

The School District of Palm Beach County

# Highridge Family Center



2016-17 Schoolwide Improvement Plan

## Highridge Family Center

4400 N AUSTRALIAN AVE, West Palm Beach, FL 33407

<https://hr.palmbeachschools.org>

### School Demographics

School Type and Grades Served (per MSID File)	2015-16 Title I School	2015-16 Economically Disadvantaged (FRL) Rate (as reported on Survey 3)
Combination School 03-12	No	75%
Primary Service Type (per MSID File)	Charter School	2018-19 Minority Rate (Reported as Non-white on Survey 2)
Alternative Education	No	89%

### School Grades History

Year	2017-18
Grade	

*\*Informational Baseline School Grade*

**Note:** The school grades calculation was revised substantially for the 2014-15 school year to implement statutory changes made by the 2014 Legislature and incorporate the new Florida Standards Assessments. The 2014-15 school grades serve as informational baseline data that schools can use to improve in future years.

### School Board Approval

This plan was approved by the Palm Beach County School Board on 11/11/2016.

### SIP Authority and Template

Section 1001.42(18), Florida Statutes, requires district school boards to annually approve and require implementation of a school improvement plan (SIP) for each school in the district.

The Florida Department of Education (FDOE) SIP template meets all statutory and rule requirements for traditional public schools and incorporates all components required for schools receiving Title I funds. This template is required by State Board of Education Rule 6A-1.099811, Florida Administrative Code, for all non-charter schools with a current grade of D or F or a monitoring status of "Former F" (see page 4). For all other schools, the district may use a template of its choosing. All districts must submit annual assurances that their plans meet statutory requirements.

This document was prepared by school and district leadership using the Florida Department of Education's school improvement planning web application located at <https://www.floridacims.org>.

---

## Table of Contents

---

<b>Purpose and Outline of the SIP</b>	<b>4</b>
<b>Differentiated Accountability</b>	<b>5</b>
<b>Current School Status</b>	<b>6</b>
Supportive Environment	6
Family and Community Engagement	9
Effective Leadership	9
Public and Collaborative Teaching	13
Ambitious Instruction and Learning	14
<b>8-Step Planning and Problem Solving Implementation</b>	<b>18</b>
Goals Summary	18
Goals Detail	18
Action Plan for Improvement	21
<b>Appendix 1: Implementation Timeline</b>	<b>25</b>
<b>Appendix 2: Professional Development and Technical Assistance Outlines</b>	<b>26</b>
Professional Development Opportunities	26
Technical Assistance Items	28
<b>Appendix 3: Budget to Support Goals</b>	<b>28</b>

## Purpose and Outline of the SIP

The SIP is intended to be the primary artifact used by every school with stakeholders to review data, set goals, create an action plan and monitor progress. A corollary at the district level is the District Improvement and Assistance Plan (DIAP), designed to help district leadership make the necessary connections between school and district goals in order to align resources. The Florida Department of Education encourages schools to use the SIP as a “living document” by continually updating, refining and using the plan to guide their work throughout the year. This printed version represents the SIP as of the “Date Modified” listed in the footer.

### Part I: Current School Status

Part I organizes the current status of the school around five domains inspired by the 5Essentials framework: Supportive Environment, Family and Community Involvement, Effective Leadership, Public and Collaborative Teaching, and Ambitious Instruction and Learning. Questions regarding the school’s Multi-Tiered System of Supports have been embedded throughout this part to demonstrate how data is used by stakeholders to understand the needs of all students and allocate appropriate resources in proportion to those needs.

### Part II: Needs Assessment

Part II requires the school to review performance and early warning systems data in order to develop strategic goals and associated data targets (i.e., “SMART goals”) for the coming school year in context of the school’s greatest strengths and needs. An online tool was developed, which includes data visualizations and processing questions to support problem identification, problem analysis and strategic goal formulation.

### Part III: 8-Step Planning and Problem Solving for Implementation

Part III enables the school to develop implementation plans for its highest-priority goals. With the overview of the current state of the school in mind and the strategic goals identified through the needs assessment, the planning team engages in a facilitated planning and problem-solving process, through which they

- Define strategic goals and establish targets to be reached by successfully achieving the goals (Step 1)
- Identify barriers that could hinder achieving those goals and resources that could be used to eliminate or reduce barriers (Step 2)
- Select high-priority barriers they want to address initially (Step 3)
- Design implementation and monitoring plans for strategies to resolve selected barriers (Steps 4-7)
- Determine how they will monitor progress toward each goal (Step 8)

### Appendices

The following appendices, automatically-generated from content entered in Part III, are included in this document:

- Appendix 1 is a timeline of all action steps and monitoring activities
- Appendix 2 is an outline of all professional development opportunities and technical assistance items
- Appendix 3 is a report of the budget needed to implement the strategies

## Differentiated Accountability

Florida's Differentiated Accountability (DA) system, established in [section 1008.33, Florida Statutes](#), is a statewide network of strategic support, differentiated by need according to performance data, provided to districts and schools in order to improve leadership capacity, teacher efficacy, and student outcomes. Through a data-driven planning and problem-solving process, DA field teams collaborate with district leadership to design, implement, and refine strategic goals and action plans that are documented in the SIP.

### DA Regions

Florida's DA network is divided into four geographical regions, each served by a field team led by a regional executive director (RED).

### DA Categories

At the start of each academic year, traditional schools are classified for DA support in three categories based on the most recent school grades data available. Descriptions of each DA category along with the state support and interventions provided are set forth by [Rule 6A-1.099811, Florida Administrative Code](#):

- Not in DA – currently A, B, or C and not Monitoring Only; charter schools; ungraded schools
- Monitoring Only – currently A, B, or C that improved from a previous grade of F
- Focus – currently D
- Priority – currently F

### DA Turnaround and Monitoring Statuses

Additionally, schools in DA may be subject to a turnaround status of "Planning" or "Implementing" or a monitoring status of "Former F." These statuses are based on a school's grades history, including the current school grade:

- Former F - A school with a status of "Former F" requires the department to monitor the implementation of strategies and progress toward the goals outlined in the school improvement plan for three years following the school's improvement from a grade of F to a C or higher.
- Planning - A school with a status of "Planning" requires the district to engage stakeholders in the development of a turnaround option plan to be implemented in the following year should the school grade not improve to a C or higher.
- Implementing - A school with a status of "Implementing" requires the district to submit a turnaround plan to the State Board of Education for approval and implementation. A school remains in "Implementing" status until its school grade improves to a C or higher.

### 2016-17 DA Category and Statuses for Highridge Family Center

DA Region and RED	DA Category and Turnaround Status
Southeast - <a href="#">LaShawn Russ-Porterfield</a>	Not In DA - N/A

## I. Part I: Current School Status

### A. Supportive Environment

#### 1. School Mission and Vision

##### a. Provide the school's mission statement.

The schools in the Department of Educational Alternatives are committed to providing effective and relevant instruction to meet the needs of all students. We work to provide a world-class education with excellence and equity to empower each student to reach his or her highest potential, with the most effective staff, to foster the knowledge, skills, and ethics required for responsible citizenship and productive careers.

##### b. Provide the school's vision statement.

The schools in the Department of Educational Alternatives envision a dynamic collaborative multicultural community, where education and lifelong learning are valued and supported, and all learners reach their highest potential to succeed in the global economy.

#### 2. School Environment

##### a. Describe the process by which the school learns about students' cultures and builds relationships between teachers and students.

The School Counselor meets with each student and reviews background. When students are having trouble in class, they meet with the counselor. The counselor uses this information to identify areas to work on with teachers and students.

The School Counselor consults with educators on exhibiting behaviors that demonstrate value and respect for low expectancy students as expected in Marzano Design Question 9, Element 39: Demonstrating value and respect for all students. The counselor prepares and conducts workshops with staff during staff meetings related to this topic throughout the year, and meets with teachers individually as needed.

Our school will infuse the content required by Florida Statute 1003.42(2) and S.B. Policy 2.09 (8)(b), as applicable to appropriate grade levels, including but not limited to:

- History of Holocaust
- History of Africans and African Americans
- Hispanic Contributions
- Women's Contributions
- Sacrifices of Veterans

We will do so through the inclusion of literature, written pieces, and oral presentations from students on these topics. In addition, the introduction of books, articles, and essays which infuse the multicultural diversity of our student population will be embedded into the strategy-based instruction.

Teachers will embed cultural activities within curriculum and daily announcements recognizing events relating to a variety of cultures. Students daily watch CNN news for students and discuss cultures from around the world in social studies classes. Teachers will build time within class for small group discussion of a variety of cultures and share knowledge through decorating bulletin boards and sharing with class in presentations.

The school creates a single school culture for behavior and climate through the point system implemented and monitored with the collaborative partner residential facility. School and facility rules and procedures are monitored and recognized by staff from the school and facility staff. Students are introduced to rules and procedures during orientation at the residential and school facility and reinforced on a daily basis through the point system.

The Single School Culture for academics focuses on the common belief in children by all staff that all students can and will learn with the appropriate instructional and social acceptance by all staff. The climate of an open discussion is encouraged at orientation and the school counselor and administrator are available for students to share concerns. Concerns are shared with staff on an individual and group format.

Our school integrates Single School Culture by sharing our Universal Guidelines for Success, following our Behavioral Matrix, teaching Expected Behaviors, and communicating with parents. We update our action plans during PLC Meetings. We instill an appreciation for multicultural diversity through our anti-bullying campaign, structured lessons, and implementation of SwPBS program.

**b. Describe how the school creates an environment where students feel safe and respected before, during and after school.**

Highridge is a pilot for the district for becoming a Trauma Informed Care site. School and Residential Staff were trained prior to the school year and will also receive additional training for the next three years.

The school works with the collaborative residential partner to review and reinforce the point system. Part of initial orientation and ongoing training with students is the emphasis on respect for others and reporting of concerns/incidents to program and/or school staff.

The school and program counselors share information regarding student behavior and needs. As needed, all staff is made aware of how to work with students on particular behavioral issues.

**c. Describe the schoolwide behavioral system in place that aids in minimizing distractions to keep students engaged during instructional time. This may include, but is not limited to, established protocols for disciplinary incidents, clear behavioral expectations, and training for school personnel to ensure the system is fairly and consistently enforced.**

The partnering residential program provides a behavioral support staff person for each classroom during instruction. The teacher and the behavioral support staff person share responsibility for monitoring behavior through the point cards.

Universal guidelines/rules and expectations are shared during orientation and throughout the residents stay on a weekly basis.

The program offers motivation for earning points, from participating in extra activities (movies, pizza party) to staying up late and moving up in Levels.

**d. Describe how the school ensures the social-emotional needs of all students are being met, which may include providing counseling, mentoring and other pupil services.**

The School Counselor works with the therapeutic staff of the collaborative partner to address student concerns. Through the collaborative agreement, the partnering agency provides weekly therapeutic sessions addressing student needs as well as weekly group sessions.

The PS/SBT meets weekly to discuss students with barriers to academic and social success.

The school counselor meets with each students within 10 days of entry to determine any additional needs. Teachers report students who are observed to have additional needs to the school counselor who follows up with the student and/or therapeutic counselor.

### 3. Early Warning Systems

The school's response to this section may be used to satisfy the requirements of 20 U.S.C. Â§ 6314(b)(1)(B)(ii)(III), (b)(1)(B)(iii)(I), and (b)(1)(I).

#### a. Describe the school's early warning system and provide a list of the early warning indicators used in the system.

Students are referred to PS/SBT for a variety of warning indicators by parents, the courts, word of mouth, counselors in other programs, and as part of a list of suggestions from school counselors: Indicators include attendance, academic failures, family concerns, drug/alcohol abuse, court recommendations, suspensions, expulsions, retention.

All students who attend Highridge Family Center are automatically placed on PS/SBT

#### b. Provide the following data related to the school's early warning system

##### 1. The number of students by grade level that exhibit each early warning indicator:

Indicator	Grade Level													Total
	K	1	2	3	4	5	6	7	8	9	10	11	12	
Attendance below 90 percent	0	0	0	0	0	1	1	9	1	1	2	0	0	15
One or more suspensions	0	0	0	0	0	3	10	17	6	10	3	1	0	50
Course failure in ELA or Math	0	0	0	0	1	5	10	15	5	13	5	2	0	56
Level 1 on statewide assessment	0	0	0	0	1	5	9	14	5	11	3	1	0	49
	0	0	0	0	0	0	0	0	0	0	0	0	0	
	0	0	0	0	0	0	0	0	0	0	0	0	0	

##### The number of students identified by the system as exhibiting two or more early warning indicators:

Indicator	Grade Level														Total
	K	1	2	3	4	5	6	7	8	9	10	11	12		
Students exhibiting two or more indicators	0	0	0	0	0	4	9	18	5	13	5	1	0	55	

#### c. Describe all intervention strategies employed by the school to improve the academic performance of students identified by the early warning system.

This school, collaborating with the residential agency partner, is considered an intervention strategy for the students enrolled in the program. The majority if not all of the warning indicators are incurred at the home school and part of the reason the student is attending this school.

Interventions include:

- counseling in therapeutic groups, individually and with family (program and agency)
- behavior monitoring with goal setting and feedback
- outside agencies such as AA, Big Brothers, and Alanon group meetings
- Single school culture that promotes learning is expected by all, behavior expectations is universal for all and a culture of respect for self and others is promoted by all.



## B. Family and Community Engagement

The school's response to this section may be used to satisfy the requirements of 20 U.S.C. Â§ 6314(b)(1)(B)(iii)(I)(aa).

**1. Describe how the school works at building positive relationships with families to increase involvement, including efforts to communicate the school's mission and vision, and keep parents informed of their child's progress.**

Title I schools use the Parent Involvement Plan (PIP) to meet the requirements of 20 U.S.C. Â§ 6314(b)(1)(F).

### a. Will the school use its PIP to satisfy this question?

No

#### 1. PIP Link

The school completes a Parental Involvement Plan (PFEP), which is available at the school site.

#### 2. Description

All parents will participate in orientation when students enroll and in weekly parenting sessions at the Family Center. Parents will receive progress reports midway during the nine-weeks. Reports are shared with therapists and parent during the weekly family sessions conducted by residential staff.

**2. Describe the process by which the school builds and sustains partnerships with the local community for the purpose of securing and utilizing resources to support the school and student achievement.**

Students attending this school live throughout the entire district of Palm Beach County. This school works with the other schools in the Department of Educational Alternatives, and their collaborative partners to discuss needs. Then working as a team, through the School Advisory Council and the Program Directors meetings, the schools jointly identify resources and strategies to resolve these needs.

## C. Effective Leadership

The school's response to this section may be used to satisfy the requirements of 20 U.S.C. Â§ 6314(b)(1)(H).

### 1. School Leadership Team

#### a. Membership

Identify the name, email address and position title for each member of the school leadership team.:

Name	Title
Bess, Angela	Principal
Garvin-Shaw, Shanda	Other

#### b. Duties

**1. Describe the roles and responsibilities of the members, including how they serve as instructional leaders and practice shared decision making.**

\*Director/Principal: Provides a vision for department administrators utilizing problem-solving processes for identifying challenges and strategies.

\*Manager/Site Administrator: Provides a common vision for the use of data-based decision making, ensures the school-based team is implementing MTSS/RtI, conducts assessment of MTSS/RtI skills of school staff, ensures implementation of intervention support and documentation, ensures adequate professional development to support MTSS/RtI implementation, and communicates with parents regarding school-based plans and activities.

\*Select General Education Teachers: Provide information on core instruction, collect and analyze student data, deliver School-wide Tier 1 instruction/intervention, collaborate with staff to implement Tier 2 interventions, and integrate materials and progress between Tier 1 and 2.

\*Certified School Counselor: Provides quality support services and expertise on issues ranging from academic program to individual student intervention and assessment. Links community agencies to schools and families to support the child's academic, emotional, behavioral and social success.

\*ELL support: provide support and collect data for progress monitoring of students with English as a second language. Work with teachers to plan instruction and support and meet with parents and translate for parents.

\*Support Facilitators: support for students in classroom and teacher planning for instruction of students with exceptional needs in a non-isolating, least restrictive environment.

\*Speech Language Pathologist: Educates the team in the role language plays in learning and instruction design and provides language therapy for students.

Due to the small size of the school and staff, there is an overlap in membership with the leadership team, MTSS/RtI and School Advisory Council. The school collaborate/plan with the other schools in the DJJ/Youth Services group.

**2. Describe the process through which school leadership identifies and aligns all available resources (e.g., personnel, instructional, curricular) in order to meet the needs of all students and maximize desired student outcomes. Include the methodology for coordinating and supplementing federal, state and local funds, services and programs. Provide the person(s) responsible, frequency of meetings, how an inventory of resources is maintained and any problem-solving activities used to determine how to apply resources for the highest impact.**

Step 1: Identify the Problem by determining the difference between what is and what should be happening. Use EDW reports comparing school to district and state. Use Performance Matters reports to monitor student progress on diagnostics and mini-assessments.

In teacher groups:

- a. Analyze school demographic/academic/profile data for the purpose of problem analysis and generating a working hypothesis.
- b. analyze school-wide and grade-level data on academic performance to select academic goals
- c. analyze disaggregated data to identify groups in need of intervention
- d. Assess school staff's skill development

Step 2: Analyze the problem by brainstorming in different groups why the problem is happening. Use PLC meetings to eliminate hypotheses that are not relevant, Identify barriers to success and action plan on how to overcome.

Step 3: Design intervention and implementation by developing action plan for strategies, with monitoring of implementation with fidelity and progress on a schedule.

Step 4: Administrators and teachers determine if the Response to Instruction/Intervention is working by analyzing student data (progress monitoring) and go back to step 1 and 2 if not.

The school receives Title I, Part D funds as part of the DJJ/Youth Services group in the Educational Alternatives department. Student data is reviewed from the previous year during the summer and a team identifies needs through the problem-solving process. Information is shared with School Advisory Council and teachers. Tutoring, resource teachers, and instructional materials to aid instruction are primary areas of use of these funds.

Due to the small size of the school (less than 60), the needs of individual students are provided for by district department through the intervention of the certified school counselor.

School improvement funds are used to provide organizational materials for the students such as paper, pencils and pens and pouches. Funds are sufficient to cover the number of students who enroll throughout the year.

Administrative Staff will work with the Director to identify needs of students and teachers at each school site, not supported by regular district funding. Supplemental funding is used for materials, training and workshops, and tutorials, to name a few.

Our school integrates Single School Culture by sharing our Universal Guideline for Success, following our Behavioral Matrix, teaching Expected Behaviors, and communicating with parents. We update our action plans during PLC Meetings. We instill an appreciation for multicultural diversity through our anti-bullying campaign, structured lessons, and implementation of SwPBS program.

## 2. School Advisory Council (SAC)

### a. Membership

Identify the name and stakeholder group for each member of the SAC.:

Name	Stakeholder Group
Antoinette Porter	Parent
Angela Clarke	Business/Community
Shelia Lawrence	Education Support Employee
Angela Bess	Principal
Alma Horne	Education Support Employee
Sandra Moore	Parent
Roderick White	Business/Community
Twila Taylor	Business/Community
Manny Alvarez	Business/Community
Mamine Saintil	Business/Community
Susie Puhl	Parent
Raquib Akbari	Student
Joann Barr	Teacher
Tammy Fields	Business/Community
Cynthia Castillo	Education Support Employee
Silvia Grant	Business/Community
Samieca Walters	Business/Community
Walton Stoudenmire	Business/Community
Shantia Daniels	Business/Community
John Nealy	Education Support Employee

### b. Duties

**1. Provide a description of the SAC's involvement with the following activities, as required by section 1001.452(2), Florida Statutes**

**a. Evaluation of last year's school improvement plan**

Goals are reviewed and identified as being met or not. Small groups at the school meet to review, share data with staff and then SAC. Goals and strategies are revised based on data review with all stakeholders.

**b. Development of this school improvement plan**

During the school year, SAC members participate in data analysis and problem-solving related to the development of the upcoming year School Improvement Plan. SAC members review student progress on diagnostics following each administration in the fall and winter. EDW reports are analyzed with SAC members to identify areas needing improvement. Results of year-end EOCs and FCAT are reviewed and analyzed with staff then shared with SAC. Teachers work on creating action plans for the upcoming year and information is used in problem solving with SAC members. The SAC also focuses on school climate with members sharing best practices from the different school sites.

**c. Preparation of the school's annual budget and plan**

The SAC and Program Directors review proposed budgets with the Director or designated person.

**2. Describe the use of school improvement funds allocated last year, including the amount budgeted for each project.**

The use of school improvement funds is to support student learning beginning with organizational skills, preparedness for class, note taking, and self-monitoring of progress. Materials such as paper, pencils, pens and pouches are purchased with 40% of the SIP funds. 20% will be allocated for Bullying Prevention materials and presentations. The remaining 20% is used to purchase books for school-wide reading projects, student incentives and materials related to Character Education.

**3. Verify that the school is in compliance with section 1001.452, Florida Statutes, regarding the establishment requirements and duties of the SAC.**

No

**a. If the school is not in compliance, describe the measures being implemented to meet SAC requirements.**

The SAC is working on parent and student membership, however students are only here for 3 months, so having a stable parent and student is impossible.

Options are being considered to include students and parents via phone or video conferencing. Also in sharing information with students at the schools sites before and after meetings and bringing student/parent ideas/concerns to meetings via school staff.

**3. Literacy Leadership Team (LLT)**

**a. Membership**

Identify the name and position title for each member of the school-based LLT or similar group, if applicable.:

Name	Title
Garvin-Shaw, Shanda	Other
Tedesco, Rebecca	Teacher, K-12
Keough, Lisa	School Counselor

## **b. Duties**

### **1. Describe how the LLT or similar group promotes literacy within the school, if applicable.**

This group of professionals is comprised of leaders in literacy which includes a representative from ESE, Single School Culture Coordinator, and administration. The team uses data to establish the literacy goals for that school year. Once the goals have been established, the team creates a plan of action and may meet monthly, (more if necessary) to assess progress towards accomplishing the goals. The team may promote and support literacy in a variety of ways: through professional development, modeling and/or coaching with feedback, developing teacher leaders, providing instructional and student resources and materials, and other initiatives.

## **D. Public and Collaborative Teaching**

The school's response to this section may be used to satisfy the requirements of 20 U.S.C. Â§ 6314(b)(1)(D).

### **1. Describe the school's strategies to encourage positive working relationships between teachers, including collaborative planning and instruction.**

The venue for encouraging positive working relationships with teachers is participation in Professional Learning Communities (PLCs). The master schedule has been designed to provide consistent time for teachers to meet by common content. Research-based protocols are utilized to focus the meetings on students' academic needs and how students might be assessed. Student improvement is monitored and instruction is modified as needed based on decisions made through collaboration.

### **2. Describe the school's strategies to recruit, develop and retain highly qualified, certified-in-field, effective teachers to the school.**

- Utilize the Department of Recruitment and Retention to provide advice on all hiring and placement procedures
  - Participate in job fairs, interview training, and personnel workshops designed to expedite the identification of the -most talented instructional applicants
  - Recruitment of highly qualified instructional personnel by means of strategic internet recruitment, office interviews, and recruitment events
  - Monitor and assist all applicants in the hiring process in an effort to reduce length of hiring process and increase instructional time
  - Establish and maintain relationships with colleges and officials in the field of education to promote the District
- Maintain regular contact with designated recruiter to improve talent acquisition effectiveness

### **3. Describe the school's teacher mentoring program, including the rationale for pairings and planned mentoring activities.**

All first year teachers are participating in the Educator Support Program (ESP). ESP is the School District of Palm Beach County's formal program of support for newly hired educators. Systems of support include a mentor support team, staff development opportunities, observations, conferences, and written and oral feedback.

ESP, the program of support and induction for first year teachers, is designed to elicit evidence that a beginning teacher has demonstrated teaching competencies that promote student learning. ESP helps ensure that all beginning teachers have opportunities to strengthen their knowledge of instructional strategies, enhance their understanding of students as learners, and begin a process of lifelong learning and professional growth.

School personnel are engaged in systematic mentoring, coaching, and induction programs that are consistent with the school's values and beliefs about teaching, learning, and the conditions that support

learning. These programs set high expectations for all school personnel and include valid and reliable measures of performance.

## E. Ambitious Instruction and Learning

### 1. Instructional Programs and Strategies

#### a. Instructional Programs

##### **1. Describe how the school ensures its core instructional programs and materials are aligned to Florida's standards.**

Our school creates ongoing opportunities for teachers to unpack the Florida Standards and to plan and discuss reading and writing curriculum that aligns to the standards. This supports a deeper level of comprehension. These conversations and learning opportunities promote dialogue that can dispel misunderstandings and promote opportunities for growth in instructional practice, curriculum, and the standards.

Teachers meet with district department program planners in preschool meetings where changes are identified and scope and sequence for each core course is reviewed.

Teachers use the district lesson planning web-site, Blender, to align their content and instruction to the state and district guidelines. During monthly professional development, teachers plan and discuss reading and writing curriculum that aligns to the standards. This supports a deeper level of comprehension and dispels misunderstandings and promote opportunities for growth in instructional practice, curriculum and the standards.

#### b. Instructional Strategies

##### **1. Describe how the school uses data to provide and differentiate instruction to meet the diverse needs of students. Provide examples of how instruction is modified or supplemented to assist students having difficulty attaining the proficient or advanced level on state assessments.**

The school ensures every teacher contributes to literacy improvement of every student by:

- Holding meetings on a regular basis to make decisions about literacy instruction in the school. Student data is analyzed and compared to expectations found in the Language Arts Florida Standards (LAFS)
- Utilizing a balanced literacy approach that includes whole group, small group and one-on-one instruction based on student needs
- Providing instruction aligned with District and the Language Arts Florida Standards for their grade level
- The school uses data from the Performance Matters program after diagnostic testing to identify areas students are in need of improvement. Teachers may plan additional instruction and materials to address these needs.
- Each classroom has classroom libraries related to content area to allow student to read on topics at various reading levels and support comprehension.
- The i-Ready program is used to establish baselines in reading and math and apply specific on target instruction in areas needing support.
- The teacher and school counselor meet with students to discuss academic progress through student data chats.

##### **2. Provide the following information for each strategy the school uses to increase the amount and quality of learning time and help enrich and accelerate the curriculum:**



**Strategy: After School Program**

**Minutes added to school year: 1,800**

Students are identified by teacher through class performance and/or diagnostic tests as being in need of support. Students are scheduled for tutoring time with the residential program. Tutor targets specific skills to be worked on.

**Strategy Rationale**

Students are in the program for 3 months then return to their home school. Targeted areas of need are identified and support provided through Title I funds for tutoring after school.

**Strategy Purpose(s)**

- Core Academic Instruction
- Enrichment

**Person(s) responsible for monitoring implementation of the strategy**

Garvin-Shaw, Shanda, shanda.garvin-shaw@palmbeachschools.org

**Data that is or will be collected and how it is analyzed to determine effectiveness of the strategy**

Students take pre-tests and post-tests to monitor improvement. Data is reported to referring teacher.

**Strategy: Extended School Day**

**Minutes added to school year: 4,300**

During summer program student in danger of retention or who have failed a course are given an opportunity to make up credit.

**Strategy Rationale**

Students work in small groups in a positive environment with academic and behavior support .

**Strategy Purpose(s)**

- Core Academic Instruction
- Enrichment

**Person(s) responsible for monitoring implementation of the strategy**

Garvin-Shaw, Shanda, shanda.garvin-shaw@palmbeachschools.org

**Data that is or will be collected and how it is analyzed to determine effectiveness of the strategy**

Course completion in Edgenuity and i-Ready scores

**2. Student Transition and Readiness**

**a. PreK-12 Transition**

The school's response to this question may be used to satisfy the requirements of 20 U.S.C. Â§ 6314(b)(1)(G).

**1. Describe the strategies the school employs to support incoming and outgoing cohorts of students in transition from one school level to another.**

All members of the school staff participate in collaborative learning communities that meet both informally and formally on a regular schedule. Collaboration occurs across grade levels, content areas, and feeder schools. Staff members implement a formal process that promotes productive discussion about student learning. School personnel can clearly link collaboration to improvement results in instructional practice and student performance.

Students enter at various times during the year and remain in the Youth Services school for 3 months. Upon entry students participate in an orientation and career information session. The school counselor meets with students within two weeks of students enrolling to go over individual needs and questions.

Upon completion of the program, the school counselor meets with the students. The counselor shares information with the home school counselor relating to the student's success in the program, interventions that worked with the student and recommendations/suggestions for the students upon return to the home school.

**b. College and Career Readiness**

**1. Describe the strategies the school uses to advance college and career awareness, which may include establishing partnerships with business, industry or community organizations.**

During weekly student orientation the Graduation/Career Coach meets with students to present information about careers and College Goal Planning. The school counselor meets with students to review progress and discuss career interests and complete My Career Shines planning tools if the student has not already done so.

Students participate in the PSAT and SAT school day test administration which allows the opportunity for student to take the SAT in a known environment and removing barriers to not participating in Saturday testing.

The College Success Program which provides First Generation Mentors who are themselves first generation college goers to work with high school students who are potential first generation college goers using the Believing the College Dream (middle school and Realizing the college Dream (High school).

**2. Identify the career and technical education programs available to students and industry certifications that may be earned through those respective programs.**

Students are enrolled in the school for 3 months. Teachers incorporate career exploration as part of their course instruction and Career Days are held each semester. Classroom Speaker for High School group conducts interest survey and talks about transition from school to work.

**3. Describe efforts the school has taken to integrate career and technical education with academic courses (e.g., industrial biotechnology) to support student achievement.**

NA students are enrolled for 3 months and those courses require a minimum of a 6 month time frame .

**4. Describe strategies for improving student readiness for the public postsecondary level based on annual analysis of the [High School Feedback Report](#), as required by section 1008.37(4), Florida Statutes.**

Even though this site does not have any 12th graders we provide the following strategies for postsecondary success:



- School based team review and provide assistance to specific students as needed
- Counselors conduct classroom guidance and individual counseling sessions with students

## II. Needs Assessment

The school's completion of this section may satisfy the requirements of 20 U.S.C. Â§ 6314(b)(1)(A).

### A. Problem Identification

#### 1. Data to Support Problem Identification

##### b. Data Uploads

Data uploads are not required by the Florida Department of Education but are offered as a tool for the needs assessment. In this section, the school may upload files of locally available data charts and graphs being used as evidence of need.

The following documents were submitted as evidence for this section:

*No files were uploaded*

#### 2. Problem Identification Summary

This section is not required by the Florida Department of Education but is provided as an opportunity for the school to summarize the points of strength and areas of need that have been identified in the data.

### B. Problem Analysis Summary

This section is not required by the Florida Department of Education but is provided as an opportunity for the school to summarize the underlying "why" or root causes for the areas of need identified in the data, as determined by situational awareness of, and research conducted by, the stakeholders involved in the needs assessment.

### C. Strategic Goals

## School Improvement Goals

*The following key is intended to help readers understand how the sections of this document correspond to the steps of the 8-step planning and problem-solving framework used in the School Improvement Plan. The Quick Key numbers can help registered users go directly to the point of entry for any given goal, barrier and strategy within the online survey.*

### Problem Solving Key

**G** = Goal

**B** =  
Barrier

**S** = Strategy

**1** = Problem Solving Step     **S123456** = Quick Key

## Strategic Goals Summary

- G1.** If teachers plan to deliver curriculum aligned to Florida Standards using effective teaching strategies to achieve desired student outcomes, then the percentage of students making learning gains on annual statewide assessments will increase.
- G2.** If teachers analyze data during PLC time using ongoing formative assessments and follow-up with student data chats using the problem solving process to improve core, supplemental and intensive instruction, then the percentage of students making learning gains on annual statewide assessments will increase.

## Strategic Goals Detail

*For each strategic goal, this section lists the associated targets (i.e., "SMART goals"), targeted barriers to achieving the goal, resources available to help reduce or eliminate the barriers, and the plan for monitoring progress toward the goal.*

**G1.** If teachers plan to deliver curriculum aligned to Florida Standards using effective teaching strategies to achieve desired student outcomes, then the percentage of students making learning gains on annual statewide assessments will increase. 1a

G084008

**Targets Supported** 1b

Indicator	Annual Target
ELA/Reading Gains	60.0
Algebra I EOC Pass Rate	50.0
Geometry EOC Pass Rate	50.0
Bio I EOC Pass	80.0

**Targeted Barriers to Achieving the Goal** 3

- Multiple preparations in a class, frequent turnover of students, understanding and changing student outcome expectations.

**Resources Available to Help Reduce or Eliminate the Barriers** 2

- Florida Standards, Marzano Frameworks and iObservation with resources, department level professional development on Professional Development Days in addition to daily Professional Learning Communities with Administrator, Blender lesson plans, Scope and Sequence and online websites

**Plan to Monitor Progress Toward G1.** 8

monitor academic progress through i-Ready, diagnostics, mini-assessment. performance matters, report cards

**Person Responsible**

Shanda Garvin-Shaw

**Schedule**

Biweekly, from 10/10/2016 to 5/31/2017

**Evidence of Completion**

Performance summaries for academics

**G2.** If teachers analyze data during PLC time using ongoing formative assessments and follow-up with student data chats using the problem solving process to improve core, supplemental and intensive instruction, then the percentage of students making learning gains on annual statewide assessments will increase. **1a**

G084009

**Targets Supported** **1b**

Indicator	Annual Target
Bio I EOC Pass	80.0
ELA/Reading Gains	60.0
Algebra I EOC Pass Rate	50.0

**Targeted Barriers to Achieving the Goal** **3**

- Lack of understanding of the problem solving process and applying that to student data and dealing with the rapid turnover of students in the program(rolling enrollment with a three month stay)

**Resources Available to Help Reduce or Eliminate the Barriers** **2**

- Florida standards, EDW assessment reports, Marzano's Frameworks and iObservation (Marzano) with resources, department level professional development on Professional Development Days (PDD) and Professional Learning Communities (PLC), Administrator and Marzano Teacher Liaison training during faculty and staff meetings, peer teachers, Guiding Tools for Instructional Problem Solving (GTIPS), Blender lesson plan district website, common planning time, and online websites.

**Plan to Monitor Progress Toward G2.** **8**

Review Spring FSA results in ELA and Math, EOC's

**Person Responsible**

Shanda Garvin-Shaw

**Schedule**

On 7/28/2017

**Evidence of Completion**

Performance reports indicate increase in percent making gains.

## Action Plan for Improvement


For each strategy selected in the plan to reduce a targeted barrier to a strategic goal, this section lists the rationale for that strategy (i.e., why the school believes it will reduce the barrier) and the action steps that have been identified as necessary to implementing the strategy, including details such as the point person, timing and duration, and evidence of completion. At the end of each set of action steps is the plan for monitoring the implementation and effectiveness of the respective strategy.

### Problem Solving Key

**G** = Goal                      **B** =  
Barrier                      **S** = Strategy

**1** = Problem Solving Step       **S123456** = Quick Key

**G1.** If teachers plan to deliver curriculum aligned to Florida Standards using effective teaching strategies to achieve desired student outcomes, then the percentage of students making learning gains on annual statewide assessments will increase. **1**

 **G084008**

**G1.B1** Multiple preparations in a class, frequent turnover of students, understanding and changing student outcome expectations. **2**

 **B223225**

**G1.B1.S1** Provide professional development using experienced teachers and professional development team members in instructional strategies that promote the desired student outcomes of Florida Standards **4**

 **S235517**

### Strategy Rationale

Teachers working with other teachers to identify areas of strength and weaknesses and are able to work together in a non-threatening environment to improve their instructional delivery will help increase student proficiency

### Action Step 1 **5**

Plan training schedule for Florida Standards using district prepared materials

#### Person Responsible

Shanda Garvin-Shaw

#### Schedule

Monthly, from 9/19/2016 to 5/31/2017

#### Evidence of Completion

training documentation of teacher and training of staff by liaison, peer observation, administration observation, professional growth plans, sign-in sheets, review of lesson plans

**Plan to Monitor Fidelity of Implementation of G1.B1.S1** 6

Teacher instructional strategies as defined in professional growth plan and with Marzano liaison.

**Person Responsible**

Shanda Garvin-Shaw

**Schedule**

Monthly, from 10/3/2016 to 5/31/2017

***Evidence of Completion***

observations in i-Observation, sign-in sheets for professional development, lesson plan checks

**Plan to Monitor Effectiveness of Implementation of G1.B1.S1** 7

Student performance on interim benchmarks and diagnostics

**Person Responsible**

Shanda Garvin-Shaw

**Schedule**

Monthly, from 10/3/2016 to 5/31/2017

***Evidence of Completion***

Diagnostic test reports

**G2.** If teachers analyze data during PLC time using ongoing formative assessments and follow-up with student data chats using the problem solving process to improve core, supplemental and intensive instruction, then the percentage of students making learning gains on annual statewide assessments will increase. 1

G084009

**G2.B1** Lack of understanding of the problem solving process and applying that to student data and dealing with the rapid turnover of students in the program(rolling enrollment with a three month stay) 2

B223226

**G2.B1.S1** Provide professional development using experienced teachers and professional development team members in instructional strategies that promote the desired student outcome of Florida Standards.

4

S235518

### Strategy Rationale

No one student learns and retains information the same, we need to offer a variety of instructional models to meet the needs of the learner not the learner meeting the needs of the teacher

### Action Step 1 5

Training for deeper understanding of Florida Standards using district prepared materials.

#### Person Responsible

Shanda Garvin-Shaw

#### Schedule

Every 2 Months, from 9/12/2016 to 2/28/2017

#### Evidence of Completion

Sign-in sheets, classroom observation of practices implemented and review of lesson plans, activities completed for points

### Plan to Monitor Fidelity of Implementation of G2.B1.S1 6

Lesson plans (review checklist) and classroom observations (iObservation)

#### Person Responsible

Shanda Garvin-Shaw

#### Schedule

Monthly, from 11/7/2016 to 4/28/2017

#### Evidence of Completion

Lesson plan checklists, iObservation reports

**Plan to Monitor Effectiveness of Implementation of G2.B1.S1** 7

Student performance on interim benchmarks and diagnostics.

**Person Responsible**

Shanda Garvin-Shaw

**Schedule**









Quarterly, from 11/28/2016 to 4/28/2017

***Evidence of Completion***

Diagnostic Test Reports in EDW and Performance Matters improvement



## IV. Implementation Timeline

Source	Task, Action Step or Monitoring Activity	Who	Start Date (where applicable)	Deliverable or Evidence of Completion	Due Date/End Date
<b>2017</b>					
G2.B1.S1.A1  A303616	Training for deeper understanding of Florida Standards using district prepared materials.	Garvin-Shaw, Shanda	9/12/2016	Sign-in sheets, classroom observation of practices implemented and review of lesson plans, activities completed for points	2/28/2017 every-2-months
G2.B1.S1.MA1  M308798	Student performance on interim benchmarks and diagnostics.	Garvin-Shaw, Shanda	11/28/2016	Diagnostic Test Reports in EDW and Performance Matters improvement	4/28/2017 quarterly
G2.B1.S1.MA1  M308799	Lesson plans (review checklist) and classroom observations (iObservation)	Garvin-Shaw, Shanda	11/7/2016	Lesson plan checklists, iObservation reports	4/28/2017 monthly
G1.MA1  M308797	monitor academic progress through i-Ready, diagnostics, mini-assessment. performance matters,...	Garvin-Shaw, Shanda	10/10/2016	Performance summaries for academics	5/31/2017 biweekly
G1.B1.S1.MA1  M308795	Student performance on interim benchmarks and diagnostics	Garvin-Shaw, Shanda	10/3/2016	Diagnostic test reports	5/31/2017 monthly
G1.B1.S1.MA1  M308796	Teacher instructional strategies as defined in professional growth plan and with Marzano liaison.	Garvin-Shaw, Shanda	10/3/2016	observations in i-Observation, sign-in sheets for professional development, lesson plan checks	5/31/2017 monthly
G1.B1.S1.A1  A303615	Plan training schedule for Florida Standards using district prepared materials	Garvin-Shaw, Shanda	9/19/2016	training documentation of teacher and training of staff by liaison, peer observation, administration observation, professional growth plans, sign-in sheets, review of lesson plans	5/31/2017 monthly
G2.MA1  M308800	Review Spring FSA results in ELA and Math, EOC's	Garvin-Shaw, Shanda	5/29/2017	Performance reports indicate increase in percent making gains.	7/28/2017 one-time

## V. Professional Development Opportunities

*Professional development opportunities identified in the SIP as action steps to achieve the school's goals.*

**G1.** If teachers plan to deliver curriculum aligned to Florida Standards using effective teaching strategies to achieve desired student outcomes, then the percentage of students making learning gains on annual statewide assessments will increase.

**G1.B1** Multiple preparations in a class, frequent turnover of students, understanding and changing student outcome expectations.

**G1.B1.S1** Provide professional development using experienced teachers and professional development team members in instructional strategies that promote the desired student outcomes of Florida Standards

### PD Opportunity 1

Plan training schedule for Florida Standards using district prepared materials

#### Facilitator

District Professional Development Team

#### Participants

All teachers

#### Schedule

Monthly, from 9/19/2016 to 5/31/2017

**G2.** If teachers analyze data during PLC time using ongoing formative assessments and follow-up with student data chats using the problem solving process to improve core, supplemental and intensive instruction, then the percentage of students making learning gains on annual statewide assessments will increase.

**G2.B1** Lack of understanding of the problem solving process and applying that to student data and dealing with the rapid turnover of students in the program(rolling enrollment with a three month stay)

**G2.B1.S1** Provide professional development using experienced teachers and professional development team members in instructional strategies that promote the desired student outcome of Florida Standards.

### **PD Opportunity 1**

Training for deeper understanding of Florida Standards using district prepared materials.

#### **Facilitator**

Experienced teacher and professional development team members

#### **Participants**

all instructional staff

#### **Schedule**

Every 2 Months, from 9/12/2016 to 2/28/2017

## VI. Technical Assistance Items

Technical Assistance opportunities identified in the SIP as action steps to achieve the school's goals.

## VII. Budget

1	G1.B1.S1.A1	Plan training schedule for Florida Standards using district prepared materials				\$345.00
	Function	Object	Budget Focus	Funding Source	FTE	2016-17
			District-Wide	School Improvement Funds		\$345.00
			Notes: Student binders and materials for organizing information and monitoring progress in classes.			
2	G2.B1.S1.A1	Training for deeper understanding of Florida Standards using district prepared materials.				\$0.00
					Total:	\$345.00