

Turnaround Option Plan – Phase 1

[District] County Public Schools

**Part I: Schools to Be Supported**

**Item 1**: List of school(s) to be supported through the district’s turnaround plan.

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| **MSID Number** | **School Name** |
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**Part II: Stakeholder Engagement**

**A. Community Assessment Team**

**Item 2**: Description of the role of the CAT in reviewing school performance data, determining causes for low performance, and making recommendations for school improvement. Include names of CAT members and list of meetings that were held prior to developing this plan, as well as scheduled meetings that will be held during the implementation period.

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**B. Turnaround Option Process**

**Item 3**: Description of the district’s efforts to engage and involve stakeholders in the turnaround option process.

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**Part III: Turnaround Option Selection**

**Item 4**: Turnaround option(s) selected by the district based upon each school’s needs assessment.

**DMT**=District-managed turnaround; **RE**=Reassign students to another school and monitor the progress of each reassigned student (This option may include closure of the school.); **CH**=Close the school and reopen the school as one or more charter schools, each with a governing board that has a demonstrated record of effectiveness; **EO**=Contract with an outside entity that has a demonstrated record of effectiveness to operate the school. (This option may include a district-managed charter school.)

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| **School Name** | **DMT** | **RE** | **CH** | **EO** |
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**Part IV: Acknowledgements**

**1. District-Managed Turnaround (DMT)**

By selecting this option for a school and submitting this form, the district agrees to the following.

**Assurance 1: District Leadership Team**

The district shall ensure the district-based leadership team includes the superintendent; associate superintendents of curriculum; general and special education leaders; curriculum specialists; behavior specialists; student services personnel; human resources directors; professional development leaders; and specialists in other areas relevant to the school, such as assessment, English language learners and gifted learners.

**Assurance 2: District Support and Policies**

The district leadership team shall develop, support and facilitate the implementation of policies and procedures that guide the school-based leadership team and provide direct support systems.

**Assurance 3: District Governance Structure**

The district shall adopt a new governance structure for the school, which may include, but is not limited to, requiring the principal to report to a “turnaround office” or “turnaround lead” at the district level who reports directly to the superintendent.

**Assurance 4: Operational Flexibility**

The district shall give the school sufficient operating flexibility in areas such as staffing, scheduling and budgeting, to fully implement a comprehensive approach to substantially improve student achievement outcomes and increase graduation rates in high schools.

**Assurance 5: Instructional Staff**

The district shall employ a reliable system to reassign or replace the majority of the instructional staff whose students’ failure to improve can be attributed to the faculty, and ensure teachers are not rehired at the school, unless they are effective or highly effective instructors, as defined in the district’s approved evaluation system, pursuant to section 1012.34, F.S.

Additionally, pursuant to section 1012.2315(2)(a), F.S., the district must ensure that the percentage of temporarily certified teachers, teachers in need of improvement, or out-of-field teachers assigned to its Focus or Priority schools is not higher than the district average. As such, the turnaround plan should include the most recent three-year aggregated VAM classification data (i.e., *highly effective, effective, needs improvement,* and *unsatisfactory*) for each turnaround school and the district, as well as specific actions the district has taken or plans to take to recruit teachers with VAM classifications of *highly effective* and *effective* to the turnaround schools, and to reassign teachers with classifications of *needs improvement* and *unsatisfactory*.

**The district shall provide the department by September 1 a memorandum of understanding (MOU) negotiated pursuant to 1001.42(21), F.S.**

**Assurance 6: Addressing Areas of Focus**

The district shall address one or more of the following Areas of Focus in the turnaround plan.

**Area of Focus 1: Assessments**

The district shall identify progress monitoring and summative assessments that will be used in the school, the administration frequency of each, how the data will be analyzed, and how changes in instruction will be implemented and monitored. The district shall describe the specific training and follow-up that will be provided to support the implementation of a comprehensive, data-based, problem-solving framework.

**Area of Focus 2: Instructional Programs**

The district shall identify the new or revised instructional programs for reading, writing, mathematics and science; the research base that shows it to be effective with high-poverty, at-risk students; and how they are different from the previous programs. The district shall demonstrate alignment across grade levels to improve background knowledge in social studies, science, and the arts.

**Area of Focus 3: Differentiated Instruction**

The district shall ensure instruction is differentiated to meet the individual needs of students. Strategies for push-in, pull-out or individual instruction shall be included in the plan.

**Area of Focus 4: School Leadership**

The district shall conduct a comprehensive search to replace the principal, assistant principal(s) and instructional coach(es).

**Area of Focus 5: Increased Learning Time**

The district shall increase learning time in the school, as defined in Rule 6A-1.099811(2)(m), F.A.C., by a total of 300 hours annually; at least 60 percent of time shall support all students (e.g., extended day, week, or year) and up to 40 percent of time may be provided through targeted services (e.g., before school, after school, weekend and summer).

**Area of Focus 6: Identification, Recruitment, Retention, and Rewarding of Instructional Personnel**

The district shall develop structures and systems to ensure the school has effective educators capable of improving student achievement, including the following: recruitment and retention incentives; memorandums of understanding (MOUs) regarding incentive pay and/or reassignment of teachers based on data; priority in hiring; professional development and coaching support provided by the district.

**2. Reassign (RE)**

By selecting this option for a school and submitting this form, the district agrees to the following.

**Assurance 1: Close and Reassign Students**

The district shall close the school and reassign students to higher-performing schools in the district.

**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 the Florida Standards.

**Assurance 3: Reassignment of Unsatisfactory Teachers and Administrators**

The district shall ensure that teachers rated as unsatisfactory based on the three-year aggregated VAM rating are not reassigned to other TS&I and CS&I schools within the district. The district shall also ensure that administrators from a school closed through selection of this turnaround option are not placed at other TS&I and CS&I schools within the district.

**3. Charter (CH)**

By selecting this option for a school and submitting this form, the district agrees to the following.

**Assurance 1: Close and Reopen School**

The district shall close the school and reopen as a charter or multiple charters, in accordance with section 1002.33, F.S.

**Assurance 2: Contracting with Charter Organization**

The district shall enter into a contract with the charter organization following established district policies and procedures for contracting with external providers.

**Assurance 3: Selecting a Successful Organization**

The district shall select a charter organization that has a successful record of providing support to high-poverty, low-performing schools, and provide evidence of its success with students of similar demographics.

**Assurance 4: Instructional Staff**

The district shall ensure teachers are not rehired at the school, unless they are effective or highly effective instructors, as defined in the district’s approved evaluation system, pursuant to section 1012.34, F.S.

**4. External Operator (EO) [may include District-Managed Charter School]**

By selecting this option for a school and submitting this form, the district agrees to the following.

**Assurance 1: Contracting with External Organization**

The district shall enter into a contract with a school turnaround or education management organization to operate the school, following established district policies and procedures for contracting with external providers. At a minimum the contract must address leadership, instructional staffing, curriculum and instruction, assessments, professional development, and any other area identified during the development of the comprehensive needs assessment.

**Assurance 2: Selecting a Successful Organization**

The district shall select an organization with a successful record of providing support to high-poverty, low-performing schools, and shall provide evidence of its qualifications to the department.

**Assurance 3: Instructional Staff**

The district shall ensure teachers are not rehired at the school, unless they are effective or highly effective instructors, as defined in the district’s approved evaluation system, pursuant to section 1012.34, F.S. If the district establishes a district-managed charter school, the district shall ensure all instructional personnel are not employees of the school district, but are employees of an independent governing board composed of members who did not participate in the review or approval of the charter.