

PROJECT/AMENDMENT APPROVAL TRACKING SIGNATURES/DATES

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

Fiscal Agent: School Board of Polk County

McLaughlin Middle School and Fine Arts

Program/Project Name: Schools of Hope TOP-3

Project Number: 530-90045-8S203

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

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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.

FLORIDA DEPARTMENT OF EDUCATION

PROJECT APPLICATION

Please return to: Florida Department of Education Office of Grants Management Room 332 Turlington Building 325 West Gaines Street Tallahassee, Florida 32399-0400 Telephone: (850) 245-0496	A) Program Name: <p style="text-align: center;">Schools of Hope – Whole School Transformation Model (Traditional Public Schools) (TOP-3) McLaughlin Middle School and Fine Arts Academy (1341)</p> <p style="text-align: center;">TAPS NUMBER: 18A127</p>	DOE USE ONLY Date Received <div style="text-align: right; color: blue; font-size: small;"> 2017 DEC - 1 AM 10:23 CONFIDENTIAL </div>						
B) Name and Address of Eligible Applicant: The School Board of Polk County, Florida 1915 S. Floral Avenue Bartow, FL, 33830		Project Number (DOE Assigned) <div style="color: blue; font-size: large;">530-90045-85203</div>						
C) Total Funds Requested: \$ 1,678,000 ✓ <hr style="width: 50%; margin-left: 0;"/> <p style="text-align: center;">DOE USE ONLY</p> Total Approved Project: \$	D) Applicant Contact & Business Information <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;"> Contact Name: Maria Longa Fiscal Contact Name: James Fout </td> <td style="width: 40%;"> Telephone Numbers: 863-534-0647 863-534-0650 </td> </tr> <tr> <td> Mailing Address: The School Board of Polk County, Florida 1915 S. Floral Ave, Bartow, FL, 33830 </td> <td> E-mail Addresses: Maria.longa@polk-fl.net James.fout@polk-fl.net </td> </tr> <tr> <td> Physical/Facility Address: The School Board of Polk County, Florida 1915 S. Floral Ave, Bartow, FL, 33830 </td> <td> DUNS number: 078312907 FEIN number: 596000807 </td> </tr> </table>		Contact Name: Maria Longa Fiscal Contact Name: James Fout	Telephone Numbers: 863-534-0647 863-534-0650	Mailing Address: The School Board of Polk County, Florida 1915 S. Floral Ave, Bartow, FL, 33830	E-mail Addresses: Maria.longa@polk-fl.net James.fout@polk-fl.net	Physical/Facility Address: The School Board of Polk County, Florida 1915 S. Floral Ave, Bartow, FL, 33830	DUNS number: 078312907 FEIN number: 596000807
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CERTIFICATION

I, Jacqueline M. Byrd, (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.

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.

E)
 Signature of Agency Head

Superintendent _____
 Title

11/29/17

 Date



Competitive Application for Whole-School
Transformation Model (Traditional Public Schools) –
TOP 3
Polk County Public Schools
McLaughlin Middle

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.

McLaughlin Middle 1341

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 Polk school 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: Effective Leadership, Collaborative Teaching, Ambitious Instruction and Learning, Supportive Environment, Family and Community Engagement.

Our District provides support to all schools graded as an “F” or “D” and all are required to complete a School Improvement Plan using the Florida CIMS online template and the 8-step problem solving process. The School Improvement Plan is used as an ongoing current guide for all stakeholders to review data, set goals, create action plans and monitor the progress of the goals. The School Improvement Plan is reviewed by the School Advisory Committee and is available for review by the public. Schools receive additional support from the Senior Director of School Improvement, the Regional Superintendent, District based curriculum coaches, and other district personnel as requested.

Drawing from the needs assessment provided in the SIP and TOP2 the following points of strength and opportunities for growth for the school and the district were identified in each of the five domains.

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.

Parent Survey Results: 28 parents completed survey/839 enrollment

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

Opportunity for Improvement: I believe rules are applied consistently to all students.

Teacher Survey Results: 72 staff members completed survey/59 teachers

Area of Strength: I believe school staff embrace cultural diversity at this school.

Opportunity for Improvement: I believe rules are applied consistently to all students.

Student Survey Results: 362 students completed survey/839 enrollment

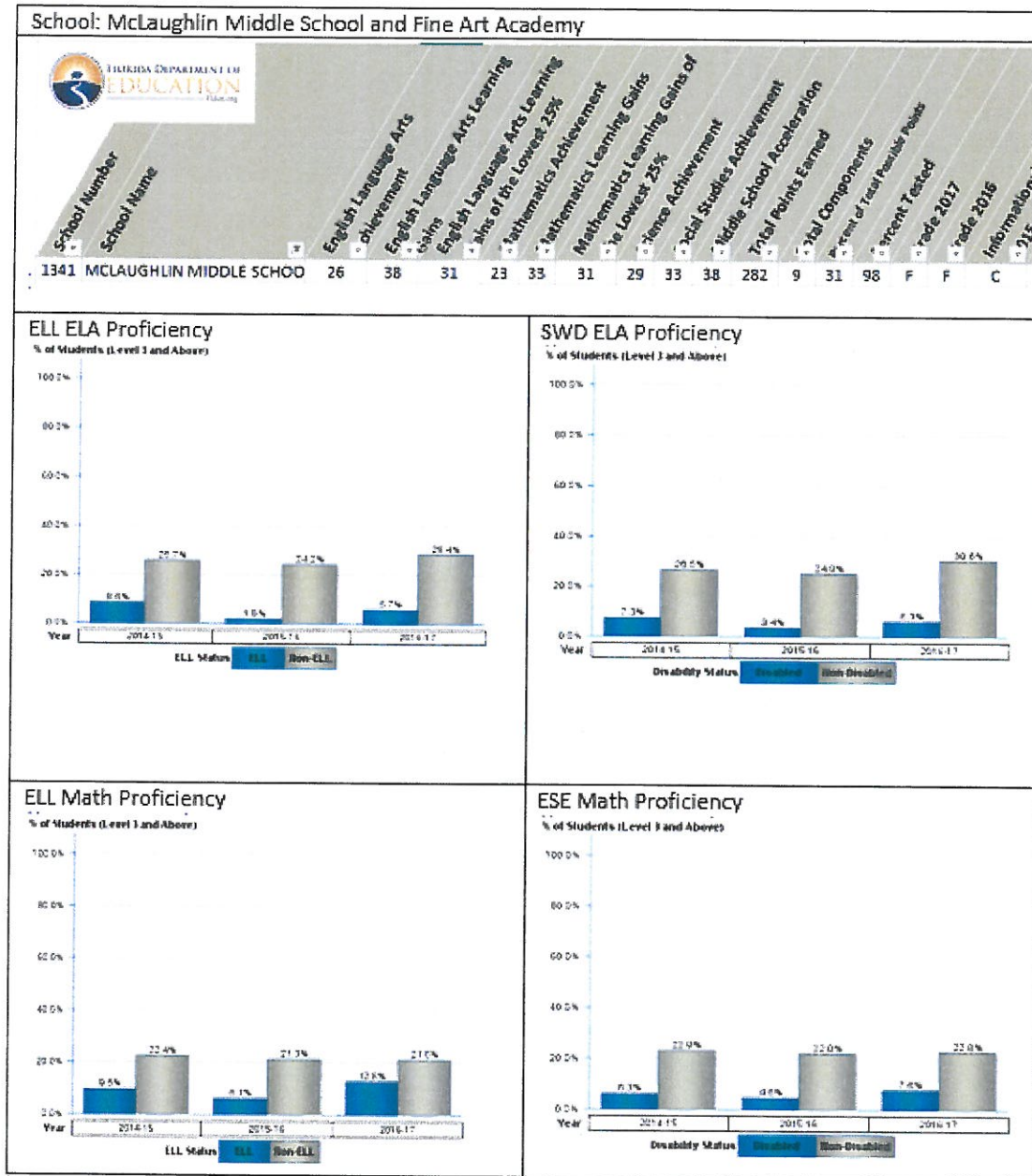
Area of Strength: I believe this school offers a wide selection of courses and after-school programs.

Opportunity for Improvement: 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 a school grade of “F” for second year in a row. Student performance in ELA showed 26% proficiency and only 31% of lowest 25% showing learning gains. Student performance in Math showed 23% of students are proficient and only 31% learning gains of lowest 25% of students. Additionally,

Turnaround Option Plan –3 - McLaughlin

only 29% of students scored proficient in Science based on the 2017 FSA results. 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 this is an opportunity for growth and 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.



3. Supportive Environment: Student Discipline data shows 1,535 discipline referrals for the school in the 2016-2017 school year. The district average for high schools was 1,991 indicating that this school does not have a problem in the area of student discipline though improvement can always be made to reduce the number.

4. Collaborative Teaching: Observations of classroom instruction showed most lessons lack higher order thinking activities/discussions.

5. Effective Leadership: A new principal has been assigned to McLaughlin Middle for the 2017-2018 school year. She has a strong record of school success at her prior schools at which she has been a principal. For instance during the two years as Principal of Kathleen High School, Mrs. Drisdorn would impact the number of students graduating with a high school diploma, by an increase of 1.2%. More students were accepted into colleges and universities with scholarships exceeding 1.5 million dollars, the most the school has ever received.

McLaughlin Middle School has several areas of strength to build on as evidenced above – prior commitment to family and community engagement and new leadership. 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, and Professional Capacity/Collaborative Teaching. These are best aligned with the target areas and will facilitate maximizing and sustaining overall school improvement at McLaughlin.

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, 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 school has already formed and begun the Community Assessment Team. 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.

At the initial meeting, turnaround options were presented for review and feedback. Subsequent quarterly meetings will involve review of student performance data (state and district-level assessments), attendance and discipline data, and data collected from ongoing instructional monitoring via school visits and classroom walkthroughs. Upon review and discussion of the data, the committee will engage in the

Turnaround Option Plan –3 - McLaughlin

8-step problem solving process to continue the process of identifying root causes of existing barriers and will assist the district team in developing appropriate strategies and action steps to address each barrier.

The district will provide the school additional support in hiring a 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 district of Polk County Public Schools already has a number of initiatives to promote family and community engagement such as Parent Involvement Resource Centers and a BooksBridge Bus initiative (a traveling media center).

The school will 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 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.

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

Turnaround Option Plan –3 - McLaughlin

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.

The school already addresses the social-emotional needs of students through the following strategies:

1. School Counselors are available throughout the school day. Each grade level is assigned to a specific counselor, and the counselor loops with their grade level, which allows the counselor to have a more individualized knowledge of each child.
2. Student-Parent Outreach Social Worker is available throughout the school day.
3. Mentoring program is set up to mentor students. Staff volunteers will mentor several students at McLaughlin.
4. Other ESE and support services are provided throughout the school year from various district resources.
5. A school based Resource Officer provides SAVE classes along with positive interaction and support to all students throughout the school year.
6. Two fully released Intervention teachers to support Tier 2 and Tier 3 students identified as part of Multi Tiered System of Support (MTSS).

An early warning system is used to identify priorities and tier intervention strategies to improve the academic and socio-emotional outcomes for students. 1. Counselors meet with students on a regular basis to keep them informed of their progress. 2. Parent conferences throughout the year to keep them informed of student progress. 3. Social Worker meets with each student on a weekly or bi-weekly basis along with making regular contact with family. 4. Regular Attendance meeting with parent, student, and school attendance committee. 5. Mentor by staff for At-Risk students to monitor and check progress. 6. Intervention teachers provide small group or individual academic support.

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.

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 Discovering Relationships Using Music – Beliefs, Emotions, Attitudes and Thoughts. 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.

Action Plan

Administrators, Guidance Counselors and Success Coach will develop:

- a list of ten of the most common community needs of students
- a list of students requiring those needs
- assignments for each of the listed adults as contact persons for each of the identified needs
- a consortium of agencies that support each of the identified needs
- a match of students and families of identified needs to appropriate agencies
- a skeletal agenda and schedule a calendar of meetings (for the school year) for updates and progress of each student (and family)

Monitoring Plan

Administrators, Guidance Counselors and Success Coach will:

- Conduct the initial meeting of families with the consortium to ensure appropriate matches and initial contacts have been made
- Goals, by families and agencies, are set per expectations, needs and available resources
- Timelines for progress to be outlined by each family and agency
- Monthly meetings are held and goals and timelines are discussed, adjusted/modified

Evaluation Plan

Administrators, Guidance Counselors and Success Coach will:

- Double check each student/family for completion of goal
- Document the distance attained of goals and timelines
- Document the starting point for the upcoming year, if incomplete
- Conduct a listing of what worked and did not work to improve plan for the ensuing year

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

One of the crucial findings of the Chicago Reform movement chronicled by the University of Chicago research team of Anthony Bryk et al in 2010 was that “the quality of social relationships that exist in communities and the impact that this has every day in the neighborhoods as well as on their capacity to solve local problems” emerged as a strand of their research. They went on to argue that “not only are schools highly stressed organizations, but they exist in weak communities and confront an extra-ordinary density of human needs that walk through the front door every day.” They argued that the poorest of the poor in Chicago schools, required school staff to re-engage their communities in new ways. To be frank about failures of the past, but the importance of re-establishing connections to community agencies, church leaders, and border crossings resources in each community to stake out a future that they can see themselves being a part.

Turnaround Option Plan –3 - McLaughlin

McLaughlin middle school learns about students' cultures and builds relationships between teachers and students using the following activities:

1. Parent Workshops--iMoms and All Pro Dad meetings before and after school that includes parents, student, teachers, support staff, and administrators.
2. Academic Workshops--Content area meetings before and after school for parents that allow interaction between teachers, parents, and students.
3. Open House, Fine Arts Celebrations, and Performances --Celebration of our students that is open to parents, community, and business partners.

The administration, faculty and staff are working diligently to change the perception of the community as it relates to McLaughlin Middle School and Fine Arts Academy. As a school within Turnaround status and the only public non-charter middle school within the city, it is a constant conversation of concerns of the school closing. However, the administration, faculty and staff have been able to remain positive and create partnerships with various businesses within the community as well as create special nights to include the parents and community in the school's growth.

The local branch of Polk State College has established a partnership that offers tutoring and mentoring to twenty-five of our struggling students. The tutors from the college are interviewed and taken through professional developments of knowing how to work with students of poverty. These students will maintain their connection throughout the summer with a summer enrichment offered to them by Polk State College. The parents of the students must also attend parent informational nights as a part of the program.

Webber and Warner State College have also joined in with McLaughlin Middle School and Fine Arts Academy by visiting the school every Wednesday as a part of the (FCA) Fellowship of Christian Athletes/Youth Alive mentoring program. The school's athletic teams report during the student's lunch times and talk with the students within a group, then work with them on a one-on-one basis to assist with their individual situations. They have also provided free entries to games as incentives to do well academically and behaviorally.

As a part of the arts program, the Guitar club has partnered with World Renowned guitarist and Professor at Polk State College, Benjamin Pila. Mr. Pila committed himself to speaking with the students and community at a concert invite held at McLaughlin. This partnership has brought great notoriety to the program as the students will participate in playing at the Tampa Convention Center in January.

To build capacity and awareness, the school held a "Scary Read and Spooky Science" night during the month of October. This night was funded by the local Walmart, local small business owners of the city. This was great for all stakeholders. Teachers, parents and students alike were able to participate. The night increased the reading of books, increased an awareness of Science through the participation in science labs, as well as created an awareness of the great offerings the school has in the areas of the arts. Parents attended information given at each of the stations concerning school expectations of attendance, behaviors, up and coming events as well as information of where they may receive personal assistance, if needed.

As the community has learned of the open-door policy of the Principal, many have visited and offered their services through donations. The Local Women's Golf Organization has partnered with the school to provide hygiene kits for the students as needed. As well as a local attorney provide school supplies monthly to assist with the needs of the students.

Though the school has been able to forge great relationships with the city, transportation continues to be an issue for many of our students who live in single-parent homes that at best has one operating vehicle. The administration has been able to establish a relationship with the charter school community which has afforded students opportunities to participate in activities that may not have been an option.

As the school makes the shift to continue to build capacity of the school to parent and parent to school relationship. Throughout the year, the school will showcase one of the areas of the arts during the parent portfolio nights, offering dinner and individual academic conferences. As the teachers and administrators have conducted one-on-one data chats with the students, we will work to develop a school climate where everyone shares the responsibility for student achievement. Through these meetings, families will learn how to be more actively engaged in student learning by increasing their capacity to support their children at home. They will be aware and understand expectations of grade level skills, understand student progress monitoring data, and take-home contact information.

To decrease discipline and increase positive behavior and character, the school has established a Behavioral group that consist of a Behavioral analyst, students, parents and staff. This group will meet monthly to review and discuss disciplinary data and device a plan to lower the numbers of disciplinary actions. The groups were formed at the end of October, after seeing the increase in the referrals received by students in the seventh grade. In reviewing the data from 1617, this cohort of students led the school in disciplinary referrals. To ensure continuous parent feedback and stakeholder awareness, the school will utilize School Messenger, the school's marquee, local newspapers and the school's website.

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

1. Schools 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. 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.

Action Plan

- Schedule and conduct quarterly parent conference nights to discuss:
 - academic expectations

Turnaround Option Plan –3 - McLaughlin

- connection of current academic expectations to high school courses, college and career readiness
- Early Warning Signs (absenteeism, tardiness, discipline, etc.) and how they can negatively impact student success
- At each conference night, provide dinner to the families
- At each conference night, have a program involving students
- Hold content area nights, with parents participating in an appropriate parent activity in a non-threatening environment
- As parents attend meetings, have parents earn tickets for chances to drawings for donated incentives
- Teachers and administrators make positive phone calls to parents regarding their children
- Using the district's Messenger System, calls of notices and reminders of upcoming events will be routinely made to homes

Monitoring Plan

- Keep a list of attendees of each parent activity.
- Compare the number of attendees of each parent activity to determine increases, and by how much.
- Adjust as the number of attendees appear to decrease or show no increase.

Evaluation Plan

- Determine checkpoints, preferably four, to compare data regarding the number of attendees at each parent activity
- At pre-determined checkpoints, compare averages for the time periods in question
- Chart the attendance rates to visualize low and high attendance activities
- For low and high attendance activities, critically look at each of the components of said activity to determine what could have made a significant difference

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.

The Administrative and Academic Leadership Team plans to meet every Monday after school. Teachers will meet during a common planning period by subject for collaborative planning sessions weekly which are facilitated by an administrator or teacher leader during a scheduled professional learning community. Teachers examine student data related to academic, attendance, and behavior performance in order to monitor progress of students as well as monitor the effectiveness of instruction and supports. A weekly schedule is provided to teachers to ensure they have an opportunity to meet and can focus their instructional practices on their various curriculums. Common assessments and lesson plans are developed during this time which also facilitates adequate pacing for students. Teachers engage in data chats with students throughout the year in order to make students aware of their progress and develop short term and long term goals. Students also meet with administration a minimum of twice per school year for academic class meetings during which each student receives his/her Student Scholastic Record to review their progress towards graduation. Available resources are inventoried each year and distributed according to student need. The district provided inventory system is utilized to maintain current equipment and textbooks, as well as to locate with the district additional items needed to request transfers from other schools. Additional resources are purchased through budget or Title I funding as approved to provide academic resources, college & career resources, as well as remediation/tutoring/enrichment resources. Progress monitoring data is utilized to align resources according to greatest need. Based on student outcomes, readjustments are made to instruction to ensure student achievement takes place.

The school creates an environment where students feel safe and respected before, during and after school with the following activities: 1. Before school--Students are housed by grade level where they are supervised by school personnel. 2. Positive Behavior Systems--School-wide expectations clearly defined and posted throughout the building along with the information within their Student Handbook/Agenda. 3. School-wide PBS celebrations throughout the school year to celebrate those students who meet the School-wide expectations. 4. Academic tutoring before and after school to enhance and support student learning. 5. High Academic expectations within all areas 6. CHAMPS implementation school-wide 7. Character and Leadership Skill building to begin the year and updates throughout the year.

McLaughlin Middle School's four character expectations are:

1. Be Responsible
2. Be Respectful
3. Be Prepared
4. Be Safe

McLaughlin's School Wide Classroom Rule: RISE R--Responsible Student I--Inspire Self and others S--Show Respect E--Engaged at all Times. The expectations are taught, modeled, and practiced.

Reinforcement strategies will provide rewards at different intervals for meeting the targeted behavior(s). Parent, community, and business partners are key to the success of PBS at McLaughlin.

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.

Turnaround Option Plan –3 - McLaughlin

Our partner organization, Learning Sciences International (LSI) will work with McLaughlin Middle School and the district to provide supports to McLaughlin's leaders and faculty. 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. Consequently, students lack exposure to content that allows them to build knowledge and skill at the higher levels of rigor assessed on the FSA.

To address this root cause, we propose to use LSI's "Curriculum Lab" approach at McLaughlin. 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 school teacher leaders and principal. This training will begin with the entire team participating in a baseline Curriculum Walk led by LSI curriculum faculty to observe the alignment of teaching and learning at the school with the rigor of the standards. 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 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, the school 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 school 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 Plan

- Recognize students who earn “B” Honor Roll
- Recognize students who earn “A/B” Honor Roll
- Recognize students who earn “A” Honor Roll
- Recognize students who improve 1, 2, 3, or 4 letter grades per grading period per content area
- Recognize students who improve on FSA
- Implement CHAMPS, being sure to communicate components schoolwide
- Communicate and recognize efforts to improve the Early Warning Signs
- Recognize students with no discipline referrals per quarter
- Recognize students with at least a 50% decrease of discipline referrals per quarter

(Recognitions may be names scrolled on ITV, names posted on a designated bulletin board, participation in a pre-determined activity, etc.)

Monitoring Plan

Quarterly, check:

- Increases in the number of students who improve in academics
 - (Honor rolls, improve grades)
- Decreases in misbehaviors
- Designated adults meet with students meeting established criteria in academics and behavior to update them on their status

Evaluation Plan

- Increase in the number of students in the “B,” “A/B,” and “A” Honor Rolls each quarter
- Increase in the number of students who improve at least one letter grade in each content area per quarter
- Increase in the number of students who have no discipline referrals per quarter
- Decrease in the number of discipline referrals per quarter

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.

Two 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, and 2. Learning Science International’s training of rigorous teaching and learning.

1. 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.
2. 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), McLaughlin’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.

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

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, McLaughlin's PLC Teams will be better equipped to drive student achievement and deepen teacher practice.

McLaughlin already promotes positive, collaborative working relationships through its master planning efforts, as teacher planning periods through the master schedule were strategically implemented to allow for common planning by subject area. This allows each department to have common PLC and planning periods by course during the day to promote collaboration among teachers. In addition to this, teachers have collaborative planning and/or Professional Learning Community meetings every Tuesday and Thursday. During these times teachers share data, discuss strategies, create common assessments, and plan for academic reviews and the following week's lessons. Classrooms of teachers within the same department are in close proximity which enhances communication and allows teachers to support one

another throughout the day. During collaborative planning sessions, teachers work together to build units that help students actively engage in learning and make connections in all content areas using the LSI Instructional Framework with a focus on: i. Standards-based Instruction ii. Student Engagement iii. Student-centered Learning Teachers also serve on various committees where they collaborate to solve school-wide issues, curriculum issues, student needs, community connections, and professional learning needs.

The school will have three fully released on site academic coaches – Reading, Math and Science- to support teachers. 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.

The school will also have mentor teacher provided through partnership with i3 grant and in collaboration with Title II and Title I. 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.

Action Plan

- Identify teachers who are interested in obtaining a Master's Degree from USF
- Match the identified teachers with contact persons from USF to initiate the process of graduate school
- Schedule staff for LSI training
- Schedule six-week Intensive Implementation Cycle (LSI)

*Divide faculty into two large groups, with each group having all content areas. Training for second group will start immediately at the conclusion of the first.

Monitoring Plan

- Check with identified teachers and USF as to the status of the teachers in the graduate level coursework

- Provide support, at the school level, as needed by the graduate students
- Administration participates in training of LSI. Use knowledge to check inclusion of strategies in instruction, as appropriate.
- Set a sequence of steps for Growth Tracker (LSI) to be consistent in checking the two groups as the teachers move towards mastery teaching
- Document findings.

Evaluation Plan

- Teachers enrolled in USF's Master's Program should have completed at least one-half of their coursework, successfully
- Teachers should have a greater working knowledge of rigor and higher order thinking
- More rigor should be evident in each teacher's plans, instructional delivery and teacher made assessments
- Higher order questioning should be more evident in every classroom

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.

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 McLaughlin Middle School, 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 McLaughlin as a Demonstration School for Rigor. LSI's Demonstration School for Rigor model will provide intensive training and coaching, rapidly building the expertise of McLaughlin'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 McLaughlin. 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 McLaughlin Middle School.

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

Turnaround Option Plan –3 - McLaughlin

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 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 McLaughlin Middle 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. 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.

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

Turnaround Option Plan –3 - McLaughlin

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 (McLaughlin Middle School and Fine Arts Academy)

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 (STIPENDS)	5.69	\$ 534,900.00	100%			
5100	210	Basic (FEPP K-12)--Retirement		\$ 46,185.72	100%			
5100	220	Basic (FEPP K-12)--Federal Insurance Contributions Act (FICA)		\$ 44,611.20	100%			
5100	240	Basic (FEPP K-12)--Workers' Compensation		\$ 3,264.65	100%			
5100	730	Tuition Reimbursement		\$ 221,250.00	100%			
6150	510	Parent Resources: Materials and Supplies		\$ 2,250.00	100%			
6400	310	Instructional Staff Training Services--Professional and Technical Services		\$ 669,174.80	100%			
5100	330	Basic (FEPP K-12)--Travel Admission Fees		\$ 8,000.00	100%			
7800	790	Transportation Buses for Field Trips		\$ 5,500.00	100%			
5100	130	Basic (FEPP K-12)--Other Certified	1	\$ 52,573.00	100%			
5100	230	Basic (FEPP K-12)--Group Insurance		\$ 7,387.20	100%			
5100	642	Non-Capitalized Equipment		\$ 2,500.00	100%			
5100	510	Instructional Supplies - (Folders, Tablets, pens, colored pencils, scissors, crayons, glue, markers, binders, paper clips, post it notes)		\$ 8,000.00	100%			
6150	370	Parental Involvement--Communications		\$ 3,400.00	100%			
6400	330	Instructional Staff Training Services--Travel		\$ 4,000.00	100%			
5100	643	Capitalized Computer		\$ 1,800.00	100%			
6400	120	Instructional Staff Training Services--Classroom Teacher		\$ 36,092.07	100%			
6150	120	Parental Involvement--Classroom Teacher		\$ 19,335.00	100%			
6400	220	Instructional Staff Training Services--Federal Insurance Contributions Act (FICA)		\$ 2,761.05	100%			
6400	240	Instructional Staff Training Services--Workers' Compensation		\$ 202.11	100%			
6150	210	Parental Involvement--Retirement		\$ 1,531.33	100%			
6150	220	Parental Involvement--Federal Insurance Contributions Act (FICA)		\$ 1,479.13	100%			
6150	240	Parental Involvement--Workers' Compensation		\$ 108.27	100%			
6400	510	Supplies - Professional Development (Books, paper, Folders, Tablets, pens, markers, binders, paper clips, post it notes, flip charts)		\$ 1,694.47	100%			
D) TOTAL				\$ 1,678,000.00				

DOE 101S- Print version - Page 1 of 2



July 2015

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)

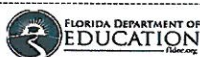
I certify that the cost for each line item budget category has been evaluated and determined to be allowable as required by Section 216.3475, Florida Statutes. Documentation is on file evidencing the methodology used and the conclusions reached.

Printed Name: _____

Signature: _____

Title: _____

Date: _____



School Name: McLaughlin Middle

Project Performance Accountability Form

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

School Name: McLaughlin Middle Project Performance Accountability Form

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

School Name: McLaughlin Middle **Project Performance Accountability Form**

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

Note: Add additional lines if necessary