

Jefferson County School District

Jefferson County Elementary School - Turnaround Option Plan 2016-2017

Option Plan: Hybrid – External Operator & District-Managed

Addendum

1. DMT Items 1 - 3

Jefferson County School District has elected the Hybrid Turnaround Option to include District-Managed and External Operator. Success For All (SFA) has been selected as the External Operator for Jefferson County Elementary School. As defined by the Florida Department of Education, an External Operator will come in to support specific components of the school programs. Those components include providing professional development through modeling and instructional support. SFA will support reading instruction and closing the achievement gap through the implementation of cooperative learning strategies. An analysis of student performance and teacher performance data clearly indicate the need for curricular and instructional support both at the district and school level. It is critical that Jefferson County School District restructures so that there is support for teaching and learning at the district level such as a curriculum specialist. A position whose focus is teaching and learning will greatly improve the overall provision of guidance and support in teaching and learning across the district. The Jefferson School District in communication with PAEC to expand services to the district to include curriculum support. We are currently negotiating a contract that is financially feasible given our current state of finance. As a partner, Success For All will model effective strategies for classroom teachers, provide professional development and offer support throughout the school year. The partner will also work with the district to ensure that district leadership’s duties are appropriately aligned with job titles to maximize support for teaching and learning.

The district has been challenged with sustaining employment of both administrators and teachers which gravely impacts instruction. However, Jefferson Elementary has retained the same school administrators for two (2) consecutive years. As a result, school has begun to experience positive academic results and improvement in student performance through the implementation, monitoring and support of specific instructional strategies at the school and at the district level.

Then	Now
2013-14: ranked number 215 on list of Lowest 300 elementary schools, sharing same score as 9 other schools	2015-16: ranked number 86 on the list of Lowest 300 elementary schools, sharing same scores as 13 other schools
2013-14: JES performed better than 1 school in the Big Bend Area.	2015-16: JES performed better than 6 schools in the Big Bend Area, overall.
2015: JES ELA proficiency was 28%	2016: JES ELA proficiency is 29%, an increase of one percentage point.
2015: JES Math proficiency was 41%	2016: JES Math proficiency is 43%, an increase of one percentage point. The proficiency in math has been the highest on FCAT or FSA since 2009-10.

*It is important to note that in 2013-14, the school was assigned the letter grade of “F”; however, the first year of FSA administration, 2014-2015, the school moved to a letter grade of “D”. Further, recent preliminary student performance data for the 2015-2016 FSA indicate that JES is two (2) percentage points from a letter grade of C.

The District Leadership Team will meet regularly with the schools to ensure that students are progressing academically, socially and emotionally. Both the organizational and program effectiveness will be assessed. Progress will be measured through peer observations, reviews of teacher assignments and corresponding student work and student performance data. In addition, a District Education Support team has been established and visit the elementary school weekly to conduct learning walks to support improved teacher instruction and student engagement. To support teacher preparedness, all teachers will be required to establish a professional development plan. Plans will include specific continuing education targets as determined by prior year assessment data for students. New and beginning teachers will participate in the beginning teacher program established by PAEC; however, student progress monitoring data will also be reviewed and used to determine what professional development is needed on an ongoing basis. In addition, the External Operator will provide specific professional development in ELA.

Parent engagement will be promoted where activities that are open, informative and relevant to the needs of both students and parents. Teachers and faculty will keep parents informed of student progress and will work together to support the students. The Jefferson County School District is committed to providing quarterly updates to both the Community Assessment Team, Title I Parent District Parent Advisory Committee and the School Board on the progress of the Turnaround Option Plan.

2. DMT Assurance Item #4

The Jefferson County School District has always allowed and will continue to allow Jefferson Elementary flexibility in staffing, scheduling and budgeting. However, the district has established a non-negotiable that requires that all instructional positions must be filled within thirty (30) days of a vacancy. The district has also committed to providing recruitment and retention bonuses in an effort to retain teachers and instructional coaches. The Human Resources Department will ensure that schools have all pertinent information for potential employees; however, the final decision of employment will be determined after legal requirements have been met, such as Criminal Background Clearance.

A meeting with the school administrator, Finance Director, Human Resource Director, Federal Programs Director and finance specialist will be hosted prior to the start of the school year to determine funding priorities and staffing needs, based on the staffing plan. All district procedures regarding hiring and purchasing will be explained at this time. The initial meeting was calendared to occur on July 18, 2016, however, must be rescheduled due to this presentation. To further facilitate the school’s flexibility in funding, the school principal now has immediate access to the school budget and may request amendments in order to address the

needs of the students as identified in the School Improvement Plans. The elementary school has always developed their master schedule with support from the district office and will continue this practice.

3. **DMT Assurance Item #5**

The recruitment and retention of highly qualified, highly effective administrators, instructional staff and substitutes is a challenge in Jefferson County School District. The current salary schedule is not competitive enough to attract the caliber of instructional leaders and staff needed to improve student performance; however, the district has committed to use funds, as available, to attract highly qualified, highly effective teachers. Additionally, the district has reached out to EdTraining Center, an online training vendor, to provide training for persons who will serve as substitute teachers in Jefferson County School District.

Due to the fact that there is only one elementary school in the school district, reassigning a teacher who is not performing is not an option, therefore, a teacher who is not performing, based on student performance data must be replaced. Such teachers will be immediately placed on a Corrective Action Plan, provided support through modeling by the instructional coach, and required to participate in applicable professional development. Learning walks and lesson plan reviews will be conducted after each intervention to document that the new skills are being applied.

To ensure that students are provided standards-based instruction by certified, highly effective teachers, the district has committed to the monthly review of student performance data in order to monitor progress of students so that adjustments in instruction and or replacement of the instructor can begin immediately. At the school level, bi-weekly progress data will be reviewed by the principal, or his designees. Teachers will be required to articulate the specific strategies that will be implemented to facilitate student improvement. Evidence of the implementation of the strategies must be maintained and will be shared with the principal. Once mandatory evidence must include contact with the parent or guardian.

4. **DMT Assurance Item #6**

The Jefferson County School District is currently reviewing its evaluation system to ensure that it can be used to accurately reflect the teacher performance. The classroom walkthrough tool will be revised to align with the teacher evaluation tool. Since VAM scores are received well after recommendations for are submitted, continuation of employment will be contingent upon VAM score designation of no less than effective. Since this strategy may require negotiations with the Teachers Union, only a preliminary discussion has occurred with district staff.

5. **DMT Assurance Item #7**

Focus area 1: One of the most significant changes that will occur during the 2016-17 school year is the implementation of a standardized assessment for grades Kindergarten through second. The district will implement the Measures of Academic Progress (MAP) and MAP for Primary Grades (MPG). These assessments will allow teachers to monitor students' progress,

differentiate instruction, and provide families information about students' progress. Data will also allow the principal the opportunity to monitor student and school performance and work with instructional teams to maximize student growth. These data will be provided to the teachers prior to the beginning of the 2017-2018 school year as to inform instructional plans. MAP and MPG will be administered during the Spring Assessment window to establish consistency across all grade levels and to assert a sense of accountability for teachers in grades kindergarten through two. For grades three through five, Jefferson County Elementary School will utilize iReady as a diagnostic tool in the areas of ELA and mathematics.

Focus area 2: All instructional personnel have received training in Kagan Day 1: Cooperative Learning. New and beginning teachers will receive training either during the Back To School Professional Development week or on the first Teacher Planning Day, depending on consultant availability. The school will require the implementation of no less than one Kagan structure each month. Evidence of implementation of the selected structure will be documented in lesson plans and through learning walks conducted by school administration, district administration and instructional coaches.

6. **Revised Course of Action**

The Jefferson County School District initially projected a school letter grade of "C"; however, preliminary data reveals that the school is two percentage points from a letter grade of "C". To this end, the school will enter into a contract with Success For All as mentioned at the beginning of this addendum. The scope of work is included with this addendum. In addition, the district has since lost the newly identified middle high school principal. With the opening of school fast approaching, the superintendent has determined the best course of action at this time is to assign the one principal who has a demonstrated record of effectiveness to oversee both the elementary school and the middle high school. As lead administrator, he will provide guidance and direction on the instructional services provided at both schools. The assistant principals assigned to each school will provide support to ensure standards-based instruction. Each school will be assigned an instructional coach for the areas of reading and mathematics. Once science coach will serve both schools. The district has committed to hiring an individual with expertise in curriculum to support teaching and learning from the district level. The position will be advertised immediately.