

Duval County Public Schools

Highlands Middle School



2021-22 TSSSA Plan

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Eligibility and Allocation

Eligibility

Eligibility for 2021-22 TSSSA will be based on 2019 school grades and meeting one of the following criteria: a school implementing a turnaround plan or a turnaround school that has improved to a C or higher and has exited turnaround status within the last two years.

The preliminary allocation is based on a per-FTE funding amount of \$500 or as provided by the General Appropriations Act. Districts are required to complete a district-level plan. In addition, school-level plans are also required. The district and school level plans must be submitted to your school board for approval by August 1. The school board approved plan is due to the Bureau of School Improvement no later than September 1.

Allocation

School ID	School Name	Implementing	Exited Year 1	Exited Year 2	Preliminary Allocation	Updated Allocation
2441	Highlands Middle School				\$376,780.00	

Plan Assurances

Family and Community Partnerships

Assure that the school will implement strategies to establish comprehensive support services that develop family and community partnerships.

YES

Academic and Character Standards

Assure that the school will implement strategies to establish clearly defined and measurable high academic and character standards.

YES

Parental Involvement

Assure that the school will implement strategies to increase parental involvement and engagement in the child's education.

YES

Incentives for Instructional Personnel

Assure that the school will implement strategies to identify, recruit, retain, and reward instructional personnel.

YES

Professional Development

Assure that the school will implement strategies to provide professional development that focuses on academic rigor, direct instruction, and creating high academic and character standards.

YES

Focused Instruction

Assure that the school will implement strategies to provide focused instruction to improve student academic proficiency, which may include additional instruction time beyond the normal school day or school year.

YES

Plan Items

Family and Community Partnerships

Explain how the school will establish comprehensive support services that develop family and community partnerships.

Our most fragile families at Highlands Middle School will have the opportunity of full service plus options. A full service plus option in Duval County allow schools to refer families for services. For example, families may need assistance helping students with classroom conduct, mental health and academic concerns. Referrals may also assist with family issues such as divorce, grief, relationships, etc.

Community Partners:

Since the school is a full service plus school, students may also participate in wrap around services that may occur during school hours, before or after school. These services allow students to receive counseling services. They may participate in after school programs such as the Communities in Schools Team Up, and benefit from City Year in class tutoring funded via AmeriCorps. Finally, students and families benefit from social work services via the Communities in School's Achievers for Life program.

Supplemental Dean of Students:

These partnerships help strengthen the family and improve behavior and academics for participating families. In order to streamline and facilitate the aforementioned services, Highlands Middle will hire a third dean of students to coordinate services. A third dean will provide focused attention on groups of students. Each grade level will be supported by a dean of students to track tier two and three students to ensure their successful transition into middle school and into high school. The dean will also coordinate services with community partners to ensure students have access to full service plus opportunities which include after school academic and enrichment programs, mental health opportunities as well as medical services i.e. physicals and eye exams.

Supplemental Truancy Officers (2):

If students are to become successful attendance must be tracked thoroughly. An attendance plan that includes incentives for attendance and improvement in attendance is needed. Since the district provides a truancy officer for multiple schools, this plan will include utilizing truancy officers to be a conduit to improve attendance and provide Highlands Middle families with services due to the large student population and attendance zone. These officers will not work with any other school.

The impact of volunteers in the school is paramount to improving relationships between families and school. Family and community members will have opportunities to volunteer throughout the year. They may volunteer in a variety of ways, on trips, in class, or via after

school programs. Our school's partners who'd like to impact the school may also volunteer to participate on the school's advisory council or Parent teacher organization.

Academic and Character Standards

Explain the strategies the school will implement to establish clearly defined and measurable high academic and character standards.

Information gleaned from the 5 Essentials survey shows a need to improve ambitious instruction and the support environment. Improvement in these areas will build academic and character standards for teachers and students. The strategies Highlands Middle will implement are the following:

1. Recruit and retain high quality teachers or provide support to returning teachers via coaching cycles and constructive feedback. This includes building morale and creating a culture and climate of respect and service to students. (More about recruiting and retaining high quality teachers in the Incentives for Instructional Personnel section)
2. Provide rigorous and relevant professional development that encourages autonomy, but enhances standards based instruction. (More about the professional development plan in the Professional Development section)
3. Create and communicate the academic and Positive Behavior and Intervention Plan to all stakeholders (teachers, students and families) early and often.
4. Monitor and track academic, behavioral, and early warning data to ensure students are on track to enter high school within the appropriate time.
 - a. Provide interventions and enrichment opportunities for students. Tier 2 and tier 3 students will receive reading, writing, and math interventions via intervention teachers. Students at Highlands will also benefit academically via the pre-early college, STEM, arts, and military sciences program.
5. Support teachers with all resources which include coaches, deans, school counselors, and assistant principals to support instruction, classroom management, school safety, and family engagement.
 - a. Ensure teachers have curriculum and supports to deliver a rigorous instruction and formative assessments.
6. Celebrate success!

Supplemental Assistant Principal and Dean of Students:

Fund via TSSSA a supplemental Assistant Principal and Dean of Students to ensure academic and character standards addressed to improve student engagement (academics, behavior, attendance). A supplemental assistant principal will provide structure to support parents and teachers and oversee the work of all student services. (see Family and Community Partnerships)

Supports under students services

1. Overseeing community partners who work within the school to serve students academically and behaviorally
2. Monitoring tier 1, 2, and 3 behavior and attendance
3. Direct and monitor truancy officers

The responsibilities of the dean was identified in the family and community partnerships section.

Parental Involvement

Explain the strategies the school will implement to increase parental involvement and engagement in the child's education.

Refer to the TIPA Parent and Family Engagement Plan 2021-2022

Incentives for Instructional Personnel

Explain the strategies the school will implement to identify, recruit, retain, and reward instructional personnel.

As referenced in the **K-12 ESEA Common Program Guidance**, Recruitment, retention and reward incentives must be based on a three-year aggregate state value-added model (VAM) score. If state VAM is not available, another student growth model may be proposed. The student growth model must be fair and reliable. The LEA must submit the model demonstrating the classification and distribution of non-state VAM teacher scores for approval. Incentives can be part of a structured pay system or a Memorandum of Understanding (MOU); however, the above criteria shall apply. Incentives for attendance and non-instructional personnel are not allowable. Recruitment incentives for teachers with less than one year of experience or for hard to staff positions will be considered on a case by case basis.

The strategies the school will implement to identify, recruit, retain, and reward instructional personnel at Highlands Middle are as follows:

1. Coordinate with Human Resources to:
 - a. Identify potential teachers. Potential teachers will be offered an opportunity to hear about the school and the \$15,000 and \$7,500 bonus for teachers with a 3-year aggregate VAM score of Highly Effective or Effective. Teachers understand the bonus will be paid in two installments.
 - b. Participate in a virtual recruitment fair before non-turnaround schools in June, 2020.
 - c. Allow priority transfer teachers with Highly Effective or Effective VAM scores to be placed in vacant positions prior to the official transfer period.
2. New to Highlands teachers will be provided a buddy teacher to assist with understanding the "way of work".
3. First and second year teachers will be provided a mentor to assist with daily classroom planning, instruction, and management.
4. The school will provide incentives for attendance via monetary and non-monetary means.
5. Team building exercises will occur throughout the school year to build comradery and collegial relationships.

Professional Development

Explain the strategies the school will implement to provide professional development that focuses on academic rigor, direct instruction, and creating high academic and character standards.

The strategies the school will implement to provide professional development that focuses on academic rigor, direct instruction, and creating high academic and character standards include the following:

1. Review the data: Academic, attendance for teachers and students, discipline to determine needs
2. Create a professional development plan that ensures teachers understand how to interpret standards, item specifications, and instructional delivery, and informative assessment.
3. Provide the professional development
4. Monitor instruction via walk throughs with timely feedback
5. Discuss trends in data (instruction and assessment) during professional learning

communities and collaborative planning.

6. The district will provide specific professional development to provide support to teachers in turnaround schools (i.e. content specific or pedagogical related subjects needed to improve learning outcomes).

7. The district will provide professional development to teachers at turnaround schools prior to the first teacher day. Teachers will be paid their daily rate of pay during early return days. During the 20201-2022 school year (other grant) funding has been requested to incorporate the following Professional development to ensure academic rigor, direct instruction, and creating high academic and character standards:

1. Positive Behavior and Intervention Support
2. Dr. Max Thompson's Learning Focused Teaching and Learning Framework
3. Curricula PD
 - a. Understanding curriculum and pacing guides
 - b. ACALETICS, iReady, Achieve 3000, Corrective Reading, Imagine Learning Language and Literacy
 - c. Formative Assessment: Data Analysis

Part Time Retired Teachers (Teacher Mentors)

Finally, two retired educators will be funded via TSSSA to provide ongoing mentoring/ professional development to first and second year teachers. The retired educators will hired on a part time basis from August, 2020-April, 2021 at a rate of \$28/hour for four hours per day.

Book Studies (Carryforward Funds): Monthly discussions on three different professional development books during Early Release and after instructional hour PLCs paid for using UniSIG funds.

- 1.) It's Not Complicated!
- 2.) Fearless Voices
- 3.) The Lesson Planning Handbook

Focused Instruction

Explain the strategies the school will implement to provide focused instruction to improve student academic proficiency, which may include additional instruction time beyond the normal school day or school year.

The strategies Highlands Middle will implement to provide focused instruction to improve student academic proficiency, which may include additional instruction time beyond the normal school day or school year include:

1. Ensuring high quality teachers are recruited, retained with support and professional development
2. Provide relevant professional development and a quality curriculum and supplemental curriculum that focuses on direct instruction for students at each tier, 1, 2, and 3.
 - a. Ensure teacher use the district's curriculum guides and core resources
 - b. Utilize coaches to ensure direct instruction supports student learning
 - c. Fund direct instruction and blended learning programs
 - i. iReady Math, Achieve 3000 Reading, Study Island Science and Social Studies, ACALETICS, math, Top Score Writing
 - d. Provide reading and math intervention during the school day
 - i. Reading and Math Interventionist, City Year AmeriCorps in class tutoring
 - e. Offer tutoring before, after and on Saturdays delivered by certified teachers
 - f. Include direct instruction in the school after school Team Up program by certified teachers
3. Conduct evaluative and non-evaluative walk throughs to determine trends in instruction and assessment

4. Provide parent information events that explain and support curriculum and tutoring opportunities

Reading Interventionist:

An interventionist will be funded to provide direct instruction to groups of students identified as either Tier 2 or 3. The interventionist will work with identified curriculum i.e. Curriculum Associates LAFS and Top Score Writing. The interventionist will collaborate with ELA, reading teachers, and the Reading coach to track and report data which supports core instruction.

Tutoring:

UniSIG funds will provide tutoring instruction before, after, or on Saturday to identified students to improve proficiency and learning gains. Funds will pay support direct instruction in reading, writing, math, science, and civics.

Supplemental Math Teacher and Supplemental ELA Teacher (Carryforward Funds) - Adding supplemental teachers in Math and ELA will allow us to add more intensive reading and intensive math classes to support students. Adding these classes will allow smaller class sizes and more tiered support for students.

Part V: Budget

This section will assist in generating a school TSSSA budget for submission based upon each budget item tied to a Plan Item identified in the Part III: Plan Items.

Access the budget by clicking the blue Manage Budget button. This will direct you to the Budget page. This page includes the breakdown of funds by Plan Item.

1	III.1.	Family and Community Partnerships				\$146,635.56
	Function	Object	Budget Focus	Funding Source	FTE	2021-22
	6100	160-Other Support Personnel	2441 - Highlands Middle School	TSSSA	2.0	\$47,000.00
			<i>Notes: 2 Truancy Officers - These positions were approved last year using TSSSA funds. The school currently has two vacancies, if the school is not able to find a Truancy Officers within the first two months, the school will amend this line item. Two Truancy Officers will ensure our school adds an additional layer of parent connectedness and support, a truancy officer will help make phone calls and home visits to ensure our students have what they need and encourage the students to come to school every day. OPEN REQUIREMENTS: Must have a high school diploma with ability to read, write, and speak English. Must have two years experience working with secondary students in a social services/juvenile justice system, law enforcement, or in a position requiring investigative and/or interviewing skills; OR, an Associate or higher degree in Psychology, Social Work, Social Behavioral Sciences, or a related field. A valid Florida driver's license is required prior to appointment and must be maintained during employment in this class. May be required to furnish a motor vehicle in good condition for use on school board business for which mileage compensation will be paid.</i>			
	6100	110-Administrators	2441 - Highlands Middle School	TSSSA	1.0	\$60,276.00
			<i>Notes: Supplemental Dean of Students - This position was approved last year using TSSSA funds. The same Dean will be with the school this year. Job Summary: Implements the Duval County Code of Student Conduct at the school level. Problem solves with students, parents, and teachers regarding disciplinary issues. Supervises attendance procedures and student conduct. Plans and implements programs and procedures for the elimination of disciplinary</i>			

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			<p>problems . Essential Functions : 1. Administers appropriate disciplinary actions as outlined in the Code of Student Conduct, which often necessitates the counsel of students and the contact of students' homes. 2. Ensures that the Code of Student Conduct is disseminated and explained to all students, teachers and parents. Conducts Code of Conduct training for all school employees. 3. Develops and oversees a school attendance plan. Counsels students with excessive absences/tardies. 4. Provides "preventive" counseling for students referred by teachers before actual disciplinary measures are necessary. 5. Refers students to school guidance services when appropriate. Qualifications - Education: Bachelor's degree from an accredited college or university; Experience: Two (2) years teaching experience. Strong experience in behavioral intervention and management techniques preferred. Certifications & Licenses: Florida Department of Education Professional Certificate.</p>			
	6100	210-Retirement	2441 - Highlands Middle School	TSSSA		\$6,521.86
			Notes: Supplemental Dean of Students - Benefits Retirement 10.82%			
	6100	220-Social Security	2441 - Highlands Middle School	TSSSA		\$4,611.11
			Notes: Supplemental Dean of Students - Benefits Social Security 7.65%			
	6100	231-Health and Hospitalization	2441 - Highlands Middle School	TSSSA		\$9,662.24
			Notes: Supplemental Dean of Students - Benefits Group Health Insurance 16.03%			
	6100	232-Life Insurance	2441 - Highlands Middle School	TSSSA		\$12.06
			Notes: Supplemental Dean of Students - Benefits Life Insurance .02%			
	6100	240-Workers Compensation	2441 - Highlands Middle School	TSSSA		\$994.55
			Notes: Supplemental Dean of Students - Benefits Workers Compensation 1.65%			
	6100	290-Other Employee Benefits	2441 - Highlands Middle School	TSSSA		\$313.44
			Notes: Supplemental Dean of Students - Benefits Flex .52%			
	6100	210-Retirement	2441 - Highlands Middle School	TSSSA		\$5,085.40
			Notes: 2 Truancy Officers Benefits Retirement 10.82%			
	6100	220-Social Security	2441 - Highlands Middle School	TSSSA		\$3,595.50
			Notes: 2 Truancy Officers Benefits Social Security 7.65%			
	6100	231-Health and Hospitalization	2441 - Highlands Middle School	TSSSA		\$7,534.10
			Notes: 2 Truancy Officers Benefits Group Health Insurance 16.03%			
	6100	232-Life Insurance	2441 - Highlands Middle School	TSSSA		\$9.40
			Notes: 2 Truancy Officers Benefits Group Life Insurance .02%			
	6100	240-Workers Compensation	2441 - Highlands Middle School	TSSSA		\$775.50
			Notes: 2 Truancy Officers Benefits Workers Compensation 1.65%			
	6100	290-Other Employee Benefits	2441 - Highlands Middle School	TSSSA		\$244.40

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			Notes: 2 Truancy Officers Benefits Flex .52%			
2	III.2.	Academic and Character Standards				\$94,861.17
	Function	Object	Budget Focus	Funding Source	FTE	2021-22
	7300	110-Administrators	2441 - Highlands Middle School	TSSSA	1.0	\$69,179.22
			<p>Notes: Supplemental Assistant Principal - This position was approved last year using TSSSA funds. There is a new candidate for this position. Assistant Principal This position is funded to ensure safety and discipline of the campus. Responsibilities include: -Organizing and maintaining a structured Positive Behavior Intervention and Support plan -Implementing an Attendance/Plan with incentives for improvement and perfect attendance -Leading the student management team (includes restorative justice systems, antibullying program, parent/teacher support, and school safety planning and preparation) This assistant principal will also participate in parent conferences with certificated staff as well as facilitate systems with the school resource officer to ensure safety. Job Summary: Serves as Assistant Principal of the learning community. Develops, articulates, communicates, and implements a shared vision that is supported by the larger organization and the school community. Essential Functions: 1. Monitors the success of all students in the learning environment; aligns the curriculum, instruction, and assessment processes to promote effective student performance; and uses a variety of benchmarks, learning, and expectations feedback measures to ensure accountability for all participants engaged in the educational process. 2. Promotes a positive learning culture; provides an effective instructional program; and applies best practices to student learning, especially in the area of reading and other foundational skills. 3. Leads, directs, and manages operations; recruits, selects, orients, trains, coaches, counsels, and disciplines staff. Plans, monitors, appraises, and reviews staff job contributions to planning, development, delivery, follow-up, and evaluation. 4. Manages the organization, operations, facilities, and resources. Maximizes use of resources in an instructional organization. Promotes a safe, efficient, legal, and effective learning environment. 5. Collaborates with families, businesses, volunteers, and community members; responds to diverse community interests and needs; works effectively within the larger organization; and mobilizes community resources. 6. Collects and analyzes data for continuous school improvement. 7. Plans and implements the integration of technological and electronic tools in teaching, learning, management, research, and communication responsibilities. 8. Requisitions supplies, textbooks, and equipment; conducts inventories, maintains records, and checks on receipts for such material. 9. Prepares and/or supervises the preparation of all required reporting documents, accounting procedures and budgetary expenditures relative to school operations. 10. Performs other duties as assigned. Qualifications: Education: Master's degree from an accredited college or university; Experience: Three (3) years of successful teaching experience. Evidence of leadership ability; Certifications & Licenses: Educational Leadership; Successful completion of the former Administrative Training Program or acceptance into current Assistant Principal Preparation Program and have passing FELE scores.</p>			
	7300	210-Retirement	2441 - Highlands Middle School	TSSSA		\$7,485.22
			Notes: Supplemental Assistant Principal Benefits Retirement 10.82%			
	7300	220-Social Security	2441 - Highlands Middle School	TSSSA		\$5,292.23
			Notes: Supplemental Assistant Principal Benefits Social Security 7.65%			
	7300	231-Health and Hospitalization	2441 - Highlands Middle School	TSSSA		\$11,089.47
			Notes: Supplemental Assistant Principal Benefits Group Health Insurance 16.03%			
	7300	232-Life Insurance	2441 - Highlands Middle School	TSSSA		\$13.84

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			<i>Notes: Supplemental Assistant Principal Benefits Life Insurance .02%</i>			
	7300	240-Workers Compensation	2441 - Highlands Middle School	TSSSA		\$1,141.46
			<i>Notes: Supplemental Assistant Principal Benefits Workers Compensation 1.65%</i>			
	7300	290-Other Employee Benefits	2441 - Highlands Middle School	TSSSA		\$359.73
			<i>Notes: Supplemental Assistant Principal Benefits Flex .52%</i>			
	6400	369-Technology-Related Rentals	2441 - Highlands Middle School	TSSSA		\$300.00
			<i>Notes: PBIS Training (virtual), 6 participants \$50 each</i>			
3	III.3.	Parental Involvement				\$0.00
4	III.4.	Incentives for Instructional Personnel				\$0.00
5	III.5.	Professional Development				\$51,392.15
	Function	Object	Budget Focus	Funding Source	FTE	2021-22
	6400	130-Other Certified Instructional Personnel	2441 - Highlands Middle School	TSSSA	2.0	\$42,784.00
			<i>Notes: 2 Retired Teacher Mentors - These positions were approved last year using TSSSA funds. To help our novice teachers with lesson planning and classroom management, the retired teachers have been very beneficial to teacher retention and student achievement. The rate of pay is \$28 an hour plus benefits for all Retired Teacher Mentors. In addition to the retired teachers providing supporting our novice teachers with lesson planning and classroom management, they are responsible for providing new teachers with support in all areas, content, time management, parent communication, lesson planning, classroom management, and upcoming evaluations. The hours on campus allows teacher(s) to have a mentor to go to outside of other teachers and administration.</i>			
	6400	210-Retirement	2441 - Highlands Middle School	TSSSA		\$4,629.23
			<i>Notes: Teacher Mentor Benefits Retirement 10.82%</i>			
	6400	220-Social Security	2441 - Highlands Middle School	TSSSA		\$3,272.98
			<i>Notes: Teacher Mentor Benefits Social Security 7.65%</i>			
	6400	240-Workers Compensation	2441 - Highlands Middle School	TSSSA		\$705.94
			<i>Notes: Teacher Mentor Benefits Workers Compensation 1.65%</i>			
6	III.6.	Focused Instruction				\$83,891.12
	Function	Object	Budget Focus	Funding Source	FTE	2021-22
	5100	120-Classroom Teachers	2441 - Highlands Middle School	TSSSA	1.0	\$46,812.00
			<i>Notes: Reading Interventionist - This position was approved last year using TSSSA funds. This line item will be used to work with all grade levels in our school. Specifically, the Lowest Performing Quartile students in each grade level. Due to home learning for 2-3 months during the 2019-2020 school year, we will need to push-in and pull-out students from small group instruction. This position's qualifications are: Education- Bachelor's degree from an accredited</i>			

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			<i>college or university. Experience: 3 years continuous teaching experience at the elementary level; 4 years continuous reading teaching at the secondary level. Salary is based on verified years of teaching experience. Certifications & Licenses: Florida Teaching certificate in Elementary Education K-6 (Elem. level); Florida teaching certificate in Reading OR Reading endorsement at the secondary level. If approved, the candidate who was with us last year, will continue to fulfill the duties above. This position will be funded by TSSSA.</i>			
	5100	510-Supplies	2441 - Highlands Middle School	TSSSA		\$4,475.45
			<i>Notes: Supplies - Dry Erase Markers (600st), Black Dry Erase Markers (100dz), Unruled Dry Erase Lap Boards (100pk), White copy paper (25), Composition Books (700)</i>			
	5100	644-Computer Hardware Non-Capitalized	2441 - Highlands Middle School	TSSSA		\$12,894.00
			<i>Notes: Technology - Printer (1) and Student laptops (20 qty): This line item is needed to support printing out small group instruction and progress monitoring data. The student laptops are needed for students to engage in the blended learning models.</i>			
	5100	210-Retirement	2441 - Highlands Middle School	TSSSA		\$5,065.06
			<i>Notes: Reading Interventionist Benefits Retirement 10.82%</i>			
	5100	220-Social Security	2441 - Highlands Middle School	TSSSA		\$3,581.12
			<i>Notes: Reading Interventionist Benefits Social Security 7.65%</i>			
	5100	231-Health and Hospitalization	2441 - Highlands Middle School	TSSSA		\$7,503.96
			<i>Notes: Reading Interventionist Benefits Group Health Insurance 16.03%</i>			
	5100	232-Life Insurance	2441 - Highlands Middle School	TSSSA		\$9.36
			<i>Notes: Reading Interventionist Benefits Life Insurance .02%</i>			
	5100	240-Workers Compensation	2441 - Highlands Middle School	TSSSA		\$772.40
			<i>Notes: Reading Interventionist Benefits Workers Compensation 1.65%</i>			
	5100	290-Other Employee Benefits	2441 - Highlands Middle School	TSSSA		\$243.42
			<i>Notes: Reading Interventionist Benefits Flex .52%</i>			
	5100	648-Technology-Related Capitalized Furniture, Fixtures and Equipment	2441 - Highlands Middle School	TSSSA		\$786.00
			<i>Notes: Technology - Student laptop cart (1): This line item is needed to support printing out small group instruction and progress monitoring data. The student laptops are needed for students to engage in the blended learning models.</i>			
	5100	519-Technology-Related Supplies	2441 - Highlands Middle School	TSSSA		\$1,748.35
			<i>Notes: Supplies - Toner</i>			
Total:						\$376,780.00