

PROJECT/AMENDMENT APPROVAL TRACKING SIGNATURES/DATES

Date Rec'd in DOE: 12/01/17

Fiscal Agent: School Board of Polk County

Kathleen Senior High School

Program/Project Name: Schools of Hope TOP-3

Project Number: 530-90045-8S202

AMD #: Amendment Type:

TAPS Number: 18A127

Intake (7.1-8.2)

Tasks & TAPS entry completed.

Initials/Date:

12/01/17

Program Review (8.3-8.8)

Tasks & TAPS entry completed.

Initials/Date:

Budget Review (8.3) HOLD ON ☐

Sue OFF ☐

Tasks & TAPS entry completed.

Initials/Date:

Generate/Verify DOE 200 (8.9)

Tasks & TAPS entry completed.

Initials/Date:

Certify Accuracy (8.10) ADMIN. ON ☐

HOLD OFF ☐

Tasks & TAPS entry completed.

Initials/Date:

Bureau Chief Approval (9.1-9.2)

Tasks & TAPS entry completed.

Initials/Date:

Notify (10.1-10.3)

Tasks & TAPS entry completed.

Initials/Date:

Notes/Comments:

PLEASE NOTE: This form is required to accompany each project.

DOE 920

04/17

# FLORIDA DEPARTMENT OF EDUCATION

## PROJECT APPLICATION

<b>Please return to:</b>  Florida Department of Education Office of Grants Management Room 332 Turlington Building 325 West Gaines Street Tallahassee, Florida 32399-0400 Telephone: (850) 245-0496	<b>A) Program Name:</b>  <p style="text-align: center;"><b>Schools of Hope – Whole School Transformation Model (Traditional Public Schools) (TOP-3)</b>  <b>Kathleen Senior High School (1181)</b></p> <p style="text-align: center;"><b>TAPS NUMBER: 18A127</b></p>	<b>DOE USE ONLY</b>  Date Received <div style="text-align: right; color: blue; font-family: monospace; font-size: 1.2em;">             07 DEC - 1 AM 10:23              11/29/17           </div>						
<b>B) Name and Address of Eligible Applicant:</b> The School Board of Polk County, Florida 1915 S. Floral Avenue Bartow, FL, 33830		<b>Project Number (DOE Assigned)</b> <div style="color: blue; font-family: monospace; font-size: 1.2em;">530-90045-85202</div>						
<b>C) Total Funds Requested:</b>  \$ 4,304,000  <hr style="width: 50%; margin: 10px auto;"/> <p style="text-align: center;"><b>DOE USE ONLY</b></p> <b>Total Approved Project:</b>  \$	<b>D) Applicant Contact &amp; Business Information</b> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;"> <b>Contact Name:</b>  <b>Maria Longa</b>  <b>Fiscal Contact Name:</b>  <b>James Fout</b> </td> <td style="width: 40%;"> <b>Telephone Numbers:</b>  <b>863-534-0647</b>   <b>863-534-0650</b> </td> </tr> <tr> <td> <b>Mailing Address:</b>            The School Board of Polk County, Florida            1915 S. Floral Ave, Bartow, FL, 33830         </td> <td> <b>E-mail Addresses:</b>  <a href="mailto:Maria.longa@polk-fl.net">Maria.longa@polk-fl.net</a>  <a href="mailto:James.fout@polk-fl.net">James.fout@polk-fl.net</a> </td> </tr> <tr> <td> <b>Physical/Facility Address:</b>            The School Board of Polk County, Florida            1915 S. Floral Ave, Bartow, FL, 33830         </td> <td> <b>DUNS number:</b> 078312907   <b>FEIN number:</b> 596000807         </td> </tr> </table>		<b>Contact Name:</b> <b>Maria Longa</b> <b>Fiscal Contact Name:</b> <b>James Fout</b>	<b>Telephone Numbers:</b> <b>863-534-0647</b>  <b>863-534-0650</b>	<b>Mailing Address:</b> The School Board of Polk County, Florida 1915 S. Floral Ave, Bartow, FL, 33830	<b>E-mail Addresses:</b> <a href="mailto:Maria.longa@polk-fl.net">Maria.longa@polk-fl.net</a> <a href="mailto:James.fout@polk-fl.net">James.fout@polk-fl.net</a>	<b>Physical/Facility Address:</b> The School Board of Polk County, Florida 1915 S. Floral Ave, Bartow, FL, 33830	<b>DUNS number:</b> 078312907  <b>FEIN number:</b> 596000807
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<b>CERTIFICATION</b>  <p>I, <u>    Jacqueline M. Byrd    </u>, (Please Type Name) as the official who is authorized to legally bind the agency/organization, do hereby certify to the best of my knowledge and belief that all the information and attachments submitted in this application are true, complete and accurate, for the purposes, and objectives, set forth in the RFA or RFP and are consistent with the statement of general assurances and specific programmatic assurances for this project. I am aware that any false, fictitious or fraudulent information or the omission of any material fact may subject me to criminal, or administrative penalties for the false statement, false claims or otherwise. Furthermore, all applicable statutes, regulations, and procedures; administrative and programmatic requirements; and procedures for fiscal control and maintenance of records will be implemented to ensure proper accountability for the expenditure of funds on this project. All records necessary to substantiate these requirements will be available for review by appropriate state and federal staff. I further certify that all expenditures will be obligated on or after the effective date and prior to the termination date of the project. Disbursements will be reported only as appropriate to this project, and will not be used for matching funds on this or any special project, where prohibited.</p> <p>Further, I understand that it is the responsibility of the agency head to obtain from its governing body the authorization for the submission of this application.</p>								
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Competitive Application for Whole-School  
Transformation Model (Traditional Public Schools) –  
TOP 3  
Polk County Public Schools  
Kathleen High School

*This form satisfies the requirements of Form TOP-3 in conjunction with Form TOP-2 (first-time DMT). Only districts seeking funding under the Schools of Hope program for traditional public schools should apply. This application is due August 15, 2017.*



Kathleen High School -1131

WHOLE SCHOOL TRANSFORMATION -- DISTRICT-MANAGED TURNAROUND

Part I: Needs Assessment

**Item 1:** Description of the needs assessment methodology and summary of the results to develop the whole-school transformation plan. Also, describe who participated in the formulation of this plan.

The district and the school conducted a comprehensive needs assessment that used quantitative and qualitative data, including feedback from families, teachers, students, within the following five domains inspired by the 5Essentials Framework: 1. Effective Leadership 2. Professional Capacity 3. Ambitious Instruction and Learning 4. Supportive Environment 5. Family and Community Engagement

**1. Qualitative survey feedback from stakeholders** – parents, teachers, students.

Following are the survey questions that received the most positive (area of strength) and the most negative (opportunity for improvement) responses. While the survey results indicate some positive trends, overall this area is an opportunity for growth. Several individuals have ties with the community, however strong relationships with families and the community to support learning are lacking.

*Parent Survey Results:* 177 parents completed survey/2152 enrollment

Strength: I believe I am welcome and respected at this school.

Weakness: I believe rules are applied consistently to all students.

*Teacher Survey Results:* 120 staff members completed survey/approximately 122 teachers

Strength: I believe school staff care about students at this school.

Weakness: I believe rules are applied consistently to all students.

*Student Survey Results:* 1121 students completed survey/2152 enrollment

Strength: I believe this school offers a wide selection of courses and after-school programs.

Weakness: I believe this school maintains a clean and tidy appearance.

**2. Ambitious Instruction:** Student Performance on the FSA shows recurring low performance as evidenced by being on the DA List for 2017. While both the Geometry and Algebra percent proficient went up from 2016 to 2017 scores, the highest percent proficient (Geometry) was still just 24. Biology percent proficient on the other hand went down from 2016 to 2017 by 6 percentage points to 42%. The 9<sup>th</sup> grade FSA percent proficient went down by 4 points to 31% and 10<sup>th</sup> grade went up by only 1 point to 31%. Looking at subgroup data (as presented in the TOP2 needs assessment) it is clear that there is tremendous achievement gap for both ELL and SWD students that must be addressed in both ELA and Math. The data indicates a need for professional development to provide insight to the standards and rigorous instruction and to revisit MTSS to ensure process is followed with fidelity and integrity.

This area is an opportunity for growth. Classroom walk through and observations typically reveal teacher-centered approaches to learning that lack academically demanding activities and authentic engagement; most lessons lack higher order thinking activities/discussions. Therefore, students lack



exposure to content that allows them to build knowledge and skill at the higher levels of rigor assessed on the FSA.

**3. Supportive Environment:** Student Discipline data shows 2336 discipline referrals for the school in the 2016-2017 school year. The district average for high schools is 2,372 indicating that this school is average for student discipline. While progress has been made in the number of out of school suspensions, in 2015-2016 there were 2627 OSS and 2016-2017 the number had dropped to 2392. However, more progress needs to be made. Overall this essential is an area of strength for Kathleen. Structures for discipline and general safety are in place to create a safe and orderly environment. The parent surveys indicated that they believe they are welcome and respected at this school. The teacher surveys indicated that they believe school staff truly care about the students at Kathleen High.

**4. Collaborative Teaching:** Observations of classroom instruction do not always include higher order thinking activities/discussions. The school's master schedule is developed with collaborative planning in mind. Each subject area department has a common planning period. For example, all science teachers have 1st period planning, all social studies teachers have 2nd period planning, so on and so forth. The leadership team developed a co-planning guide to help guide the conversations that occur during the co-planning sessions. Co-planning is expected at least once per week for each core academic area and is facilitated by a leadership team member. Leadership team members and instructional coaches offer support and guidance to teachers regarding instruction, curriculum, and environment. Departments meet weekly to collaborate further and share any concerns with leadership. Leadership meets with department chairs at least once per month to collaborate and problem solve in an effort toward continuous improvement. The plan is to incorporate higher level thinking skills within the collaborative planning times.

This essential area is an opportunity for growth. The teachers have common planning time. Despite conscientious efforts by teachers to collaborate and align their lessons to the standards, they are using strategies that are not fully aligned to the cognitive taxonomy of the standards.

**5. Effective Leadership:** This area is a strength for Kathleen to build on. A new principal has been assigned to Kathleen for the 2017-2018 school year. The administrative staff are working together to cultivate a legacy of lifelong learners by providing the knowledge and skills needed to be successful, productive citizens. Our students, staff, parents, and community will work together as a family to instill a sense of P.R.I.D.E. in who we are, where we are, and what we are to become.

Kathleen High School has many opportunities for growth and improvement. The Polk County School District also has several areas of strength: highly motivated to learn and improve, new effective leadership, and prior experience with positive implementation of school improvement interventions. Polk has struggled in the past with providing effective and sustainable school improvement so there is a heightened sense of urgency and awareness of the critical need to continuously refine our systems and structures. In summary, based on our needs assessment and consultation with stakeholders, a specific action plan has been determined and will be guided by the 5Essentials framework. Following this framework the areas of focus are Ambitious Instruction, Family Engagement, Supportive Environment, and Collaborative Teaching. These are best aligned with the target areas and will facilitate maximizing and sustaining overall school improvement at Kathleen High School.

A large group of staff representative of areas across the school district and the school participated in the formulation of this plan: Superintendent of Schools, Associate Superintendent and Chief Academic Officer, Associate Superintendent for Human Resources, Turnaround Lead and Regional Assistant Superintendent, Executive Principal for School Improvement, Senior Director of Federal Programs,



### Turnaround Option Plan –3 – Kathleen High

Senior Director of Curriculum, Director of Grants Management, Principal and leadership team of the school.

**Item 2:** Explain how the school is going to leverage community assets, improve school and community collaboration, and develop family and community partnerships.

The Community Assessment Team (CAT) includes district, regional, school and community stakeholders. The District team is led by the Superintendent and Deputy Superintendent and includes district leaders in Curriculum and Instruction, Technology, Student Support Services, Equity and Diversity Management, Assessment and Accountability, and ESOL. Regional Superintendents lead the district's five regions, and principals, teachers, students, parents, community/business partners, local government and community activists participate at the school and community level. The Regional Executive Director (RED) participates as the representative for the Florida Department of Education.

Kathleen High School will further ensure that it is accessible to the community through transparent and frequent communication on the opportunities it provides for engagement, including a summary as part of the school's Parent Involvement Policy brochure that is sent home to all parents, making available at the front office and including as part of the agenda during the annual Title I meeting.

The Polk County Public School district leadership team will empower the school to create and foster partnerships aligning student and family needs by providing research based strategies for effective family engagement and technical assistance on professional development opportunities for building the school's capacity in this area.

The school will continue to ensure that it is welcoming to families and the community by having an open-door policy and providing staff development on the importance of parent and family engagement as required under section 1116 of the Every Student Succeeds Act for Title I schools. Open, two-way and positive communication methods will promote the development and maintenance of relational trust. Involvement of stakeholders in providing input in decisions regarding services and resources will further develop a meaningful partnership and formation of trust.

The school will have a fully released Student Success Coach to focus on building the home school connection and strengthening the school's partnerships with families. This facilitator will assess needs/interests, develop and provide the community with workshops and training opportunities to build a strong bridge with the school and build the capacity of families and communities in helping all students enrolled be academically successful.

The school administration/staff will actively engage in building partnerships with local community businesses and organizations by inviting community partners to the school as well as by the school leadership participating in community events and organizations. Meetings will be held between school administration and support staff and business/partner organization leadership. Decisions will be made to decide how the business/partner organization can assist and implement activities to support the school.

The school builds and sustains partnerships with the local community by reaching out to community leaders and businesses to assist in human support for mentoring projects at KHS and financial support for student and staff needs at KHS. Through KHS United, we actively recruit community volunteers to assist with student development and achievement in our school. Community partnerships are also established and developed through our School Advisory Council. Our SAC meets four times a year. We



have many community leaders on our SAC Committee. Working together has strengthened our ability to secure and utilize resources that support our school and student achievement.

## Part II: Implementation Plan

### A. Areas of Assurance for Whole-School Transformation Plan

Below are the six key areas of assurance selected by the district based upon the school's needs assessment to implement a whole-school transformation model.

The school will:

1. Provide wrap-around services that develop family and community partnerships
2. Increase parental involvement and engagement in the child's education
3. Establish clearly defined and measurable high academic and character standards
4. Identify a knowledge-rich curriculum that the school will use to focus on developing a student's background knowledge
5. Provide professional development that focuses on academic rigor, direct instruction, and creating high academic standards and character standards.

The school district will:

6. Identify, recruit, retain, and reward instructional personnel.

**Item 3:** Explain the strategies the school will implement to provide wrap-around services that develop family and community partnerships.

Kathleen Senior will collaborate with Student Services, Teaching and Learning, Federal Programs, Office of Acceleration and the Community Assessment Team to ensure structures are in place to provide the highest-quality wrap around services for students and their families. Local family and community resources will be identified to partner with the local school to provide an additional layer of support. The school already addresses the social-emotional needs of students through the following strategies. The TOP3 transformation will augment and intensify these supports.

1. Student absences are identified through the Genesis program. Attendance warning reports are generated bi-weekly which indicate students who have been absent both five (5) and ten (10) days (unexcused) and also the triggers for when those warnings have been sent previously. Letters are generated and mailed and the School Messenger system is utilized to call/email parents/ guardians with the same information contained in the letters. Five (5) day warnings are informational in nature while ten (10) day warnings instruct the parent/guardian to contact the school to discuss student attendance and possible consequences.
2. Students receiving disciplinary referrals have their demographic information pulled by the Dean of Students. The Dean discusses with the student possible issues relating to attendance, grade point average, grades, and graduation requirements. When necessary, this information is shared with the parent/guardian by phone and a copy of the Notice of Disciplinary Action is mailed, along with the parent copy of the Disciplinary Referral, to the home.
3. Student progress is checked in the guidance department during various contacts with the School Counselors, Dean, Testing Coordinator, Success Coach and Administrators.



### Turnaround Option Plan –3 – Kathleen High

4. District school social workers are informed when attendance indicators are triggered. They make contact with parents/guardians during the course of their investigations.
5. Behavior and attendance contracts are utilized to aide in student/parent accountability.
6. Alternative programs within district's Multiple Pathways Department may be suggested as alternatives for students with age or credit deficits that are unlikely or impossible to overcome.
7. Polk Virtual School and Florida Virtual School programs are suggested to aide students in credit recovery and grade improvement.

School leaders and guidance personnel have 24 hour access to the Early Warning System for our student population. This information is stored in a digital format online on a secure platform and is updated weekly. Key personnel are responsible for monitoring the list of students who meet one or more of the criteria. After students have been identified, a problem-solving team intervenes to decide upon an appropriate course of action to ensure the students stay on track. Indicators include: grade point average below a 2.0 for the semester, progress of credits earned, attendance below 90%, OSS, more than 2 course failures for the semester, age, 1 or more failures in core courses.

The guidance department develops an individualized graduation plan for each student. Each counselor, divided by grade level, reviews their student's academic standing each semester and makes adjustments to their individualized plan as needed. Additionally, the academic team reviews grades and progress reports throughout the semester. Counselors hold conferences with students to mentor and coach them if they are falling behind. Parent/teacher/student conferences are scheduled and held where plans are developed to provide additional support to students. Tutoring is available weekly for students. Summer school and other extended learning opportunities are offered to students to improve their academic standing as well. The school has the Success Team organization for students who are at-risk. The purpose of the organization is to provide intense mentoring and monitoring for students to keep them on track and is headed by our Success Coach, Jeffrey Williams. Community volunteer members engage in this process by offering additional tutoring and mentoring. Teachers notify parents and school leaders as soon as there is a sign that a student is slipping. TOP3 funding will be used to enhance and further support the wraparound support that guidance office can provide both students and their families by the addition of a guidance counselor and social worker. Early Warning System data such as FSA, Mid-Year, Achieve 3000,EOC, attendance, behavior and discipline incidents will be used to identify and prioritize students served as well as to evaluate the impact of available resources and recommend modifications as needed.

The school will have, using TOP3 funding, a fully released Student Success Coach to focus on monitoring student success and strengthening the school's partnerships with families. This facilitator will assess needs/interests, ensure students are on track for promotion, develop and provide the community with workshops and training opportunities to build a strong bridge with the school and build the capacity of families and communities in helping all students enrolled be academically successful.

The objective of the integrated team of counselors, student success coach and social worker will be an improvement in the graduation rate of the students with a 5% increase in the students who graduate with their 4 year cohort. In order to accomplish this goal the additional positions will be hired during the spring of 2018. Workshops for family members and students will be offered to guide parents on post-secondary options, application writing, scholarship search and applications. Monitoring of the effectiveness of the Coach will be accomplished through collection of event flyers and sign in sheets, parent and student survey results, early warning system data, and observation of staff events and intervention initiatives.

An additional strategy that will be implemented as part of the TOP3 initiative will be the implementation of the DRUMBEAT rhythm based intervention program. DRUMBEAT is an acronym for **D**iscovering **R**elationships **U**sing **M**usic – **B**eliefs, **E**motions, **A**ttitudes and **T**houghts. The drumming in



DRUMBEAT, like the activities in other experiential therapies, provides young people with a distraction from the confronting nature of the therapy itself and a common purpose for the group. The drumming creates a safe medium for communication and emotional expression and delivers a reward for quick success. Rhythm games are a core part of DRUMBEAT and encourage social interaction, teamwork, trust, and a playful environment for practicing social skills. A number of research studies have shown positive and powerful impact of the program including on measures of self-esteem, absenteeism, student engagement, and behavior incidents (Faulkner and Wood, 2014, "Reach Me and You Can Teach Me: Engagement and social learning through a hand drumming program in Australia." *Relational Child and Youth Care Practice*, vol. 27, Issue 1). TOP3 funds will be used to purchase the drums, provide staff development on the program and to provide an additional teaching period.

The objective of DrumBeat will be an improvement in discipline, behavior of the students. By the end of SY19 there will be a 10% increase in the number of students with fewer than 10 absences and a 10% decrease in discipline referrals. These goals will be achieved by:

1. During spring of 2018 training in the DrumBeat program will be provided and the drums will be purchased.
2. Initial small scale implementation of the program will begin by end of spring of 2018 with full implementation occurring in SY19.
3. Monitoring of the program impact will occur with classroom walkthroughs, tracking of discipline referrals and attendance, survey results of students and teachers.

**Item 4:** Explain the strategies the school will implement to increase parental involvement and engagement in the child's education.

School improvement is facilitated when families and communities are involved in the process. Kathleen High School provides numerous opportunities throughout the year to engage parents in learning about high school programs during informational sessions at school. Parents may attend open house, freshmen orientation, graduation requirements workshops, college readiness, and AP courses. Parents read school newsletters and information posted on the school's website to stay updated during the school year. School and community resources are shared with parents through phone calls, conferences, and information sessions.

TOP3 strategies for parent and family engagement to ensure educational success of all students enrolled will be implemented.

1. Kathleen Senior will establish a Parent and Family Resource space to provide support and access to materials to help parents help their children be successful in school;
2. A Parent Involvement Liaison paraeducator will be hired to implement and monitor the development of a strong school-family-community partnership. This Liaison will lead the family and community partnership with the school. Stipends will be paid to teachers to provide on-going opportunities for building the capacity of families to support their child's academic success. The objective will be to create a partnership between the home and school to ensure students are on track with earning credits and to graduate.
3. The District ESOL and Federal Programs departments will facilitate providing workshops and classes (such as English, GED) at the school to build the capacity of parents to be successful partners in their child's education and as well as successful in the community. By supporting the family we help the students, the workforce and the community.

Action Steps: 1. Examine the existing practices, policies and structures in place at the school and the impact they have had on family and community engagement;



2. With open dialogue with varied stakeholders develop practices and opportunities for authentic and meaningful engagement;
3. Provide resource support to implement the opportunities;
4. Maximize wraparound services for parents (e.g., GED, English classes) directly aligned with school improvement efforts. Monitoring will be accomplished through family and community participation, survey results.

Evaluation Plan: By the end of SY19 the number of parent support activities will have increased by 5 in comparison to the SY17 numbers. In addition the number of students participating in extended learning opportunities will increase by 15%. Monitoring of the initiative will be accomplished via attendance and sign in sheets as well as parent and student survey results.

**Item 5:** Explain the strategies the school will implement to establish clearly defined and measurable high academic and character standards.

A strategy the school will implement as part of TOP3 initiative is partnering with Learning Sciences International to provide professional development on a Marzano based instructional plan for the school. This would require a consultant services agreement customized to support the unique needs of the school and its faculty in implementing the Essentials Model for Achieving Rigor schoolwide.

The school's teachers will use Learning Sciences International's (LSI) Standards Tracker to identify critical standards, create standards-aligned performance tasks, and connect them to lessons. With the Florida Standards pre-loaded in this online tool, including Marzano Center approved learning targets and success criteria, teachers will monitor student progress toward standards mastery in real time, making instructional adjustments within the lesson to ensure that all students meet the level of rigor required by the standard. Standards Tracker is an evidenced-based tool. Research studies have found moderate and significant correlation (.357) between Standards Tracker scores and student assessment scores (Basileo, 2016).

Through extensive field experience and research, LSI has discovered the critical role of onsite leaders. These Tracking Leaders, will be a critical component to implement and solidify the new model of instruction as a Demonstration School for Rigor (further described in Item 9). McLaughlin will appoint teachers to serve as Tracking Leaders who will assist in driving both the technology and strategy implementation with their peers.

Tracking Leaders will be the first cadre to work with to work in the LSI Standards Tracker. These individuals will be technically competent teachers who understand the need and value of using technology to support learning and track student progress. They show a willingness to share their practice with peers. To accelerate learning, Tracking Leaders receive extensive support and training from LSI in advance of the rest of the school staff. Through interacting with and seeing the Tracking Leaders' success, staff will have a better understanding of this instructional tool, and greater confidence in using it in their own classrooms.

### **Standards Tracker**

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Kathleen High School works to ensure all materials and instructional programs are aligned with the Florida Standards as approved through the district review process. Polk County Schools Learning Maps which are aligned to the Florida Standards by subject are utilized as available by curriculum area. Teachers utilize these maps during collaborative planning and delivery of instruction. During common planning work sessions, teachers work weekly to ensure the material taught and the assessments given are all standards-based and common among teachers of the same courses. During planning, coaching and monitoring, administrators conduct fidelity checks of instructional programs by verifying that planned lessons reflect the direct instruction observed and that both are aligned to the Florida Standards and/or industry certification standards by CTE course. Lesson plans are due weekly and required to be at least one week in advance, with the inclusion of the focus standards and lesson outline using the LSI Instructional Framework. Lesson plans are due in each teacher's online shared folder by 3:00 each Friday.

Kathleen High School teachers/staff use data to provide the road map to ensure students stay on track to acquire learning the standards and to meet graduation requirements. Data is collected from state assessments, progress monitoring tools and teacher-developed tests. Based on this output, teachers provide appropriate instruction to differentiate according to student needs within the classroom. For students requiring additional support for mastery, tutoring services are offered. For students needing additional remediation or acceleration, additional supports to supplement teacher instruction are provided through grouping, small group instruction and use of rotations. For students with even greater needs, support facilitation may be provided to monitor grades, progress and ensure the appropriate level of instruction and/or additional assistance is received. This is structured through incorporating MTSS/RtI for academics. Educators provide learner-centered classrooms using LSI Instructional Frameworks that encourage the use of technology as an instructional, problem solving, communication and productivity tool that enhances every area of the curriculum. Students engage in an accelerated learning process in honors level and advanced placement curriculums through the use of technology which accommodates diverse learning styles. Technology provides the opportunity for global communication and cooperative learning that reaches outside of the school campus.

In terms of curricular resources, the district forms instructional material adoption committees that meet several times to review and evaluate curriculum and resources from several different vendors. The school



selects representatives to serve on these committees to offer input and suggestions. The committees then make a recommendation to the Superintendent. The school also has a team of individuals that meet to review supplemental materials that align to the needs of the students. In terms of personnel and instruction, the school-based leadership meets every week, throughout the school year and summer months, to discuss observational data from classroom walkthroughs as well as the scheduling of students and specific teacher assignments. The team provides staff with ongoing feedback related to teaching, learning, and performance. Walkthroughs are performed daily to support teachers and other staff members. When recruiting and selecting new employees to serve at the school, the selection committee strives to ensure that the candidate's values, beliefs, and attitudes align to the school's mission, vision, core values, and needs of the students.

Kathleen High School is committed to cultivating a legacy of lifelong learners by providing the knowledge and skills needed to be successful, productive citizens. Our students, staff, parents, and community will work together as a family to instill a sense of P.R.I.D.E. in who we are, where we are, and what we are to become. Kathleen High School reaches out to community stakeholders to gain support and resources necessary to increase student achievement.

The school organizes professional development opportunities for teachers and other staff members that focuses on building and cultivating positive relationships with students. Teachers are encouraged to get to know their students - culture, background, learning style, likes and dislikes, etc. School leaders and support staff make student relationships a priority by maintaining high visibility throughout the school day and interacting with students in a positive and supportive way. Various cultures are celebrated throughout the school year with school-wide events and initiatives (e.g. Hispanic Heritage, Black History, etc.). The school also promotes clubs and organizations that are accessible to students of various backgrounds.

The school has established a set of expectations entitled PRIDE (Preparedness, Respect, Integrity, Dependability, and Engagement). Through character lessons and daily interactions, the school instills these character traits within the student body. During times when students are out of classrooms, all available staff members are in the hallways monitoring student movement and behavior. This includes all classroom teachers who are expected to be at their doorways greeting their students and monitoring behavior in the public areas. The high visibility of the school's adults create a safe and secure environment. The Principal and/or one of the Assistant Principals makes daily announcements to the student body about expectations for behavior and respect as well as regular communications (email/phone messages) to parents.

Parents of students who are identified by the early warning system due to attendance issues are sent letters and/or receive phone calls from the Assistant Principal of Administration. Students with academic or character concerns also meet with their assigned school counselor and student success coach to identify causes and develop strategies to improve behavior/performance and/or explore multiple pathways. Tutoring is offered to students who are in need of additional assistance outside of the classroom. Mentoring services are also available for students by school staff member and community volunteers. Critical seniors meet monthly with administration to discuss resources and tutoring opportunities.

**Action Steps:**

- Purchase Standards Tracker license
- Arrange professional learning/training



- Provide planning/coaching/monitoring opportunities for teachers for effective implementation followed up with regular fidelity checks
- Department chairs to serve as liaisons with administration to provide weekly updates as necessary

### Monitoring Plan:

- Incorporate incremental checks for implementation of LSI framework
- Teachers to post lesson plans online in share folder weekly with lesson plans at least one week in advance
- Continue regularly scheduled meetings with administration; use Outlook for meeting notices

### Evaluation:

Goals/expectations for LSI framework implementation are evaluated weekly through various classroom observations, evaluative and non-evaluative. LSI implementation will be evaluated quarterly with changes made as necessary. Adjustments are made to instruction through collaborative planning sessions when lesson plans are created and during collaborative discussions with assigned administrators after observations occur. Documentation to include PLC/planning sign-in sheets & notes, online lesson plans, non-observable EPC binders, and feedback.

**Item 6:** Explain the strategies the school will implement to identify a knowledge-rich curriculum that the school will use to focus on developing a student's background knowledge.

Our partner organization, Learning Sciences International (LSI) will work with Kathleen Sr. and the district to provide supports to Kathleen's faculty and administrators. Through its work with schools nationwide, LSI has identified the primary root cause of low ELA and Math scores. Despite conscientious efforts by teachers to align their lessons to the standards, they are using curricula and teaching routines that are not fully aligned to the cognitive taxonomy of the standards, usually at the Retrieval or Comprehension levels. Therefore, our findings results are that students lack exposure to content that allows them to build knowledge and skill that are assessed at higher levels.

We will address these findings, by using LSI's "Curriculum Lab" approach at Kathleen Sr. The Curriculum Lab team will consist of teacher leaders chosen for their knowledge and instructional effectiveness in their content areas, the principal, and district curriculum specialists. The process will start with job-embedded professional development for the Kathleen teacher leaders and principal. This entire team will participate in a baseline Curriculum Walk led by LSI. The school staff will observe the alignment of teaching and learning at Kathleen Sr. with the rigor of the standards lead by LSI. During the summer, LSI faculty will then facilitate Summer Academies to help the Curriculum Lab team develop a better understanding of the instructional shifts required by the standards, what those instructional shifts look like in practice, and how to build instructional routines to reach the rigor of the standards. Next, the team will map elementary ELA curriculum to the standards. They will also create two full standards-based ELA units to be piloted at the school. In the fall of 2018, as the school implements the units in its classrooms, LSI faculty will guide Kathleen teacher leaders and district instructional coaches in providing supportive coaching and feedback for the implementation of the first unit. The Curriculum Lab team will conduct Curriculum Walks after each piloted unit to measure the impact of the unit on building student learning at the taxonomic level of the standards. The team will reflect on their findings and incorporate



them in refining the units, using the same cycle of Build-Coach-Curriculum Walk-Reflect. Through the development of the two ELA units, both the school and the district curriculum specialists will develop capacity to create standards-aligned units and to provide effective peer coaching that results in evidence of student learning at higher levels of rigor. Additionally, in the summer of Year 2, Kathleen Sr. will participate in another Curriculum Academy focusing on Math to develop a better understanding of the instructional shifts required by the standards, what those instructional shifts look like in practice, and how to build instructional routines to reach the rigor of the standards. The team will map elementary Math curriculum to the standards and create two full standards-based Math units to be piloted at the Kathleen Sr. during the 2019-20 school year.

We know that the extent to which students learn new content is dependent upon many factors: skill of the teacher, interest level of the student, and complexity of the content. Research literature all support one important fact: what students already know is one of the strongest indicators of how well they will learn new information.

Numerous studies have confirmed the relationship between background knowledge and achievement (Marzano, 2004; Nagy, Anderson, & Herman, 1987; Bloom, 1976; Dochy, Segers, & Buehl, 1999; Tobias, 1994; Alexander, Kulikowich, & Schulze, 1994; Schiefele & Krapp, 1996; Tamir, 1996; Boulanger, 1981) as well as the positive correlation between poverty and low levels of background knowledge (Smith, Brooks-Gunn, and Klebanov, 1997).

Providing mentoring opportunities is a direct approach (supported by the research literature mentioned above) that will enhance students' background knowledge and that the school is already providing and will continue to expand.

The more academically oriented experiences we have, the more opportunities we have to store those experiences as academic background knowledge. For this reason the TOP3 funds will be used to provide out of class learning opportunities (admission fees and travel) for students to have academically oriented experiences such as field trips to museums, science centers, zoological parks.

Among the many potential outcomes, research has shown that field trips:

- Expose students to new experiences and can increase interest and engagement in science regardless of prior interest in a topic (Kisiel, 2005; Bonderup Dohn, 2011),
- Result in affective gains such as more positive feelings toward a topic (Csikszentmihalyi & Hermanson, 1995; Nadelson & Jordan, 2012).
- Are experiences that can be recalled and useful long after a visit (Salmi, 2003; Falk & Dierking, 1997; Wolins, Jensen, & Ulzheimer, 1992).

### Action Steps:

- Arrange field trips for students to museums, science center, cultural centers, zoological parks and educational institutions with direct focus on exposure for students to gauge their next steps and build bridges for the pipeline after graduation towards college & career readiness
- Plan for every grade 9 student to visit a local college
- Review field trip purposes and expectations with student pre/post events
- Complete district field trip requirements/reserve transportation/send home permission slips



### Monitoring Plan:

- Incorporate checks to gauge student interest, feedback and effectiveness of trips
- Requirement participant reflection for each activity and follow-up classroom connection through ELA coursework and connection to appropriate course standards
- Evaluation genuine effectiveness of activities to develop student background knowledge; adjust exposure opportunities accordingly

### Evaluation:

Goals will be evaluated through a collection of data from participants and facilitators before/during/after trips with adjustments made as necessary for upcoming activities; use of surveys, sign-in sheets, reflections, feedback

**Item 7:** Explain the strategies the school will implement to provide professional development that focuses on academic rigor, direct instruction, and creating high academic standards and character standards.

Three main professional development strategies will be implemented as part of the TOP3 project to provide additional professional development at McLaughlin: 1. Masters Cohort program through a partnership with USF, 2. Re-culturing and building leadership capacity through the Center for Appreciative Organizing's framework for student success summits, and 3. Learning Science International's training of rigorous teaching and learning.

The College of Education at the University of South Florida will offer support and commitment to facilitate the offering of master's degrees for three cohorts of Polk County teachers as part of the TOP3 initiative. Teachers will be provided with tuition reimbursement and textbooks as part of this participation.

The Center for Appreciative Organizing in Education will provide professional development through District and School summits that have the purpose of fostering a cohesive district and school culture that is receptive and advocates for change, builds relational trust and creates a unifying purpose.

Working collaboratively to produce a climate and a culture of high expectations and internal accountability requires relational trust first. It is the foundation for results. Therefore, The AOE's Center Executive Associate Director, Dr. John Mann will lead the mentoring of principals and their school based leadership teams. Dr. Mann will lead our Appreciative Coaching process. Dr. Mann is currently the director of the Gulf Coast Partnership at USF and is a former Florida leadership development director from PASCO county and is well aware of the diversity of Polk County schools and communities. He will help the principal assess his strengths and lead him in learning about the positive core of his faculties. He has worked in Title One schools in Pasco and has spent twenty-one years as a principal. He will work to help the principal and his leadership team develop their relational theories of action using the AOE framework. He will also coach the principal and team members to learn to manage conflict more successfully and lower the threshold of resistance to change in their schools.

1. LSI's professional development series will ensure that every teacher can quickly learn and use effective strategies that have an immediate, positive effect on student learning. During each session, teachers will deeply explore, practice, and apply strategies so that they are fully prepared



and comfortable using them the next day. The outcome for each professional learning day will be two-fold:

- To establish a common language for teaching and learning; and
- To acquire strategies that will be immediately and effectively implemented in classrooms.

The progression will encompass professional development, coaching, and support designed to deepen teacher practice and raise student autonomy—resulting in higher achievement. Each session will guide teachers in building their individual expertise while making the critical instructional shifts necessary to meet the demands of the new state standards.

As a Demonstration School for Rigor (further described in Item 9), Kathleen’s leaders and teachers will experience rigorous teaching in all phases—planning, delivery, reflection, and adjustment—and how that teaching impacts student learning.

### **Professional Development**

**Vision Day:** This session will provide the school staff a clear vision of what rigor is, an overview of the progression of training and coaching, and a first glimpse into the instructional shifts required by the standards. This work is connected to the Designing Implementation Day, and the school leadership team will share their experiences from that day.

**Igniting Student Ownership:** School staff will learn how to have students use Learning Targets and Success Criteria to influence their work and give feedback to a peer. Math and ELA Learning Targets and Success Criteria developed by experts are included in the Standards Tracker to help jump start teacher facilitation. The training format will allow participants to learn how to immediately shift toward a more student-centered classroom and allow time for them to plan their lesson implementing the techniques learned during the training.

Beginning with direct instruction to build student foundational knowledge and skill, teachers will guide their students to work at increasing levels of autonomy. Student engagement and enthusiasm will grow as they take ownership of their learning and responsibility for their progress. Under the guidance of their teachers, students will work in collaborative learning teams where they will develop both the academic and the social skills they will need to be successful in future careers of the new economy.

**Engaging Productive Teams:** School staff will learn how to align small segments of a lesson to standards and support students to share their thinking with other students as they work. The training format will allow participants to learn how to immediately support academic conversations and standards-aligned team tasks, and will allow time for them to plan their lessons implementing the techniques learned during the training.

### **Coaching for Implementation Using LSI Growth Tracker**

Immediately following each professional development session, the LSI staff developer will provide two consecutive days of Coaching for Implementation designed to support teachers in using the strategies correctly in their classrooms. A third coaching session will occur two weeks later and a fourth session, scheduled one month later, will conclude the six-week Intensive Implementation Cycle. These sessions will support teachers to look for lesson effects as they implement their learnings from the professional development.



### *Standards-Driven PLC Teams*

LSI facilitates Coaching Support for PLC Teams to train and equip Demonstration Schools for Rigor (further described in Item 9) with self-supporting, effective instructional teams. Self-supporting, effective PLC Teams will become engines of innovation and growth in both teacher practice and student achievement through relentless monitoring of student evidences.

The LSI Growth Tracker is a technology-based tool for collaboration and teacher professional learning. The Growth Tracker's on-demand components include the Marzano Center Essentials for Achieving Rigor model of instruction. This professional development is fully aligned to the Marzano Center's Standards-Based Classroom Teaching Map. Peer coaches will use the Growth Tracker to record observations on specific strategies. They will focus on one strategy at a time and provide feedback on it, building a shared language of effective instruction.

In addition to using Growth Tracker for implementation coaching supports, the school will use its online professional development modules in a PLC Team setting. PLC members will choose an instructional strategy on which to focus growth and collaborate with peers, as well as provide and receive coaching and feedback. Supported by exemplar videos, resource articles, and collaboration tools within the Growth Tracker, Kathleen High's PLC Teams will be better equipped to drive student achievement and deepen teacher practice.

The Principal and Assistant Principals work with the district to recruit professional and experienced teachers to work at Kathleen High School. Administrators have frequent contact and communication with teachers and provide meaningful professional development. KHS realizes that teachers are our #1 resource. Collaborative planning time is given to allow for professional collaboration and development of common lessons and assessments. To support new teachers, meetings are held monthly and to provide classroom strategies, instructional techniques, and classroom management procedures. Support staff and administrative team members also meet with new teachers to provide support.

Professional development will lead to classroom instruction with academic rigor, high order questions, high academic and character standards, and engaged, active student learning as a result of the many layers of support provided at the school:

1. Fully released on site academic coaches: Literacy, Math and Science subject area coaches
2. Student Success Coach to serve as a liaison with student, family, instructional staff in ensuring all students are placed in challenging courses and progress successfully to be on track for graduation and college/career success
3. Mentoring for inexperienced teachers
4. Collaborative planning opportunities for professional learning to ensure grade level and vertical curriculum alignment

Literacy coaches and admin team work with new staff. Assign admin to new teachers to monitor/meet with them as needed. First-year teachers are paired with strong instructional leaders in their content areas. New teachers to Kathleen High School are also paired with instructional leaders. Monthly teacher meetings and professional development specifically geared toward new teachers are provided. Leadership team members are assigned to each new teacher to provide additional support.

All core teachers (and even elective teachers) participate in an in-depth professional learning community that focused on the Florida Standards. The PLC lasted several weeks and teachers collaborated across like disciplines with school leaders to develop a common understanding of the standards. Each week, teachers, instructional coaches, and school leaders collaborate during common planning time to develop



standards-based lessons. Coaches and leaders attend these sessions to help guide the conversations and keep them grounded in the standards. The leadership team developed a co-planning guide that includes several prompts that help shape the conversation around the standards. Furthermore, all leaders are trained to look for evidence of standards-based instruction when performing classroom walk-throughs. Additional measures to ensure alignment include the implementation of lesson study and group walk-throughs to evaluate the effectiveness of instructional programs (not individual teachers). At the conclusion of these types of walk-throughs, the "data collectors" collaborate with the teachers in a reflective conversation and develop an action plan to increase effectiveness for future standards-based lessons.

Multiple research studies have shown that Coaches have a positive effect on the success of teachers, students and school administration. To date, the most thorough and comprehensive study on coaching was done in 2004 by the Annenberg Foundation for Education Reform. It showed that coaches have the following impact: 1. encourage collaborative, reflective practice. 2. promote positive cultural change. 3. result in teachers' increase in using data to inform practice. 4. promote the implementation of learning and reciprocal accountability. 5. support collective leadership across a school system.

Mentoring leads to retention of teachers as well as an increase in student proficiency as supported in a variety of research studies:

- Hobson A. J., Ashby P., Malderez A., Tomlinson P. D. (2009). Mentoring beginning teachers: What we know and what we don't. *Teaching and Teacher Education*, 25, 207–216.
- Hegstad C. D. (1999). Formal mentoring as a strategy for human resource development: A review of research. *Human Resource Development Quarterly*, 10, 383–390.
  - Fletcher S. H., Strong M., Villar A. (2008). An investigation of the effects of variations in mentor-based induction on the performance of students in California. *Teachers College Record*, 110, 2271–2289.
  - Fletcher S. H., Strong M. (2009). Full-release and site-based mentoring of elementary grade new teachers: An analysis of changes in student achievement. *New Educator*, 5, 329–341.

TOP3 funds are to be used to support the on-site customized professional learning provided by LSI, subs as needed for teachers to participate during the school year and stipends for teachers to participate during the summer. Additionally, TOP3 funds will be used to provide tuition reimbursement for teachers to obtain Master's Degree as part of collaboration with local university.

This professional learning is in direct support and aligned with the School Improvement Plan goal - "Teachers will use effective strategies to teach standard-based lessons that provide students with opportunities to extend their thinking and learning through assignments and tasks that are rigorous, relevant, and that support literacy." As a result Kathleen Sr. will not only have a greater # of the faculty demonstrating highly effective teaching and learning in their classrooms but will also improve the academic achievement of all students.

#### **Action Steps:**

Incorporate anticipated TOP3 fund purchases

Continue weekly PLCs with fidelity

Plan customized LSI professional learning opportunities

Schedule substitute teachers for participating teachers to attend professional learning

Process tuition reimbursements for teachers to obtain master's degrees



**Monitoring Plan:**

Develop partnership and articulation agreement in collaboration with a local university  
Collection documentation from weekly PLCs, collaborative discussions, common assessments, and academic review

**Evaluation:**

Goals will be evaluated weekly through administrative meetings with teachers and collection of data from participants/facilitators with adjustments made as necessary for upcoming sessions; use of surveys, sign-in sheets, feedback/reflections

**Item 8:** Explain the strategies the school district will implement to identify, recruit, retain, and reward instructional personnel.

Polk County School Board is committed to ensuring that high quality educators are placed at the school by attracting, recruiting, and retaining high quality candidates. Polk County School Board's Recruiting office commits to attracting, assessing, recruiting, and facilitating the selection of high quality teachers to reflect school. The recruitment office will facilitate the selection of high quality teachers. They will also help to ensure a strong pool of candidates and support the selection processes for teachers and principals. Finally, they will assist departments in the recruitment and selection of high quality personnel and support staff.

Research conducted in multiple economy sectors shows that recruitment and retention bonuses for hard to staff positions is an effective strategy (Kowal, Hassel, Hassel, 2008: "Financial Incentives for Hard to Staff Positions: Cross sector lessons for Public Education"). While there is no specific formula amount or type of incentive, cross sector research shows that incentives of 10-30% off staff salary would be more in line with other (non-education) sectors.

One specific research study showed that paying math, science, and special education teachers in high-poverty schools \$1,800 bonuses (about \$2,500 adjusted for inflation), reduced teacher turnover by 17 percent (Clotfelter, Glennie, Ladd, Vigdor, 2008: "Would Higher Salaries Keep Teachers in High Poverty Schools?" Journal of Public Economics).

Another study conducted right here in Florida looked at \$1,200 (about \$1,700 adjusted for inflation) retention bonuses given to middle or high school teachers in certain subjects. The research found even more pronounced results: Teachers who received the relatively modest payment were about 25 percent less likely to quit than similar teachers who didn't receive the pay incentive. The researchers concluded that such bonuses are more effective than loan forgiveness of similar costs. (Feng & Sass, 2015: "The Impact of Incentives to Recruit and Retain Teachers in "Hard to Staff" Subjects: An analysis of the Critical Teacher Shortage Program", CALDER American Institutes for Research)

Supported by this research and in order to provide operational flexibility and improve both the recruitment and retention of effective, highly effective, experienced teachers at the school the following additional strategies will be implemented as part of TOP3:

- A recruitment sign on bonus will be provided to all instructional staff at the school who have a performance evaluation rating of effective or highly effective.
- A retention bonus will be provided to all instructional staff at the school who have a performance evaluation rating of effective or highly effective, stay at the school and have at least 51% of



assigned students who achieve learning gains as measured by Reading and Math FSA proficiency or report card results.

The purpose and objective will be to create a stable and highly effective teaching team that will foster a positive, rigorous and engaging learning environment at the school. This will be accomplished through a collaborative and periodic stipend incentive that serves as a gesture of not only recognition of quality work but also of appreciation. The evaluation and effectiveness of this initiative will be measured by the degree of turnover in staff as well as by teacher attendance rates.

## B. Correlation Between Whole-School Transformation Model and District-Managed Turnaround

The evaluation process for this application will consider how this model correlates to the strategies and activities listed in the TOP-2 document.

**Item 9:** Summary of the strategies the district will implement to reduce or eliminate internal systemic barriers and address the needs of the school, including a description of how the district will address all of the Areas of Assurance.

It is our intention to not just improve Kathleen High, but for the school to become an exemplar of rigorous teaching, learning, and instructional leadership for the entire district. For this reason, we have asked LSI to be our partner in developing Kathleen as a Demonstration School for Rigor. LSI's Demonstration School for Rigor model will provide intensive training and coaching, rapidly building the expertise of Kathleen's faculty and school leadership. We will implement this deep professional learning within 30-day data cycles, collecting and examining with LSI objective metrics to monitor and accelerate progress. Each cycle will focus on one set of strategies at a time to quickly increase our capacity for rigorous instruction. Every administrator, teacher, and support player in the school will participate in stakeholder groups, each playing an integral part of the solution and overall success. The cycle consists of three phases: 1) Examine, Measure, and Analyze; 2) Implement; and 3) Measure, Analyze, and Adjust.

### **Examine, Measure, and Analyze**

With our partner LSI, we will conduct quarterly RigorWalks to gain the actionable data needed to determine the status of teaching and learning within Kathleen High. District and school leaders will examine objective metrics from LSI's RigorWalk instrument to address root causes and guide specific coaching to meet the unique needs of the school.

The findings from the RigorWalk, coupled with surveys of school culture and leadership, will provide immediate feedback and insight into barriers to achievement and opportunities for growth. The RigorWalk process will examine and identify the status of the following evidence-based pillars for school success:

- Conditions of Schoolwide Environment
- School Leadership
- Growth Mindset
- Standards-Based Professional Learning Communities
- Formative Assessment
- Rigorous and Standards-Based Instruction

### **Implement**

LSI's professional development (PD) will ensure that every teacher can quickly learn and use effective strategies that have an immediate, positive effect on student learning. Teachers will deeply explore,



practice, and apply strategies so that they are fully prepared and comfortable using them the next day. Coaching sessions for the principal and teacher leaders follow the PD to help teachers immediately begin using the strategies in their classrooms while providing feedback to help them rapidly develop a high level of skill.

### **Measure, Analyze, and Adjust**

Additional RigorWalks with the district and school leaders will examine what changes are occurring in the indicators. If necessary, adjustments will be made based on the unique variables specific to the school before the next Implement cycle begins.

An Executive Action Team (E.A.T.) will continuously monitor data and make necessary adjustments to ensure high quality, rigorous instruction. This team, composed of the district leaders, principal, teacher leaders and a dedicated LSI senior consultant, will meet each month to eliminate any impediments and ensure success for the students of Kathleen High.

### **School Leader Coaching**

LSI's School Leader Coaching will build the skills of the school leader to effectively monitor teacher implementation of strategies in daily classroom practice. As an individualized, job-embedded, and focused mentoring of the school leader by an experienced LSI consultant, the principal will build expertise at recognizing rigorous instruction and evidences of student learning.

A district leadership team has been established that meets all of the conditions of Assurance #1. This leadership team will support the school's implementation of TOP, including TOP3 should it be awarded, by providing project management, monitoring and facilitating implementation of strategies with fidelity and integrity. This team will provide a direct support system to the school based leadership and ensure compliance with Assurance #2.

Additionally, Polk's Community Assessment Team (CAT) was established as part of the TOP system of support. Led by the Superintendent, Deputy Superintendent, and Turnaround Lead, the District-Based Leadership Team (DBLT) consists of representatives from the following departments and areas: curriculum and instruction, professional development, human resources, federal program, student services, transportation, technology, ELL, public relations; community engagement, behavior and discipline, MTSS, budget, scheduling, data and assessment, school improvement, and the local bargaining unit. The team was already meeting monthly as a whole and the TOP Implementation Sub-committee meeting bi-weekly. Assistant Superintendents, Senior Directors, Directors, and other Executive staff members on the leadership team have assigned staff within their departments to provide specific assistance and, in some cases, dedicated support to the five schools in TOP.

Polk County School Board has a District Turnaround Lead in place to facilitate and promote the school improvement transformation and this school will report directly to him. Thus providing a district governance structure that complies with Assurance #3. The Regional Assistant Superintendent, Tony Bellamy is the turnaround leader who reports directly to the deputy superintendent. His role and responsibilities are to implement and monitor a tiered model of clustering schools; coordinate additional resources and support based on needs of individual schools; oversee funding and deployment of district, regional, and site-based coaches; coordinate support with Department of Teaching and Learning to provide additional professional development; implement and monitor a structure for early return of school-based staff; negotiate with local bargaining organization to create a priority staffing model; negotiate with local bargaining organization a plan for performance and incentive pay; oversee funding and implementation of extended learning programs; and assemble and manage Office of School Improvement staff.

Timely and effective staffing of the school is one of the highest priorities in order to ensure the school turnaround efforts are successful and that students receive high quality instruction. For this reason the



### Turnaround Option Plan –3 – Kathleen High

schools in Comprehensive or Targeted Support have the highest priority for staffing and MOUs are developed with the teachers' union to achieve both operational and staffing flexibility.

**Item 10:** Summary of how this model correlates to the strategies and activities listed in the district-managed turnaround plan submitted in the TOP-2 document.

The District Managed Turnaround model proposed for Kathleen High has been designed in tandem with the Turnaround Option Plan – Phase 2 development. All stakeholders have been involved in the development of both plans. The proposed initiatives and activities outlined as part of the TOP-3 application are aligned with and have the sole purpose of achieving the Areas of Focus identified in the TOP-2 – assessments, instructional programs, differentiated instruction, and school leadership.

Specifically, the partnerships with LSI and USF will provide an accelerated professional learning plan for both effective leadership and ambitious, rigorous instruction that will transform not only the quality of teaching in the classroom but the culture of the school into a positive learning environment for students, faculty and families. The addition of a Student Success Coach will provide an extra resource person to ensure all students stay on track for promotion and will build connections with families and community. Providing a recruitment and retention bonus for the instructional staff will serve as a gesture of the value and importance of each person's role at the school. Expanding the family and community engagement opportunities at the school and building a culture of authentic school-family-community partnership. The implementation of the DrumBeat program will further strengthen the positive and supportive learning environment while the expansion of field trips and mentoring opportunities for students will enhance their background knowledge and facilitate their acquisition of new knowledge.

**Item 11:** Identify and describe the areas of assurance your district has the capacity to sustain after the Schools of Hope funding expires.

The progression of our work with LSI is deliberately designed as a gradual release model, wherein the school will develop internal capacity to sustain high quality instructional leadership, teaching and learning beyond the period of the Schools of Hope grant. Polk County Public Schools has the capacity to sustain ALL areas of assurance.

Continuous progress monitoring, evaluation of impact, and strategic implementation of improvements are planned and expected as the Turnaround initiatives take place during the year. Mid-year and end of year reflection and data analysis will allow the school and district to determine what initiatives had successful impact, are still important and relevant to continue at the school or have already achieved desired impact and are no longer needed. The prioritized strategies to sustain will be identified through this process and alternate funding sources determined to ensure continued school improvement and support. When the Schools of Hope funding expires collaborative district-wide budget planning will identify the funding to continue any strategies prioritized for this school.

Specifically, should the Student Success Coach and Recruitment/Retention bonuses prove to be initiatives with positive impact and return on investment then Title I School Improvement or Basic Schoolwide funds may be used to sustain the initiatives.

*By submission of this plan, the district verifies that this whole-school transformation model was developed in consultation with the school's principal.*



FLORIDA DEPARTMENT OF EDUCATION  
BUDGET NARRATIVE FORM

A) Name of Eligible Recipient/Fiscal Agent: The School Board of Polk County, Florida (Kathleen Senior High School)

B) DOE Assigned Project Number: \_\_\_\_\_

C) TAPS Number: 18A127

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
FUNCTION	OBJECT	ACCOUNT TITLE AND NARRATIVE	FTE POSITION	AMOUNT	% ALLOCATED to this PROJECT	ALLOWABLE DOE USE ONLY	REASONABLE DOE USE ONLY	NECESSARY DOE USE ONLY
5100	120	Basic (FEPP K-12)--Classroom Teacher	12	\$ 1,115,400.00				
5100	210	Basic (FEPP K-12)--Retirement		\$ 91,915.24				
5100	220	Basic (FEPP K-12)--Federal Insurance Contributions Act (FICA)		\$ 88,781.76				
5100	240	Basic (FEPP K-12)--Workers' Compensation		\$ 6,499.06				
5100	130	Basic (FEPP K-12)--Other Certified	1	\$ 105,146.00				
5100	730	Tuition Reimbursement		\$ 457,500.00				
6150	510	Parent Resource Materials and Supplies		\$ 64,905.45				
6400	310	Instructional Staff Training Services--Professional and Technical Services		\$ 1,386,726.00				
5100	330	Basic (FEPP K-12)--Travel		\$ 115,000.00				
7800	790	Transportation: School Buses for Field Trip Travel		\$ 45,000.00				
5100	230	Basic (FEPP K-12)--Group Insurance		\$ 14,774.40				
5100	510	Supplies: paper, pens, pencils, binders, notebooks, ink cartridges		\$ 65,450.53				
5100	644	Capitalized Equipment: Laptop Computers		\$ 10,800.00				
6300	330	Instruction and Curriculum Development Services--Travel		\$ 15,000.00				
5100	642	Non-Capitalized Equipment		\$ 17,500.00				
6100	130	Student Support Services--Other Certified	3	\$ 324,580.00				
6100	210	Student Support Services--Retirement		\$ 25,706.72				
6100	220	Student Support Services--Federal Insurance Contributions Act (FICA)		\$ 24,831.36				
6100	230	Student Support Services--Group Insurance		\$ 44,323.20				
6100	240	Student Support Services--Workers' Compensation		\$ 1,817.66				
6150	370	Parental Involvement--Communications		\$ 2,152.00				
6400	120	Instructional Staff Training Services--Classroom Teacher		\$ 142,154.40				
6150	120	Parental Involvement--Classroom Teacher		\$ 63,969.00				
6400	220	Instructional Staff Training Services--Federal Insurance Contributions Act (FICA)		\$ 10,874.82				
6400	240	Instructional Staff Training Services--Workers' Compensation		\$ 796.06				
6150	210	Parental Involvement--Retirement		\$ 7,282.34				
6150	220	Parental Involvement--Federal Insurance Contributions Act (FICA)		\$ 7,036.00				
6150	240	Parental Involvement--Workers' Compensation		\$ 514.00				
6400	510	Supplies: Professional Development		\$ 4,800.00				
6150	150	Parent Involvement Paraprofessional	1	\$ 27,990.00				
6150	230	Insurance: Parent Involvement Para - Health and Life insurance		\$ 14,774.00				
D) TOTAL				\$ 4,304,000.00				



**DOE USE ONLY (Program)**

I certify that the cost for each line item budget category has been evaluated and determined to be allowable, reasonable and necessary as required by Section 216.3475, Florida Statutes. Documentation is on file evidencing the methodology used and the conclusions reached.

Printed Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

**DOE USE ONLY (Grants Management)**

I certify that the cost for each line item budget category has been evaluated and determined to be allowable as required by Section 216.3475, Florida Statutes.

Printed Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_





CLEAR ALL DATA

Enter the Total Grant Award in Cell H1:----->

\$ 4,304,000.00

Enter Projected # of Students and Teachers Below by Year

Total Budget \$ 4,304,000.00

Enter School Name Below

Unique School ID # of Teachers/Classrooms

# of Students Teachers/Classrooms

Remaining \$

Consolidate Year 1-2

COPY AND PASTE FROM BELOW INTO DEDIDS									
CONSOLIDATE YEAR 1-2									
		YEAR 1		YEAR 2					
FUNCTION	OBJECT	ACCOUNT TITLE AND NARRATIVE	FTE POSITION	AMOUNT					
5100	120	Basic (FFFP K-12) - Classroom Teacher	12, 19	\$ 1,115,400.00					
5100	210	Basic (FFFP K-12) - Retirement		\$ 93,915.00					
5100	210	Basic (FFFP K-12) - Federal Insurance Contributions Act (FICA)		\$ 86,782.00					
5100	240	Basic (FFFP K-12) - Workers' Compensation		\$ 6,499.00					
5100	130	Basic (FFFP K-12) - Other Certified	1	\$ 105,146.00					
5100	710	Tuition Reimbursement		\$ 457,500.00					
5100	720	Parent Resource Materials and Supplies		\$ 64,506.00					
5100	730	Instructional Staff Training Services - Professional and Technical Services		\$ 1,366,776.00					
5100	310	Basic (FFFP K-12) - Travel		\$ 115,000.00					
5100	310	Transportation: School Buses for Field Trip Travel		\$ 45,000.00					
5100	210	Basic (FFFP K-12) - Group Insurance		\$ 14,771.00					
5100	510	Supplies		\$ 65,451.00					
5100	644	Capitalized Equipment: Laptop Computers		\$ 10,800.00					
5100	330	Instructional and Curriculum Development Services - Travel		\$ 15,000.00					
5100	642	Non-Capitalized Equipment		\$ 17,500.00					
5100	130	Student Support Services - Other Certified	3	\$ 37,500.00					
5100	210	Student Support Services - Retirement		\$ 25,707.00					
5100	220	Student Support Services - Federal Insurance Contributions Act (FICA)		\$ 24,831.00					
5100	230	Student Support Services - Group Insurance		\$ 44,323.00					
5100	240	Student Support Services - Workers' Compensation		\$ 1,818.00					
5100	370	Parental Involvement - Communications		\$ 2,152.00					
5100	120	Instructional Staff Training Services - Classroom Teacher		\$ 142,154.00					
5100	120	Parental Involvement - Classroom Teacher		\$ 63,959.00					
5100	220	Instructional Staff Training Services - Federal Insurance Contributions Act (FICA)		\$ 10,875.00					
5100	240	Instructional Staff Training Services - Workers' Compensation		\$ 796.00					
5100	210	Parental Involvement - Retirement		\$ 7,282.00					
5100	220	Parental Involvement - Federal Insurance Contributions Act (FICA)		\$ 7,036.00					
5100	240	Parental Involvement - Workers' Compensation		\$ 514.00					
5100	510	Supplies: Professional Development		\$ 4,800.00					
5100	150	Parent Involvement Paraprofessional	1	\$ 21,990.00					
5100	230	Insurance: Parent Involvement Para - Health and Life Insurance		\$ 14,774.00					



**School Name: Kathleen Senior**      **Project Performance Accountability Form**

<b>Scope of Work Tasks/Activities</b>	<b>Deliverables (product or service)</b>	<b>Evidence (verification)</b>	<b>Due Date (completion)</b>
<b>District Leadership Team</b> <ul style="list-style-type: none"> <li>A district leadership team has been established that meets all of the conditions of Assurance #1</li> </ul>	<ul style="list-style-type: none"> <li>Schedule of meetings - bimonthly</li> <li>Roster of members -- membership as defined in grant application.</li> <li>Bi-monthly meetings of District Leadership Team with schools to provide support and address needs directly</li> </ul>	<ul style="list-style-type: none"> <li>Sign in Sheets and Agendas</li> <li>Procedures guiding the DBLT support of the school</li> </ul>	Mid-year and End of Year compilation of meetings
<b>District Support and Policies</b> <ul style="list-style-type: none"> <li>The District-Based Leadership Team will provide a direct support system to the school based leadership.</li> </ul>			Mid-year and End of Year Report of direct support systems to the school(s)
<b>District Governance Structure</b> <ul style="list-style-type: none"> <li>Polk County School Board has a District Turnaround Lead and Assistant Regional Superintendent in place to facilitate and promote the school improvement transformation providing a district governance structure that complies with Assurance #3</li> </ul>	<ul style="list-style-type: none"> <li>Organizational chart and reporting structure shows principals reporting to Regional Assistant Superintendents.</li> <li>Evaluation documents are completed by Regional Superintendent.</li> </ul>	<ul style="list-style-type: none"> <li>Project Award is presented to School Board</li> <li>Goal setting and evaluation occurs through Regional Assistant Superintendent and Turnaround Lead</li> </ul>	<ul style="list-style-type: none"> <li>January School Board meeting</li> <li>Mid-year and End of Year Performance Evaluation</li> </ul>
<b>Operational Flexibility</b> <ul style="list-style-type: none"> <li>A recruitment/retention sign on bonus.</li> <li>Additional professional development days.</li> </ul>	<ul style="list-style-type: none"> <li>School receives priority for staffing any instructional vacancies.</li> <li>Instructional staff receive recruitment/retention bonus as described in negotiated MOU.</li> <li>Staff receive either subs or stipends for attending professional development opportunities.</li> <li>Qualification of classroom teachers is such that all Unsatisfactory teachers in core subjects are no longer at the school.</li> </ul>	<ul style="list-style-type: none"> <li>Staff roster in SAP shows TOP schools have fewer vacancies, on average, than non-TOP schools</li> <li>Payroll record of bonus payments.</li> <li>Payroll record of sub or stipends for PD attended</li> <li>HR staffing report confirm VAM classification of core subject area teachers.</li> </ul>	Ongoing for all
<b>Instructional Staff</b> <ul style="list-style-type: none"> <li>All unsatisfactory teachers in core subjects have been moved out of the TOP schools.</li> </ul>			<ul style="list-style-type: none"> <li>Survey 2 FTE report confirm</li> </ul>



**School Name: Kathleen Senior**      **Project Performance Accountability Form**

<ul style="list-style-type: none"> <li>All In Need of Improvement teachers will receive professional development.</li> </ul>	<ul style="list-style-type: none"> <li>Professional development is provided to all teachers who are In Need of Improvement</li> </ul>	<ul style="list-style-type: none"> <li>PD agenda and sign in sheets confirm attendance of all required teachers</li> </ul>	<p>staff at school have prior VAM that is not Unsatisfactory</p>
<b>Area of Focus 1. Assessments</b> <ul style="list-style-type: none"> <li>Implementation of STAR and iStation online assessments</li> </ul>	<ul style="list-style-type: none"> <li>These products are not funded through TOP3 but are essential in TOP3 initiatives progress monitoring and program evaluation</li> </ul>	<ul style="list-style-type: none"> <li>Performance Matters database shows student data for these programs for students enrolled at TOP schools</li> </ul>	<ul style="list-style-type: none"> <li>October 2017-July 2018</li> </ul>
<b>Area of Focus 2. Instructional Programs</b> <ul style="list-style-type: none"> <li>Contract with LSI for rigorous, standards based instruction PD</li> <li>Build background knowledge through field trips and mentoring</li> </ul>	<ul style="list-style-type: none"> <li>PD session occurs addressing rigorous, standards-based instruction</li> <li>Field trips are scheduled and budgeted for</li> </ul>	<ul style="list-style-type: none"> <li>School Board approved contract with LSI</li> <li>Field trip requests and requisitions</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing through out the SY (October-July)</li> </ul>
<b>Area of Focus 3. Differentiated Instruction</b> <ul style="list-style-type: none"> <li>Contract with LSI for rigorous, standards based instruction PD</li> <li>Hire Student Success Coach to provide individualized support to students identified through Early Warning System.</li> <li>Provide opportunities for parents and community to partner with the school in supporting the educational path the student/child is on.</li> <li>Implementation of DRUMBEAT program</li> </ul>	<ul style="list-style-type: none"> <li>Professional development is provided by LSI to TOP schools</li> <li>Student Success Coach is in place at the school and supports the students</li> <li>Parent workshops to support parents</li> <li>DRUMBEAT drums are purchased, training provided and master schedule adjusted to provide class</li> </ul>	<ul style="list-style-type: none"> <li>School Board approved contract</li> <li>Staffing roster confirms Student Success Coach position allocated</li> <li>Parent sign in sheets and workshop agendas</li> <li>Requisition of purchase, master schedule, and student roster</li> </ul>	<ul style="list-style-type: none"> <li>January 2018</li> <li>January 2018</li> <li>January 2018 -July 2018</li> <li>January 2018</li> </ul>



**School Name: Kathleen Senior**      **Project Performance Accountability Form**

<b>Area of Focus 4. School Leadership</b> <ul style="list-style-type: none"> <li>Contract with LSI for Leadership PD on Marzano Standards-based Rigorous Instruction</li> </ul>	<ul style="list-style-type: none"> <li>Professional development is provided by LSI to school leadership</li> </ul>	<ul style="list-style-type: none"> <li>School Board approved contract</li> </ul>	<ul style="list-style-type: none"> <li>January 2018</li> </ul>
<b>Area of Focus 5. Increased Learning Time</b> <ul style="list-style-type: none"> <li>Low 300 schools will implement this initiative as required based on State Statute. TOP3 funds will not be used to implement.</li> </ul>	<ul style="list-style-type: none"> <li>Extended learning hours for students</li> </ul>	<ul style="list-style-type: none"> <li>School day schedule</li> </ul>	<ul style="list-style-type: none"> <li>October 2017</li> </ul>
<b>Area of Focus 6: Recruitment, Retention and Reward of Instructional Personnel</b> <ul style="list-style-type: none"> <li>Masters Cohort with USF tuition reimbursement</li> <li>Recruitment/retention bonus</li> </ul>	<ul style="list-style-type: none"> <li>Cohort of teacher leaders seeking MS is formed</li> <li>Teachers informed and guided on recruitment/retention bonus parameters and school staffing is improved</li> </ul>	<ul style="list-style-type: none"> <li>Teacher registration and attendance at MS cohort classes</li> <li>Staff list of those eligible for recruitment/retention bonus</li> </ul>	<ul style="list-style-type: none"> <li>June 2018</li> <li>Spring 2018</li> </ul>

*Note: Add additional lines if necessary*