



FLORIDA DEPARTMENT OF
EDUCATION
fldoe.org



TOP-2



Turnaround Option Plan—Step 2(TOP-2) Closure (RC)

**DUVAL
Northwestern Middle School**

Due: October 1 for Cycle 1 or January 31 for Cycle 2-4

**Turnaround Option Plan—Step 2 (TOP-2)
Closure**

Purpose

The purpose of this document is to guide districts to develop a plan for implementation of the turnaround option Closure (RC). The district shall provide the Department with this plan for approval by the State Board of Education (SBE).

Directions

Districts shall complete this Step 2 form for each school for which the district is selecting RC. This completed form must be signed by the superintendent or authorized representative and emailed to BSI@fldoe.org no later than October 1 if this is Cycle 1 or January 31 if Cycle 2-4. The subject line of the email must include district name, school name and TOP-2(RC).

School

In the box below, identify the name and MSID number of the school that will be supported through RC.

School Name/ MSID Number
Northwestern Middle School/MSID# 161551

RC Assurances

The district must agree to ALL of the following assurances by checking the boxes below.

Assurance 1: Close and Reassign Students

- The district shall close the school and reassign students to higher-performing schools with a “C” or higher in the district. *A new school does not qualify since it does not have a record of performance.*
- The district shall ensure that students are not assigned to instructional personnel rated as Unsatisfactory or Needs Improvement based on both the three-year aggregated state Value-added Model (VAM) rating, if applicable, and the district evaluation system.

Description of how the district will address Assurance 1: Close and Reassign Students

After conducting an extensive needs assessment for Northwestern Middle school which included a review of the school’s historical academic performance data, student attendance, Early Warning Indicators, and several Community Assessment Meetings, families were formally notified of the district’s plan to reassign all rising grade six students residing within the attendance zone area of Northwestern Middle schools to higher-performing middle schools, with a “C” or higher in the district in June of 2019. If Northwestern Middle school, does not receive a “C” or higher at the end of the 2019-2020 school year, the students in the attendance zone will be reassigned and zoned for a school that meets the criteria of “C” or higher. If the nearest school in the zoned area does not meet the criteria of “C” or higher, the students who were originally zoned to attend Northwestern will be offered the same options other designated schools that fall under the Opportunity Scholarship have the options provided to students include transportation to a district designated

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school that meets the criteria of “C” or higher. If the student does not wish to attend one of the schools that meets the criteria, other choice options are available, however, transportation will not be provided to schools that are not listed.

In preparation for the full closure and reassignment of the remaining 7th and 8th grade students, Northwestern Middle school, in collaboration with the District office, provided several forms of communication to students, families, and stakeholders. In each of the parent letters, Duval County Public Schools included specific school assignments to a higher performing school and different school choice options for their 6th grade student that was transitioning at the beginning of the 2019-2020 school year as well as next steps for the remaining 7th and 8th grade students at Northwestern Middle School (Attachment A). Also included in Attachment A are examples of the varying forms of communication the district utilized to ensure transparency regarding the allowable reassignment of students to higher performing schools as well as stakeholder communications. Examples include: phone blasts, flyers, Parent Meeting Nights as well as Community Assessment Team (CAT) meetings.

While Duval County Public Schools works to transition the remaining 7th and 8th grade students into a higher-performing school for the 2020-2021 school year, school leaders have engaged students and parents about different school choice options. The efforts to provide information about school options were intensified during the district’s magnet and choice application window. Duval County Public Schools held its School Choice Expo on Saturday, January 11th, 2020. The School Choice Expo provides families an opportunity to visit all Duval County Public Schools in one place, on one day, at one central location. Students and parents have the opportunity to speak with the principals, staff and students, and decide which school is the right school for individual students. Northwestern Middle School provided bus transportation to the School Choice Expo and back to Northwestern Middle School for families that needed assistance with attending the event (see Attachment B). As described in the school’s TSSSA application, Northwestern Middle school has also included bus transportation for students to participate in individual research on school choice/magnet options as well as college and career connections at some of the local high schools and higher-performing middle schools.

After providing information about the different options for students and parents to choose from, the leadership staff at Northwestern Middle school set up a time for individual family conferences to meet with school and district staff to discuss next steps. Beginning mid-January through the end of the month, School Counselors scheduled face to face and phone conferences to meet with families. In preparation for the family meetings, the Accountability and Assessment Department worked with school leadership staff to develop snapshots for every student with the following information:

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NORTHWESTERN
MIDDLE SCHOOL (1551)

Middle School Promotion Tracker

Student ID	Student Name	Grade	ESOL	ESE	FRL	504	Homeless	Foster
11957826		07	No	No	Yes	No	No	No



ELA	Math	Science	Social Studies	Civics	GPA
On Track (A-avg)	On Track (C-avg)	On Track (B-avg)	Enrolled in Civics	On Track (C-avg)	Gr 06 GPA: 2.50

Credit Check

Subject	Earned Gr 06	Earned Gr 07	Earned Gr 08	Earned Total	Required Total	To Go Total
MJ_ELA	1.0	0.0	0.0	1.0	3.0	2.0
MJ_MA	1.0	0.0	0.0	1.0	3.0	2.0
MJ_SC	1.0	0.0	0.0	1.0	3.0	2.0
MJ_SS	1.0	0.0	0.0	1.0	2.0	1.0
MJ_CV	0.0	0.0	0.0	0.0	1.0	1.0
MJ_EL	3.0	0.0	0.0	3.0	0.0	0.0

Student Schedule & Grades

Prd	Day	Term	Course	Room	Teacher	Q1	Q2	S1	Q3	Q4	S2	FY
01	FY	1700010	MJ RESEARCH 2	116	Arline, V	A	A	A	A	A	A	A
01	FY	2002070	MJ COMPRE SCI 2	116	Arline, V	B						
02	FY	1205940	MJ GRADE 7 MATH	106	Wells, L	C						
03	FY	9009110	INFO & COMM TECH 1	113	Johson, D	A						
04	FY	1001040	MJ LANG ARTS 2	111	Ivy, L	A						
05	FY	1700000	MJ RESEARCH 1	116	Arline, V	A						
06	S1	1500020	MJ TEAM SPORTS GRD7	GYM	Sanders, E	A						
06	S2	0300040	MJ HEALTH GR 7S	704	Roberts, A							
07	FY	2100010	MJ CIVICS	115	Riley, K	C+						

Test History

Grade Level	Test Name	Test Period	Level	Score
06	Achieve Read	BY	App Read	LX: 690
		MY	App Read	LX: 710
		EY	App Read	LX: 735
	FSA Math	EY	AL 4	SS: 351
	FSA Read	EY	AL 2.2	SS: 323
	iReady Math	BY	Eath	SS: 496
		MY	Mid	SS: 521
	07	iReady Math	EY	Mid
BY			App Read	LX: 715
				SS: 491

Student Transcript

Year	Grd/Trm	Course	Score	Attempted	Earned	Flags	Subject
2018-19	06 - FY	100101001 MJ LANG ARTS 1	C	1.00	1.00		MJ_ELA
2018-19	06 - FY	120501001 MJ GRADE 6 MATH	B	1.00	1.00		MJ_MA
2018-19	06 - FY	200204001 MJ COMPRE SCI 1	B	1.00	1.00		MJ_SC
2018-19	06 - FY	210901001 MJ WORLD HIST	C	1.00	1.00		MJ_SS
2018-19	06 - FY	010102001 MJ 2-D STUDIO ART 2	C	1.00	1.00		MJ_EL
2018-19	06 - S2	030003001 MJ HEALTH 4	B	0.50	0.50		MJ_EL
2018-19	06 - S1	150000001 MJ FITNESS GRADE 6	A	0.50	0.50		MJ_EL
2018-19	06 - FY	170002001 MJ RESEARCH 3	B	1.00	1.00		MJ_EL

EWS Indicators

Total Indicators	Attend Rate < 90%	One or more OSS/ISS	Math Testing Deficiency	Math - F in last course	ELA Testing Deficiency	ELA - F in last course
1	No	No	Yes	No	No	No

Infraction Summary

Total # Referrals	Class I Referrals	Class II Referrals	Class III Referrals	Class IV Referrals
0	0	0	0	0

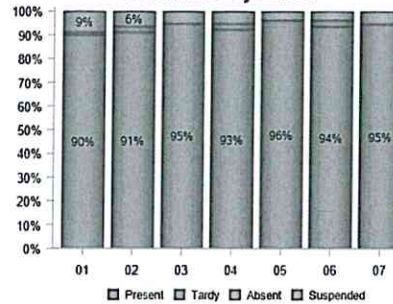
Suspension Summary

Total Events	Total Days	ISSP Events	ISSP Days	ATOSS Events	ATOSS Days	OSSP Events	OSSP Days
0	0	0	0	0	0	0	0

Attendance Summary

Days Enrolled	Days Absent	% Days Absent	Periods Absent	Periods Enrolled	% Periods Absent
81	3	4%	30	562	5%

Attendance by Period



Attendance Calendar

Mth	01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	Excused Absences	Unexcused Absences	Suspension Days	Total Absences		
Aug																																					
Sep																																					
Oct																																					
Nov																																					
Dec																																					
Jan																																					
Feb																																					
Mar																																					
Apr																																					
May																																					

As school leadership and school counselors guide the family meetings, the focus is to explore school options, discuss credits needed, electives needed and desired, as well as discuss a plan for any indicators

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that may be low. Northwestern has also administered a student interest inventory called My Career Shine. The results are beneficial for students to not only decide what to look for during the 2020-2021 school year, but post-secondary decisions as well. As students are included in the family meetings for school choice, My Career Shine is additional data to help with the school choice decision. (see Attachment C).

After the family meetings throughout the month of January are concluded, Northwestern Middle School will hold a Magnet and Choice Application Family Day on January 29th (see Attachment D). Representatives from Duval’s School Choice and Guidance Departments were present to assist families with the application process.

To further support students during this transition, Superintendent, Dr. Diana Greene made a pledge to ensure every student at Northwestern Middle School has a mentor. The following mentoring groups and individuals are currently serving as mentors to the remaining 7th and 8th grade students:

- *City Year* – This program provides a cadre of “near peers” to run an extended learning program and/or collaborate with teachers to help students with attendance, behavior and academic difficulties. The model blends whole- school reform with individualized social services and an early- warning system for at- risk students, namely those in the lowest 30% in reading and mathematics.
- *5000 Role Models* – This program provides positive role models and experiences that empower choices to encourage healthy living, responsibility, respect, and achievement. Mentors serve as role models for young African-American males. The students identified to participate in the program benefit from various academic and behavioral supports, participate in various cultural and educational experiences such as visits to college campuses, etiquette workshops, and career building training. Students also serve as ambassadors for the program and the school district throughout the City of Jacksonville. The school has a 5000 Role Models of Excellence Site Director who serves as club sponsors to facilitate speakers, field trips and assist in mentor recruitment.
- *The Notable Ladies of Northwestern* – This initiative provides a focus on academics and achievement, self-care, mentorship, life skills, and impulse control/self-regulation for the young ladies at Northwestern Middle School.
- *Duval County Public Schools Mentors via Big Brothers, Big Sisters* – In collaboration with Big Brothers, Big Sisters (BBBS), select district administrators have volunteered to become mentors throughout the students’ transition now leading into the beginning of the new school year. The commitment to the Northwestern students is at least one hour a week to develop a friendship, provide guidance and inspire children to reach their potential. The school-based visits occur at the school, during non-instructional times.

Along with the above mentor groups and individuals, some very important community partners play a vital part of ensuring the students, parents, stakeholders, and staff have a successful 2019-2020 and 2020-2021 school year. Partnerships include: Communities in Schools, Aetna, and Jewish Community and Families Services.

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At the close of the 2019-2020 school year, upon receiving Board approval, district staff will submit all necessary documentation to FLDOE requesting the removal of the school MSID# due to closure.

To ensure students are not assigned to instructional personnel rated as Unsatisfactory or Needs Improvement based on both the three-year aggregated state Value-added Model (VAM) rating (if applicable) and the district evaluation system, the Human Resource Department and the Accountability and Assessment Department have developed a process to identify eligible and ineligible teachers and ensure students are assigned properly. In the student information system, FOCUS, the Accountability and Assessment Department has identified students of all schools that have closed and reassigned students. The identification of the reassigned students applies to all students who were physically attending a failing/closed school and have been reassigned as well as the students who have a home address that would have placed them at a failing/closed school. The identification of the reassigned students has helped schools and the District ensure these students are placed in the correct classrooms with eligible teachers.

After identifying the reassigned students, the Accountability and Assessment Department also developed a way for schools to generate quick reports for all reassigned students that are assigned to a school.

Within the Quick Reports functionality is the identification of ineligible and eligible teachers, with options to filter by grade level, course, eligibility to have closure/reassigned students, as well as if a student has a progress monitoring plan. Duval's Human Resource Department developed a list of all Duval County Public School teachers that indicates whether the instructional staff member are rated as Unsatisfactory or Needs Improvement based on both the three-year aggregated state Value-added Model (VAM) rating (if applicable) and the district evaluation system. The District has identified instructional personnel as eligible or ineligible to have reassigned students in their classroom. District personnel provide constant communication with all schools that have reassigned students in their buildings. The identification of reassigned students and the status of eligible personnel further supports schools and mitigates against discrepancies in student placement.

Assurance 2: Monitoring Reassigned Students

The district shall monitor the reassigned students and report their progress to the department for three years on a quarterly basis. Reports shall include attendance, grades and progress monitoring data aligned to Florida's Standards, the type of intervention and instruction provided to students to address deficiencies (if applicable), as well as the record of all instructional personnel assigned to the students (three-year aggregated state VAM rating, if applicable, and district evaluation rating). The district shall provide quarterly reports to the RED.

Description of how the district will address Assurance 2: Monitoring Reassigned Students

Upon Board approval, the remaining 7th and 8th grade students who attended Northwestern Middle school during the 2019-2020 school year, will be monitored quarterly for academic progress. This monitoring will be effective for three school years, beginning in the 2020-2021 school year utilizing Performance Matters, the districts SAS dashboards, as well as the district's data management system, FOCUS.

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As district students receive baseline reading and mathematics diagnostic assessments and quarterly progress monitoring assessments, the district will collect and use these data points along with several other district progress monitoring tools to include i-Ready, Achieve 3000, Corrective Reading, Language for Learning, and ACALETICS assessments, to develop individual Progress Monitoring Plans (PMP). As the district migrated their student information system containing intervention support (MTSS, IEPs, 504s, Gifted, etc.) from SEAS to FOCUS during the summer of 2019, faculty and staff in Duval participated in professional development regarding completion of progress monitoring plans for students who need additional academic and behavior support, as well as all reassigned students (inclusive of students who are on or above grade level). Having all progress monitoring plans attached to each student profile in the district's student information system (FOCUS), helps the school and district ensure the reassigned students are properly monitored (see Attachment E). The reassigned 7th and 8th grade students from Northwestern will be identified in FOCUS so that receiving schools will know which students must have a progress monitoring plan completed. For any higher-performing school that receives any reassigned Northwestern students, instructional staff are tasked with monitoring attendance, grades and progress monitoring data aligned to Florida's Standards, and the type of intervention and instruction provided to students to address deficiencies (if applicable). Furthermore, school-based staff will quarterly monitor all identified students' academic progress in reading, mathematics, and science standards mastery through the district created progress monitoring assessments.

In addition to monitoring the reassigned students' academic and behavior progress each quarter, the district will also monitor the record of all instructional personnel assigned to the students (three-year aggregated state VAM rating, if applicable, and district evaluation rating). To comply with this Assurance, Region Leadership and District Staff will continue to review and provide quarterly reports to our state Regional Executive Director. To ensure instructional staff across the district understand the criteria to determine if they are eligible or ineligible to have reassigned students, the district office have trained staff on how teachers can access their VAM data using the State's Single Sign-On portal (see Attachment F).

Assurance 3: Reassignment of Instructional Personnel and Administrators

- The district shall ensure that instructional personnel rated as Unsatisfactory or Needs Improvement based on the three-year aggregated state VAM rating are not reassigned to other School Improvement (SI) schools within the district.
- The district shall ensure that administrators from a school closed through selection of this turnaround option are not reassigned to other SI schools within the district.

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Description of how the district will address Assurance 3: Reassignment of Unsatisfactory Instructional Personnel and Administrators.

The district will ensure that both the school’s administration and instructional staff rated as Unsatisfactory or Needs Improvement, formerly assigned to Northwestern Middle school will not be reassigned to any other School Improvement (SI) school within the district for the upcoming school year. The district human resource staff have developed a transitional staffing process to appropriately reassign the school’s faculty. Additionally, as the Superintendent has the full authority and discretion in the selection, hiring, and placement of all administrative leadership, a process was initiated, under the guidance of the Chief of Schools, to identify potential vacancies that are aligned with impacted staff’s qualifications to aid reassignment to a non-SI school environment.

The district’s Assistant Superintendent of Human Resources, in collaboration with the Chief of Schools and regional leadership teams work closely with the district’s SI designated school in the identification, referral and selection of candidates for identified vacancies. To further ensure that no instructional personnel with Needs Improvement or Unsatisfactory ratings are reassigned to any SI school, we have put into place a multi-tiered candidate pool process specific to administrators or instructional personnel being assigned to SI schools. All possible candidates must meet the necessary areas of assurances, to include the 3-year aggregate VAM requirements in accordance with section 1012.34, F.S. and receive clearance to screen from human resources, an intent to hire from the school’s principals, along and a final clearance from Human Resources/Staffing prior to official placement on a SI school’s staffing roster.

Acknowledgement

Check the box that applies to the district selection of RC.

- For Cycle 1, the district acknowledges that the plan is due to the Department by October 1.
- For Cycle 2-4, the district acknowledges that the plan is due to the Department by January 31.

Name and title of person responsible for completing and submission of the TOP-2
Jacqueline Kelley, Executive Director
Contact information: email, phone number
kelleyj@duvalschools.org
Date submitted to the Bureau of School Improvement
January 31 st , 2020
Superintendent Signature (or authorized representative)
