board Advanced Placement symposium for Florida  
2019 Host Cambridge Science training for Florida  
2019 Member, Brian Dassler Leadership Academy  
2019 Member, State ESE taskforce for Access Acceleration opportunities  
2019- Present Member, Florida Educator Negotiation Committee  
2017- Present Member, Florida Association of School Administrators (FASA)  
2017 Innovative Principal of the Year for Florida  
2016- Present Member, Cognia (formerly AdvancED) STEM Review Team  
2016 -2017 Facilitator, STEM cadre for eight schools (middle and elementary) from Central Florida area  
2016 -2017 Presenter, FETC (Future of Education Technology Conference)  
2015- Present Member, Central Florida STEM Education Council  
2015- 2017 Member, Volusia County Digital Learning Committee  
2015 Recognized by the Florida Department of Education as a 4.0 STEM school (On a rubric scale of 1-4)  
2015 Attendee, I/ITSEC (Interservice/Industry Training, Simulator Education Conference) 2015 Conference

2015 Panel member, Day of Dialogue Bethune Cookman University  
 2014- 2017 Member, Volusia County Title I Steering Committee  
 2012- 2016 Member, Bethune Cookman University Alliance Committee  
 2013- Present Member, Daytona State College Principal Panel for Senior Interns  
 2013- Present Member, Daytona State Education Committee  
 2011- Present Member, Cognia (Formerly AdvancED) Review Teams

## Community Activities

2018- Present Member of Flagler Palm Coast Kiwanis  
 2017- Present Member of Flagler County Economic Alliance Committee  
 2017- Present Host community learning walks to support district's vision  
 2016 Hosted Women's League of Voters for STEM Learning Walk  
 Hosted STEM Career Day with Raydon Corporation  
 2013-2016 Member of Southeast Volusia Chamber of Commerce  
 Member of Southeast Volusia Chamber Education Committee  
 Presenter to City of Edgewater Council regarding Character Initiatives and STEM Accreditation  
 2014-2015 Assisted with Southeast Volusia Chamber of Commerce 5K Run  
 2013-2015 President for Sunrise Oaks PUD Homeowners Association  
 2010-2012 Secretary for Sunrise Oaks PUD Homeowners Association

## References

### Letters of Recommendation

Dr. Margaret Smith	Former Superintendent of Volusia County Schools	386-506-2818
Ms. Gloria Barton	Forensic Teacher, Matanzas High School (Teacher of the Year)	386-793-4074
Mr. Joe Coury	Founder of Effective Strategies, Port Orange FL	386-843-3280

### Phone References

Mr. James Tager	Superintendent Flagler Schools	386-437-7526 x 1263
Dr. Chris Colwell	Associate Professor and Chair of Education	386-631-1357



2177 Crane Lakes Boulevard  
Port Orange, FL 32128

January 26, 2020

To Whom It May Concern:

I am pleased to write this letter of recommendation for Jeff Reaves for the position of Flagler County School District Superintendent. As a retired Superintendent of Schools in Volusia County School District, I have known Mr. Reaves well during my tenure which was from 2004 through January 2015 and have followed his career to present.

He began as a teacher in Volusia County Schools in 2005 and came to my attention immediately for his outstanding teaching methodology and his student-centered practices. When I moved him into assistant principal and principal positions in diverse and challenging schools at various grade level he was always exceptionally effective.

Mr. Reaves not only related in a positive way with all students, he also shined in his leadership with teachers. He was able to motivate teachers to deliver best curriculum and teaching practices and to engage in constructive relationships with their students. This was accomplished through respect and teamwork with his instructional staff.

Jeff's ongoing outreach to parents and the school community brought about needed support at schools where he was assigned. He was able to build confidence through the sincere and genuine way that he interacted with parents and community members.

Mr. Reaves demonstrated initiative and innovation in each of his Volusia positions by studying and analyzing what was needed for students to increase achievement and attendance. He introduced new academic and technology programs that resulted in student and school improvement.

Currently serving as the Principal of Matanzas High School would be a substantial advantage for Jeff due to his vast knowledge of the school system and community .

I have noted that Jeff has been active in professional and community activities and has been recognized for his leadership. I believe that he has the varied experiences expertise and the successes necessary to be an exceedingly effective superintendent.

I highly recommend Jeff Reaves for Superintendent of Flagler County Schools without reservation.

Sincerely yours,

Margaret A. Smith, D.Ed.

386-508-2818

[margaret\\_a\\_smith@icloud.com](mailto:margaret_a_smith@icloud.com)



January 29, 2020

Dear Committee,

It is with great pleasure and honor that I write this letter of recommendation for Mr. Jeff Reaves. I have worked with Mr. Reaves since 2017 when he first started at Matanzas High School. He joined our pirate crew eagerly and expertly began steering our faculty and staff for a voyage to strive for excellence. During his time at Matanzas we as a staff have seen immense changes with an emphasis on student driven innovations.

If you have ever had the privilege to meet Mr. Reaves you would realize quickly he has several projects he's working on at once. All of which are impressive and equally involve our scholars, faculty and staff, and community members. Mr. Reaves is a visionary to say the least. He is a principal who not only hears what you say but also listens. In 2017, I had a few students who were interested in starting a law and justice program. I encouraged them to speak with Mr. Reaves. They not only had the opportunity to share their ideas for this school program but they came back with even more enthusiasm. They truly felt as though our principal cared about what they had planned and they started brainstorming how to maximize their efforts and see their vision to fruition. We currently have a growing Law and Justice Flagship with several sections and the projections for the future are sure to increase. If you have the opportunity, stop by our Law and Justice Flagship this was founded by our scholars and some elements were even constructed by them. A remarkable aspect of our program is the courtroom. Our Construction/Carpentry scholars built a courtroom that leaves you speechless. I have had several of the construction students in my classes as well and many of them would comment about how Mr. Reaves would stop by and check in with them on their progress during the construction of the courtroom. It is very clear from the way these students talk about their principal they feel valued and appreciated.

I have seen first-hand the interactions our principal has with scholars. Mr. Reaves knows our scholars by name, they stop him in the hallway to shake his hand before they get to class. I was standing in the hallway one day and overheard Mr. Reaves ask a student about his math grades "How's that Algebra class?" the student reassured him not to worry he was going to after-school to make up his test. I know that student did show up for a fact because I do test retakes after school! Our scholars do not want to disappoint someone who is vested in their progress and that is the person Mr. Reaves embodies. He is someone who supports them but also expects them to hold themselves accountable. Mr. Reaves knows our students and he knows they can rise to their fullest potential. Nothing speaks higher than the data. Our graduation rates have increased, our acceleration rates have increased and with all of the amazing projects Mr. Reaves is working on; our industry certifications will continue to increase as well.

Mr. Reaves is excited to be in education you can't help but share in his enthusiasm. He is there for our faculty and staff in good times to celebrate our successes, in times of need when our faculty or staff is facing struggles; he encourages us to care for one another. He wants what's best for our scholars, our staff, and our community. We are truly blessed to have him in our district.

It is without question that Mr. Reaves's personal inventory includes a wealth of knowledge and experience that will enhance our community's instructional setting. I am consistently impressed by his enthusiasm, his ability to build a rapport with our students, his genuine good nature and humor. I have only good things to say about him. Should you require further information on his perfect candidacy as our next Superintendent please do not hesitate to contact me at (386) 793-4074.

Sincerely,

Gloria Barton





Joseph V. Coury  
1648 Taylor Rd #208  
Port Orange FL 32128  
888-494-0050  
Fax: 888-863-0668  
[www.joecoury.com](http://www.joecoury.com)

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January 25, 2020

To whom it may concern;

I am writing today referencing Mr. Jeff Reaves and offering my personal and professional recommendation of his abilities.

It has been my pleasure to work with Jeff in several professional capacities; and without hesitation I recommend him as a professional. My experience with Jeff in all facets of life is that he exceeds expectations on a consistent basis.

We have worked together in a variety of settings. While at Florida Power and Light Jeff was an exceptional employee exhibiting abilities of excellent communication, competency, professionalism and his integrity has always been superior. He was a top-notch employee.

In addition to the business world Jeff Reaves has been a model citizen. It has been my pleasure in our personal lives to strike up a long-term relationship. Jeff was a role model as a father participating in leadership roles such as the boy scouts, as well as many other community activities.

His career in the education field has been nothing less than stellar with delivering high standards along with care and strength to students as well as parents in handling our youth.

I seldom offer letters of reference however I do not hesitate in this instance. It would also be my pleasure to speak with you personally regarding Mr. Reaves qualifications.

Respectfully,

*Joseph V. Coury*  
Joseph V. Coury  
CEO / Founder



SSN: [REDACTED]  
 Date of Birth: 05-08

3301 College Avenue  
 Fort Lauderdale, Florida 33314-7796

FedEx EPS WSSN

Page: 1

Record of: Jeffrey W Reaves, Sr.  
 3738 Sunrise Oaks Dr  
 Port Orange, FL 32129-8666

Issued To: Jeffrey William Reaves Sr.  
 111 Flamingo Rd  
 Edgewater, FL 32141

Course Level: Masters

College : Fischler Col Ed & Sc Crim Just  
 Major : AP Educational Leadership

SUBJ NO.	COURSE TITLE	CRED GRD	PTS R
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Institution Information continued:

Summer I 2007

CUR 0506	Curric & Instruction	3.00 A	12.00
EDL 0500	Com & Super Ed Lead Role	3.00 A	12.00
EDL 0530	Org Mgmt Of Schs	3.00 A	12.00
Ehrs: 9.00	GPA-Hrs: 9.00	QPts: 36.00	GPA: 4.00

Fall 2007

EL 0600	Sem In Knowldg Base Of El	3.00 P	0.00
EL 0699	Admin Internship:Ed Leadership	6.00 A	24.00
Ehrs: 9.00	GPA-Hrs: 6.00	QPts: 24.00	GPA: 4.00

\*\*\*\*\* TRANSCRIPT TOTALS \*\*\*\*\*

	Earned Hrs	GPA Hrs	Points	GPA
TOTAL INSTITUTION	36.00	33.00	132.00	4.00

TOTAL TRANSFER	0.00	0.00	0.00	0.00
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OVERALL	36.00	33.00	132.00	4.00
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\*\*\*\*\* END OF TRANSCRIPT \*\*\*\*\*

Comments:

Academic Requirements Completed: 01/10/08

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This student has completed State-Approved Program  
 at the Master of Science level in Educational  
 Leadership

Degrees Awarded Master of Science 31-JAN-2008

Ehrs: 36.00 GPA-Hrs: 33.00 QPts: 132.00 GPA: 4.00

College : Fischler Col Ed & Sc Crim Just  
 Major : AP Educational Leadership

SUBJ NO.	COURSE TITLE	CRED GRD	PTS R
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INSTITUTION CREDIT:

Fall 2006

CUR 0526	Ed Research for Practitioners	3.00 A	12.00
EDL 0505	Edu Budgtn And Fin	3.00 A	12.00
EDU 5000	Orientation to Grad Tchr Ed Pr	0.00 P	0.00
Ehrs: 6.00	GPA-Hrs: 6.00	QPts: 24.00	GPA: 4.00

Winter 2007

EDL 0510	School Leadership	3.00 A	12.00
EDL 0520	Sch Law For Admin	3.00 A	12.00
EDL 0525	Prsnl Sel And Dev	3.00 A	12.00
EDL 0550	Electronic Tools for Ed Ldrs	3.00 A	12.00
Ehrs: 12.00	GPA-Hrs: 12.00	QPts: 48.00	GPA: 4.00

\*\*\*\*\* CONTINUED ON NEXT COLUMN \*\*\*\*\*

THE NAME OF THE UNIVERSITY IS PRINTED IN WHITE ACROSS THE FACE OF THIS 8.5 X 11 INCH TRANSCRIPT.

TO VERIFY: TRANSLUCENT GLOBE ICONS MUST BE VISIBLE WHEN HELD TOWARD A LIGHT SOURCE.

AN OFFICIAL SIGNATURE IS WHITE WITH A BLUE BACKGROUND. REJECT DOCUMENT IF SIGNATURE BELOW IS ALTERED.

This officially sealed and signed transcript is printed on blue  
 SCRIP-SAFE® security paper with the name of the university  
 printed in white type across the face of the document. A raised  
 seal is not required. When photocopied the words COPY\*VOID  
 and the name of the university should appear. A BLACK ON  
 WHITE OR A COLOR COPY SHOULD NOT BE ACCEPTED.

G. Elaine N. Poff  
 Director of the Office of the University Registrar

OFFICIAL  
 ACADEMIC  
 TRANSCRIPT

