



FLORIDA DEPARTMENT OF
EDUCATION
fldoe.org



TOP-2



Turnaround Option Plan—Step 2(TOP-2) Charter (CH)

**Escambia
Warrington Middle School**

**Turnaround Option Plan—Step 2 (TOP-2)
Charter**

Due: October 1 for Cycle 1 or January 31 for Cycle 2-4

Purpose

The purpose of this document is to guide districts to develop a plan for implementation of the turnaround option Charter (CH).

Directions

Districts shall complete this Step 2 form for each school for which the district is selecting CH. This completed form must be signed by the superintendent or authorized representative and emailed to BSI@fldoe.org no later than October 1 if this is Cycle 1 or January 31 if this is Cycle 2-4. The subject line of the email must include district name, school name and TOP-2(CH).

School

In the box below, identify the name and MSID number of the school that will be supported through CH.

School Name/ MSID Number
Warrington Middle School/0561

CH Assurances

The district must agree to ALL of the following assurances by checking the boxes below.

Assurance 1: Close and Reopen School

- The district shall close the school and reopen it as a charter or multiple charters.

Description of how the district will address Assurance 1: Close and Reopen School

Warrington Middle school will convert to a charter school if the school does not earn a school grade of C or higher for the 2021-2022 school year. Since school grades will not be released until the summer of 2022, the following timeline will be followed to allow for adequate preparation and planning time for a successful transition that supports student achievement:

2022-2023 School Year: Pending subsequent discussion and agreement, Charter Schools USA will be asked to plan and prepare to open as a charter school for the 2023-2024 school year.

During this transition year, Warrington Middle School will remain open as a public school and would pursue the possibility of ongoing consultation with Charter Schools USA regarding systems and daily operations. The district will ensure that all school improvement regulations for cycle two schools will be followed including requirements around teacher evaluations and VAM scores. The Escambia County Continuous Improvement Office will work directly and collaboratively with the Florida Bureau of School

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Improvement (BSI) to ensure that a system of increased student achievement is established and maintained at Warrington Middle School during the transition year. The BSI team and the Continuous Improvement office will also be available to inform and assist Charter Schools USA during this year of planning and preparation.

In addition, a redesign of the Continuous Improvement Office is in progress in order to develop and implement systems to better and more strategically support building the instructional leadership capacity of building and district leaders, improving instructional practices, and expanding instructional coaching. The concept of redesigning the Continuous Improvement Office to improve instructional practices and to expand instructional coaching originated this January during a joint project between the Continuous Improvement Office and the BSI field team to increase instructional leadership with the administrative team at Warrington Middle School. During the 2022-2023 school year, the Warrington administrative team will continue this work with the Continuous Improvement Office and the BSI field team. Additionally during the 2022-2023 school year, all school based Warrington Middle School coaches will work with the Continuous Improvement office to improve instructional practices and instructional coaching. The design and implementation of this work is currently, and will continue to be, in partnership with the BSI field team and includes, but is not limited to, utilizing and building systems and structures used in UnCommon Schools that are outlined in several publications by Paul Bambrick-Santoyo.

2023-2024 School Year: Pending both need and agreement, Warrington Middle School would operate as a charter school through Charter Schools USA.

We request that the current school zone for Warrington Middle School remain in place for the charter school with a school choice option for Warrington families. The neighboring middle schools are not viable options for Warrington students due to their current, past, and predicted school grades. If the currently zoned Warrington Middle School students are not zoned for the charter school, Warrington students not accepted into the charter school will be transported across town an additional 30+ minutes both ways to attend a higher achieving middle school. There are also concerns about the possible change of student enrollment totals at some schools. It is in the best interest of the students at Warrington Middle School to continue to attend school at the campus located within their residential neighborhood.

Assurance 2: Contracting with Charter Organization

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

Description of how the district will address Assurance 2: Contracting with Charter Organization

If a school grade of C or higher is not earned at Warrington Middle School for the 2021-2022 school year, the Escambia County School District will reconvene with Charter Schools USA. The goal will be to enter into a board approved contract agreement with Charter Schools USA within 60 days of receiving the school grade. The school district and Charter Schools USA have met virtually or by phone on multiple occasions (3/30/21, 10/12/21, 12/7/21, 1/14/22, and 4/14/22) to discuss possible arrangements regarding Charter Schools USA and Warrington Middle School.

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On April 14th, Dr. Smith, Superintendent, spoke with Charter Schools USA Chief of Schools Dr. David Christiansen to discuss the 2022-2023 transition year in more detail. At that time, Charter Schools USA indicated that if the school earns a grade of D or F, the company and the school could reconvene accordingly. If school grades are released and Warrington earns an unfavorable grade, discussions regarding the possible structure and logistics of the charter arrangement would also be able to resume. Dr. Christiansen and Dr. Smith clearly communicated and agreed that an agreement will not be considered until the school grade is determined and the Escambia County School District and Charter Schools USA can make a firm commitment to each other. A necessary element for Charter Schools USA is being able to impact the feeder pattern of the school. The concept of a K-8 school is a strong option for the company. Furthermore, Charter Schools USA has clearly stated their need of a six month timeframe to prepare and establish the school prior to the beginning of the 2023-2024 school year. The Escambia County School District agrees and is encouraged with this requirement as it reflects the pragmatic approach the charter company would employ as well as their sincere integrity in wanting to provide an effective education for the students of Warrington.

Assurance 3: Selecting a Successful Organization

- The district shall select a charter organization that has a record of school improvement in turning around schools that are high-poverty and low-performing with students of similar demographics or a charter school with a record of high performance.

Description of how the district will address Assurance 3: Selecting a Successful Organization

Since its creation, Charter Schools USA has been centered around student success and increasing access to high-quality education by replicating high-performing schools and turning around failing schools. Charter Schools USA utilizes an education model for continuous improvement that includes an instructional approach developed after extensive studies of educational practice. The purpose of this model is to ensure effective delivery of a guaranteed and viable curriculum that facilitates each student's mastery of state standards.

Assurance 4: Selecting Instructional Staff

- The district shall ensure that instructional personnel rated as Unsatisfactory and Needs Improvement based on both the three-year aggregated state Value-added Model (VAM) rating, if applicable, and on the district's approved evaluation system, pursuant to section 1012.34, F.S., shall not be staffed at the school.

Description of how the district will address Assurance 4: Instructional Staff

The School District of Escambia County will assist Charter Schools USA with retrieving evaluation and VAM ratings as requested for all possible Charter School USA employees. The district will continue to assist Charter Schools USA during the entire staffing process as requested by Charter Schools USA.


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Acknowledgement

Check the box that applies to the district selection of CH.

For Cycle 1, the district acknowledges that the plan and the district school board approved CH contract is due to the Department by October 1.

For Cycle 2-4, the district acknowledges that the plan and proposed CH contract are due to the Department by January 31 and the district school board approved CH contract is due to the Department by May 1.

Name and title of person responsible for completing and submission of the TOP-2
Hollie Wilkins, Director of Continuous Improvement
Contact information: email, phone number
hwilkins@ecsdfl.us (850) 469 5327
Date submitted to the Bureau of School Improvement
April 22, 2022
Superintendent Signature (or authorized representative)


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**Addendum to Warrington Middle Turnaround Option Plan
Positive Impacts to Trajectory of Warrington Middle School**

Staffing Compliance and Solutions:

1. Turnaround principal identified and placed at Warrington Middle for the 2021-2022 school year
 - a. New assistant principals were identified and placed at Warrington Middle for 2021-2022 school year
2. All positions comply with the state board requirements
 - a. 80% with highly effective and effective VAM ratings in ELA and math
 - b. 80% have 3+ years of experience in ELA and math
3. Additional “teacher bench” positions have been added to support teacher absences, small group instruction, and to step in if a need arises within a classroom
4. First time in many years all teachers returned after winter break with no additional resignations occurring over Winter break.

Leadership Solutions:

1. Administration is leading standards-based planning before and during the school day
2. Administration is providing specific, teacher differentiated, professional development focused on improving instruction, classroom management, and conditions.
3. Administration is working closely with external operator Learning Sciences International (LSI), the school-based coaches, and district support staff to ensure teachers and staff are equipped to support Warrington students.
4. Administration has strategic weekly leadership meetings focusing on data analysis, classroom walks / observations, growth producing teacher feedback, and school climate.
5. Administration is taking an “all hands on deck” approach. They are daily filling the gap for teachers with small group instruction, class coverage, lunch duty, and even coaching sports to ensure student needs are being met.

Culture and Environment Solutions:

1. Focus on development of student-teacher and school-community relationships.
2. Membership on CAT (Community Action Team) has tripled to include school and district administration, community members, community based faith leaders, community based business owners, and parents.
3. An additional dean and behavior coaches were added.
4. Food and clothing are provided to families through our Navigator (Social Worker) program.
5. The school has utilized a district Board Certified Behavior Analysis to provide teacher professional development focused around PBIS (Positive Behavior Intervention and Supports) strategies.
6. High School deans were deployed for several weeks to provide additional support to the new behavior team.

LSI/EO Ongoing solutions:

1. LSI has a dedicated school leadership coach who supports the administration.
2. LSI provides an English language arts coach (82 days), a math coach (82 days) , a science coach (59 days), and a civics coach (50 days).
3. LSI instructional coaches facilitate standards-based planning and PLC’s alongside the school-based instructional coaches.
4. LSI collaborates weekly with BSI and the district to ensure alignment of support and resources.

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BSI/Partnership:

1. BSI Northwest Region partnership collaborates weekly with the school and district to identify strengths and weaknesses, action steps, and systems for monitoring implementation and impact.
2. Twice weekly, the team focuses on standards-based planning instruction and learning, positive culture and environment, and transformational leadership coaching that directly impacts the quality of teaching and increases student outcomes.
3. The district and BSI work closely to proactively foresee and solve obstacles that would cause an impediment to student growth.
4. The district has implemented all BSI recommendations quickly and thoroughly.

Additional Student Supports:

1. School based English language arts and math coaches provide targeted small group instruction based on data after each progress monitoring assessment.
 - a. Small groups are modified after each progress monitoring session based on the new data collected.
 - b. Small groups occur outside of the English language arts and/or math classes to provide a true additional small group to the students who have the most need.
2. After the third progress monitoring session, “phase two” was implemented based on the data results.
 - a. Subject area specialists and teachers on special assignment from the English language arts and math departments were deployed to support teachers in the classroom where learning gains were the lowest. Learning gain data was pulled for each teacher by class period to determine where the most support was needed.
 - b. Subject area specialists, teachers on special assignment, and consulting teachers were deployed to pull additional small groups in civics and 8th grade science.
3. Dr. Rachael McDaniel, a retired teacher/administrator with turnaround experience, was hired to support the Warrington students at Achieve Academy three days a week. Small groups are pulled throughout the day and adjusted based on data and student needs.

Reorganization of the Continuous Improvement Office:

1. A redesign of the Continuous Improvement Office is in progress to develop and implement systems to better and more strategically support building the instructional leadership capacity of school and district leaders, improving instructional practices, and expanding instructional coaching. The design and implementation of this work is currently, and will continue to be, in partnership with the BSI field team.
 - a. An improved systematic instructional plan will be fully implemented next year to provide a stronger level of instructional leadership and coaching support for all schools under the Continuous Improvement office.
 - b. Ongoing professional development will be implemented. The training will focus on actionable next steps along with an implementation plan that will have an immediate impact on classroom instruction and student achievement.
 - c. Monthly professional development meetings will be held with the BSI field team focused on increasing the capacity of the instructional leadership team at each Comprehensive Support and Improvement (CS&I) school.