

DUVAL COUNTY PUBLIC SCHOOLS

EVERY SCHOOL, EVERY CLASSROOM, EVERY STUDENT, EVERY DAY

Presentation to the Florida State Board of Education

July 17, 2019

TOP PLAN REVIEW

Turnaround Option Plan: Year 1, Cycle 2 & 3 Schools



Lake Forest Elementary

- Year 1 (2018-2019) – External Operator
- Year 2 (2019-2020) Options:
 - School Closure



Northwestern Middle

- Year 1 (2018-2019) – External Operator
- Year 2 (2019-2020) Options:
 - External Operator
 - School Closure

Lake Forest Elementary

Current Status:
TOP-CYCLE II, External Operator



2019-2020 Recommended Option:
Move from External Operator to Close & Reassign Students

Lake Forest Elementary School 2019-2020 New TOP Selection: Close & Reassign Students

Summer 2019 –

- Close and reassign all students to North Shore Elementary School, a high performing elementary school since 2015

Fall 2019 –

- Monitor students
- Ensure students scheduled with eligible instructors
- Repurpose Lake Forest's facility into a Community Resource Center and Early Learning Center.

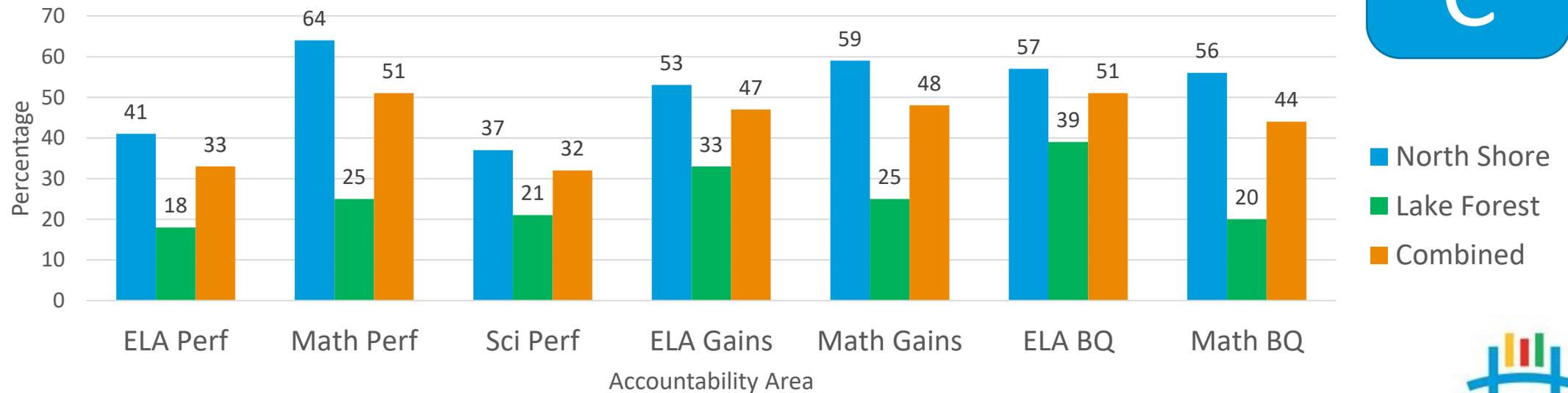


2019-2020 Student Reassignment Impact

Consolidates an under-utilized elementary school into a newer higher performing school to increase efficiency and provide additional supports

Expected School Performance (Based on 2018-2019 scores)

Projected*
School Grade:
C



*Using 2018-2019 score reports



The Transitional Implementation Plan

Assurance #1 – Close and Reassign Students

- **DATA REVIEW:** After conducting a needs assessment for Lake Forest including a review of historical academic performance data, student attendance, Early Warning Indicators, and the school's facilities 5-year utilization index, families were formally noticed of the district's proposed plan to close Lake Forest Elementary as a K-5 Elementary school at end of the 2018 – 2019 school year.
- **COMMUNITY MEETINGS:** In addition to the Community Assessment Team meetings, district and school-based staff were present during several community meetings to communicate directly with parents of their child's reassignment and enrollment into North Shore Elementary, a higher performing school ("C") for the fall of 2019.
- **INSTRUCTIONAL PERSONNEL:** Upon release of state VAM data, staff from the district's Accountability and Assessment team will coordinate with Human Resources staff to ensure that former Lake Forest students are not assigned to instructional personnel rated as Unsatisfactory or Needs Improvement based on a 3-year aggregated state VAM rating.

The Transitional Implementation Plan

Assurance #2 - Monitoring Reassigned Students

- **ENROLLMENT REVIEW:** On June 3rd, the projected enrollment for Lake Forest Elementary School was 281 students, with an additional 86 students zoned for Lake Forest opting for a magnet program. Currently 7 students have requested a magnet or special transfer assignment, leaving a projected enrollment of 274 students.
- **INTERNAL MONITORING:** An internal notification system that includes all former Lake Forest students has also been established to monitor students for a minimum of two years and alert staff in the district's choice office of changes to student enrollment by parental request or address.
- **QUARTERLY MONITORING:** District and school based staff will quarterly monitor all identified students' academic progress in reading, mathematics, and science standards mastery through the district-created benchmark assessments.

The Transitional Implementation Plan

Assurance #2 - Monitoring Reassigned Students (Continued)

- **ADDITIONAL SUPPORTS:** As part of the requirement to implement a multi-tiered system of support to provide targeted remediation and/or enrichment support for identified students, this data will be used to further identify necessary supports for the former Lake Forest students at their new school site.
- **ONGOING REVIEW:** All regional leadership, North Shore's administrators, instructional coaches and instructional staff have already or will receive training in how to collect, analyze, and publish reports using Unify in order to be able to review data from all students who were previously within the attendance zone boundaries of Lake Forest as they progress through their new assigned school starting at the beginning of 2019 -2020 school year.

The Transitional Implementation Plan

Assurance #3 - Reassignment of Instructional Personnel and Administrators

- **LEADERSHIP:** As a result of the decision to close Lake Forest Elementary and re-boundary the area attendance zone, the district is working to ensure that both the school's administration and instructional staff rated as Unsatisfactory or Needs Improvement, formerly assigned to Lake Forest have not be reassigned to any other Differentiated Accountability (DA) school within the district for the upcoming school year.
- **STAFFING:** District human resource staff have begun a transitional staffing process to appropriately reassign the school's faculty.

Northwestern Middle School

Current Status:
TOP-CYCLE II, External Operator



2019-2020 Recommended Option:
Remain with External Operator,
with Year 2 Modifications

2019-2020 Top Plan Addendum

Northwestern Middle School

2019-2020: Remain open with External Operator

- **Incoming 6th Grade:** Redistrict all sixth (6th) grade students to eligible schools for the 2019-2020 school year
- **Rising 7th and 8th Grade:** Seventh and eighth graders may remain at school or accept an Opportunity Scholarship or Choice Option to a higher performing middle school with transportation

2020-2021: School closure and repurpose the school as a K-5 elementary school, with major renovations during 2019-2020 to convert to Elementary School

About the Principal: Dr. Gregory D. Bostic

- Experienced educator with 28 years of service
- Doctorate in Educational Leadership & Human Resources
- Consistent success leading 3 high-needs schools
 - JEB Stuart MS: 2008-2013
 - Westside HS: 2013-2018
 - Jean Ribault Sr. HS: 2018-2019

Northwestern Leadership

2019- 2020



Leadership team with a proven track record:

- Master Principal: Dr. Gregory Bostic
- Principal On Special Assignment: Dr. Anna DeWese
- E.O. Site Director
- 2 Assistant Principals
- Instructional Support Team
 - Site Content Coaches
 - School Based Coaches
 - Interventionist
- Contracted services through AMI for “Single Gender All Male Program”



Full Service Turnaround Support Social/Emotional Student Needs



Superintendent Recommendation: Continuation with Current Provider



Educational Directions

About:

- Midsized educational consulting company with 20 years of service to students and educators
- Professional development initiatives
- Computer systems created to track and connect data
- Patents on several educational processes to improve school performance through a student-focused approach for designing a successful school year



Northwestern: Phase III

Phase III: EO Scope Of Services

- Staffing and Scheduling of Current Students:
 - 7th and 8th grade instructional Staffing Rosters
 - 7th and 8th grade Student Enrollment
 - Transitional Placement Master Scheduling and Budget Management
- Academic Plan Implementation
 - Professional Development and Grade Level Looping Articulation
 - Progress Monitoring Data Mining
 - New Culture and Climate
 - Parent and Community Engagement with feeder pattern and transitioning schools



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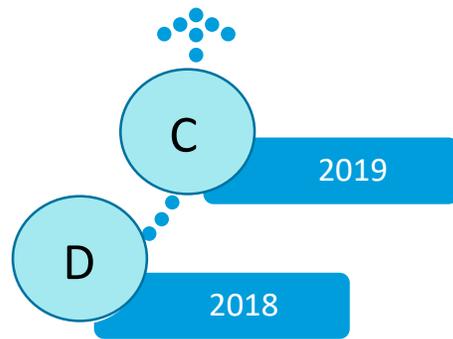
TOP Plans: Cycle I Schools

District-Managed Turnaround

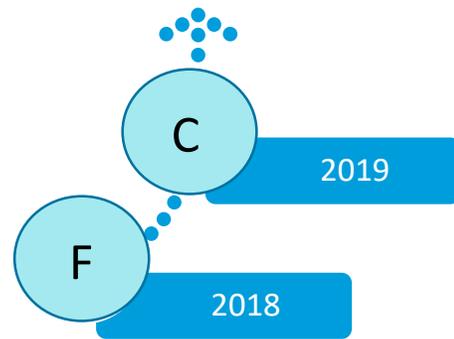
Exiting with Continued Monitoring & Support

Exiting DMT Following Year 1

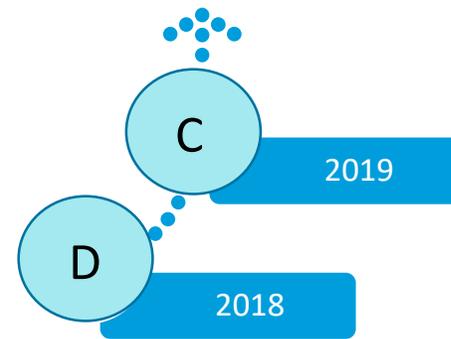
Exiting DMT Following Year 2



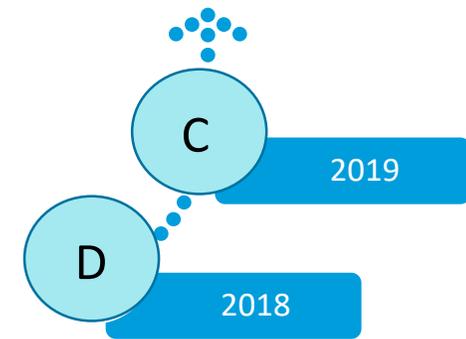
Long Branch ES



Hyde Park ES



Arlington MS



Gregory Drive ES

G.W. Carver Elementary School

Current Status:
TOP-District Managed Turnaround, Cycle I, Year 2



External Operator Service Provider Selection:
Educational Management Consultant Services (EMCS)

Superintendent Recommendation: Selected External Operator

Educational Management Consultant Services (EMCS)

About:

- Moderate sized educational consulting company
- Over 20 years of service to educators and school districts in the state of Florida
- More than half of Florida Districts & FLDOE have used EMCS
- 146 consultants on staff with extensive turnaround school experience
- On-site EMCS Administrator has successful experience with Turnaround Schools in Florida, Virginia, and South Carolina



About the Principal: La'Tatia Ray

- A veteran educator with over 17 years of committed experience with similar student populations.
- Instrumental in change efforts at several low performing, Title I schools as an assistant principal for 8 years.
- 2 years of consistent success serving as Principal of a charter school.
- Increased the school's grade from an F to a C (within 5 point of a B) in on school year.

Carver Leadership

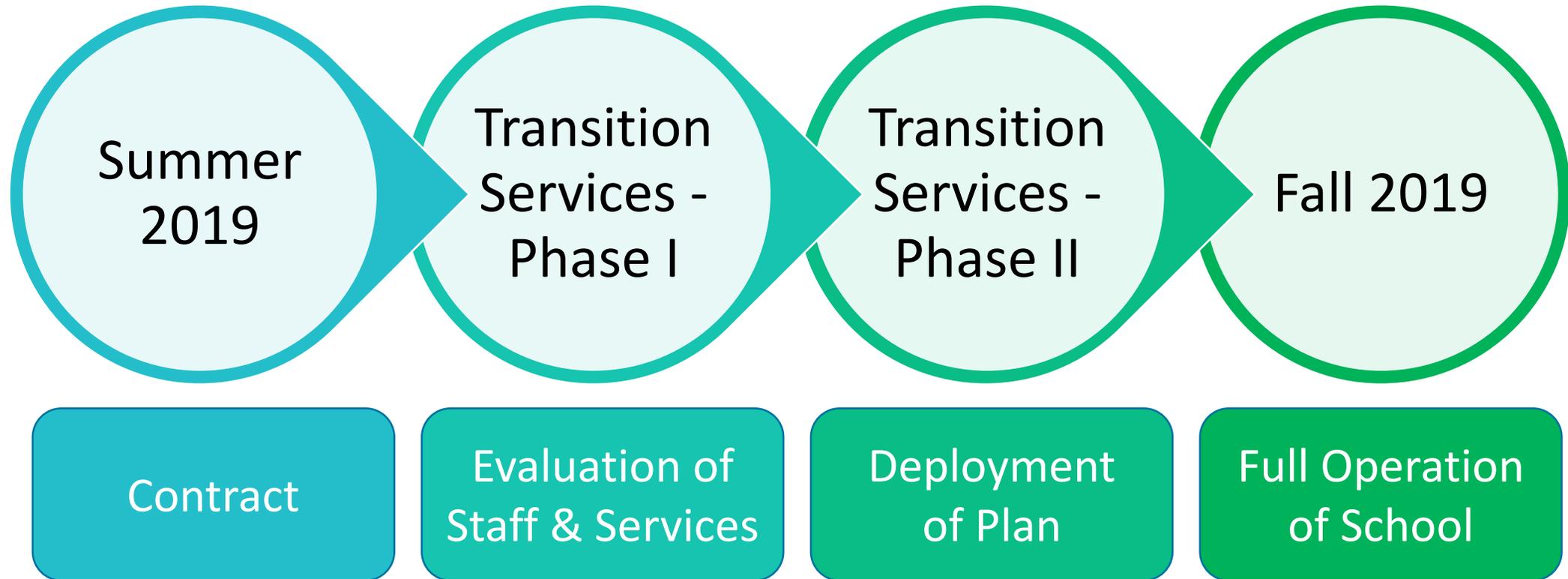
2019- 2020

A Leadership team with a proven track record:

- **Principal:** La'Tatia Ray
- **Lead On-Site Administrator:** Pam Stewart (EMCS)
- **On-Site Administrator:** Brenda Blackburn (EMCS)
- **Instructional Support Team**
 - Curriculum Specialists (EMCS)
 - Data Analyst (EMCS)
 - Site Content Coaches
 - School Based Coaches
 - Interventionist
 - Wrap Around Support Services



G.W. Carver 2019-2020 Transition Timeline



Carver Elementary School Strategies

2017-2018 Challenges

Instruction

- Novice teachers in the intermediate grades
- Lack of knowledge of Standards

Student Discipline & Attendance

- Student Referrals
- Student Absenteeism

2018-2019 Improvements

- Teacher retention
- Restructured teacher assignments
- Relocation of classrooms
- Professional Development
- In house instructional support
- Monitoring with fidelity of instructional practice and student data

- Steady decrease in discipline referrals
- More progressive Attendance Intervention Team (AIT) schedule to tackle truancy and absenteeism

2018-2019 Results

ELA Proficiency:

- Improved from 12 → 25%
- 13 Point Gain

Math Proficiency:

- Improved from 25 → 32%
- 7 Point Gain

Attendance

- Improved from 87.7% to 88.2%

Areas of Concern:

- Science Performance
- Bottom Quartile Growth
- Student Discipline Referrals

G.W. Carver School Improvement Strategies



INSTRUCTION

Increased proficiency through standards based and data driven instruction



STRATEGIES

Deeper integration of instructional strategies in all core content areas



PLANNING

Strategic common planning and professional development of instructional personnel



PARTNERS

Partnerships with community and faith-based organizations



PARENTS

Monthly parent involvement activities

Q&A



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