



FLORIDA DEPARTMENT OF
EDUCATION
fldoe.org



TOP-2



Turnaround Option Plan—Step 2(TOP-2) External Operator (EO)

**Escambia County School District
Warrington Middle School**

**Turnaround Option Plan—Step 2 (TOP-2)
External Operator**

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 External Operator (EO). The district shall provide the Department with this plan for approval by the State Board of Education (SBE).

Directions

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

School

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

School Name/ MSID Number
Warrington Middle School / 0561

EO Assurances

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

Assurance 1: Selecting a Successful EO

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

Description of how the district will address Assurance 1: Selecting a Successful EO

The Escambia County School District (ECSD) believes that contracting with an external operator with a proven track record of success in transforming school performance will provide a mechanism to fully and permanently impact the current and future success of Warrington Middle School. The following is the District's transparent and intentional outline of a bold new vision for school turnaround.

The District is fully committed to Warrington Middle School, its students, and families. Proposing this innovative turnaround model is a way of supporting and honoring the surrounding school communities and positively impacting the social and economic infrastructures already in place.

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The District entered into a contract with Learning Sciences International (LSI) on April 20, 2021. LSI will be provided complete autonomy to operate all aspects related to school leadership, teacher hiring, training and evaluation, instructional materials, curriculum design, coaching and instructional methodology.

The District is partnering with LSI because of value and quality of its work through increased student achievement and improved school grades. The District is not proposing a simple collaboration or consulting relationship with LSI, rather a release of full instructional control to LSI as the sole operator at the site.

LSI has a record of school improvement in turning around schools that are high-poverty and low-performing. Their empowerment of schools and districts to transform core instruction and leadership practices results in rapid gains in student learning, especially students of similar demographics to Warrington Middle School. They are a research-based organization dedicated to the development of teacher expertise and comprehensive school leadership, working closely with leading researchers and educators to re-imagine school success and achieve sustainable school performance. Every activity, strategy, and intervention have either attained or is in the process of attaining criteria for evidence-based practices under the federal Every Student Succeeds Act (ESSA) at Levels II or III. Their metrics-driven methodologies are designed from decades of research, working with schools and districts across the United States, State Departments of Education, the Bill and Melinda Gates Foundation in Florida, and the Wallace Foundation in Des Moines, Iowa.

Results of LSI’s Schools for Rigor and Equity partnership in Florida turnaround schools:

District	School	2015	2016	2017	2018	2019	Change
Osceola	Central Avenue ES	N/A	N/A	N/A	C	C	→
Osceola	Deerwood ES	N/A	N/A	N/A	D	C	↑
Osceola	Flora Ridge ES	N/A	N/A	N/A	D	C	↑
Osceola	Thacker Avenue ES	N/A	N/A	N/A	C	C	→
Palm Beach	Belle Glade ES	F	C	N/A	D	C	↑
Palm Beach	Canal Point ES	F	C	N/A	N/A	N/A	↑
Palm Beach	Glade View ES	D	C	N/A	F	C	↑
Palm Beach	Glades Central HS	C	C	N/A	N/A	N/A	→

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Palm Beach	Gove ES	D	D	N/A	N/A	N/A	→
Palm Beach	Lake Shore MS	F	C	N/A	D	C	↑
Palm Beach	Pahokee ES	D	C	N/A	N/A	N/A	↑
Palm Beach	Pahokee MS/HS	C	C	N/A	N/A	N/A	→
Palm Beach	Pioneer Park ES	D	C	N/A	N/A	N/A	↑
Palm Beach	Rolling Green ES	N/A	N/A	N/A	D	C	↑
Palm Beach	Rosenwald ES	D	B	N/A	N/A	N/A	↑
Pasco	Gulfside ES	N/A	D	C	N/A	N/A	↑
Pinellas	Bear Creek ES	D	C	A	C	N/A	↑
Pinellas	Azalea MS	N/A	N/A	N/A	C	D	↓
Pinellas	Fairmount Park ES	N/A	N/A	N/A	F	C	↑
Pinellas	Lakewood ES	N/A	N/A	N/A	F	F	→
Polk	Kathleen Senior HS	N/A	N/A	N/S	C	C	→
Putnam	George C. Miller MS	N/A	N/A	N/A	D	C	↑
Putnam	William D. Moseley ES	N/A	N/A	F	D	C	↑
Seminole	Idyllwilde ES	N/A	D	D	N/A	N/A	→
Seminole	Midway ES	N/A	D	C	C	C	↑
Seminole	Pine Crest ES	N/A	F	D	D	C	↑
Seminole	Spring Lake ES	N/A	N/A	C	C	C	→

Demographics of students at Warrington Middle School: 78.8% minority; 100% Economically Disadvantaged

Demographics of students in the partnership schools:

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District	School	Percent of Minority Students	Percent of Economically Disadvantaged Students
Osceola	Central Avenue ES	92.6	100
Osceola	Deerwood ES	90.5	100
Osceola	Flora Ridge ES	88.7	100
Osceola	Thacker Avenue ES	87.5	100
Palm Beach	Belle Glade ES	96.2	96.4
Palm Beach	Canal Point ES	96.0	98.9
Palm Beach	Glade View ES	99.7	97.2
Palm Beach	Glades Central HS	98.2	94.6
Palm Beach	Gove ES	96.4	97.2
Palm Beach	Lake Shore MS	99.2	96.6
Palm Beach	Pahokee ES	97.6	97.2
Palm Beach	Pahokee MS/HS	98.7	95.2
Palm Beach	Pioneer Park ES	99.4	99.7
Palm Beach	Rolling Green ES	98.2	99.2
Palm Beach	Rosenwald ES	99.0	98.6
Pasco	Gulfside ES	41.9	87.7
Pinellas	Bear Creek ES	61.2	100
Pinellas	Azalea MS	68.2	100
Pinellas	Fairmount Park ES	93.3	100
Pinellas	Lakewood ES	89.4	100
Polk	Kathleen Senior HS	61.8	80.8
Putnam	George C. Miller MS	71.0	100
Putnam	William D. Moseley MS	81.9	100
Seminole	Idyllwilde ES	81.7	83.9
Seminole	Midway ES	84.2	84.8
Seminole	Pine Crest ES	72.0	92.4
Seminole	Spring Lake ES	76.0	80.2

Assurance 2: Selecting Leadership

The district and the EO shall ensure the incoming principal and school leadership team have a successful record in leading turnaround schools and the qualifications to support the population being served. The district and the EO shall complete a Principal Change Verification Form when there is a proposed principal change at the school no later than 10 days prior to the proposed principal hire date.

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Description of how the district will address Assurance 2: Selecting Leadership

The ECSD has not yet identified a principal for Warrington Middle School with a proven record of success in turnaround schools and the qualifications to support the community served. Warrington Middle School is under the authority of LSI as the new EO. LSI has full authority to recommend the school principal for Warrington Middle School. Once a principal has been identified, the principal will work in collaboration with LSI to choose the school leadership team and recommend additional leadership staff for key positions. LSI has a system that reaches out to possible principal candidates nation-wide through CareerBliss, Glassdoor, K12 JobSpot, LinkedIn, Monster, WayUp, and ZipRecruiter. The ECSD will also advertise for a turnaround principal through the Florida Association of School Administrators (FASA). When LSI and ECSD identify a principal candidate with the turnaround experience required to lead Warrington Middle School a *Principal Change Verification Form* will be submitted to the FLDOE Bureau of School Improvement

Assurance 3: Selecting Instructional Staff

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

If the district establishes a district-managed charter school, the district shall ensure all instructional personnel are not employees of the school district, but are employees of an independent governing board composed of members who did not participate in the review or approval of the charter.

Description of how the district will address Assurance 3: Selecting Instructional Staff

The ECSD Human Resources Department will work collaboratively with LSI to ensure that only teachers with effective or highly effective state VAM ratings will be staffed at Warrington Middle School. LSI has a system that reaches out to possible teacher candidates nation-wide through CareerBliss, Glassdoor, K12 JobSpot, LinkedIn, Monster, WayUp, and ZipRecruiter.

Currently there are no teachers staffed at Warrington Middle School that have less than an effective 3-year aggregate state VAM rating from the 2018-2019 school year. Teachers who are currently staffed at the school and do not have a VAM rating due to being a new teacher or transferred in from out of state but will receive a 2020-2021 VAM rating will not be staffed at Warrington Middle School for the 2021-2022 school year.

The ECSD is actively recruiting effective and highly effective teachers to transfer to Warrington Middle School with the UniSIG Supplemental Teacher Allocation. A Memorandum of Understanding (MOU) has been executed with the Collective Bargaining Unit that addresses the selection, placement, and expectations of instructional and educational support personnel. This MOU also provides for additional financial incentives beyond the Supplemental Teacher Allocation for recruiting and retaining the faculty and staff at Warrington Middle School.

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Assurance 4: Contracting with the EO

The district shall enter into an annual contract with an EO to operate the school following established district policies and procedures. To ensure the district is well positioned in contract negotiations with an EO the following must be addressed in the contract:

1. Performance indicators to demonstrate that during the term of the contract there will be quantifiable evidence of improvement showing that the school is on track to earn at least a “C” grade within two years and that ties payment to such improvement;
2. The district’s authority to terminate or non-renew the contract for a second year should the EO fail to meet the performance indicators or fail to meet its contractual obligations;
3. Services and responsibilities in leadership and instructional staffing, curriculum and instruction, assessments, progress monitoring and professional development;
4. The EO’s role in recruitment, selection and placement of instructional personnel and the school leadership team;
5. Where the district has an existing contract with the EO, a detailed provision outlining the new or modified services to be provided by the EO; and
6. A detailed budget with conditions of payment based on performance indicators, including a deferred payment of the final installment of 33% of the contracted amount until delivery of agreed upon improvement and outcomes. The contract must include a provision where the final 33% of the contract value may not be paid until and unless the EO demonstrates that the school has achieved at least a “C” grade or that the school has improved by at least four school grade percentage points overall.

Description of how the district will address Assurance 4: Contracting with the EO

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Performance indicators to demonstrate that during the term of the contract there will be quantifiable evidence of improvement showing that the school is on track to earn at least a “C” grade within two years and that ties payment to such improvement.

The EO extension request for Warrington Middle School for the 2021-2022 school year was approved by the State School Board March 17, 2021. LSI and the ECSD has one year to improve Warrington Middle School to a “C” or higher.

The district’s authority to terminate or non-renew the contract for a second year should the EO fail to meet the performance indicators or fail to meet its contractual obligations.

The term of the contract between the ECSD and LSI will commence on April 21st, 2021 and continue through June 30th, 2022. If Warrington Middle School does not earn a school grade of “C” or higher in the 2021-2022 school year there will not be another EO contract with LSI.

Services and responsibilities in leadership and instructional staffing, curriculum and instruction, assessments, progress monitoring and professional development.

LSI will have primary responsibility for all School academic programs; oversight, selection, placement, coaching, evaluation, assignment of responsibilities and re-assignment of school leadership and instructional personnel; professional development; identification, training and coaching of professional learning community leaders, student academic assessment and development of instructional materials.

LSI will improve the school in terms of student performance on FSA and school grade while implementing next generation instructional systems that will build the capacity of the School to sustain and continue its own improvement. The goal of this model is to reach beyond school improvement and attain transformation of the School into a scalable model of rigorous instruction and student engagement, providing a data-driven roadmap designed to empower district leaders and teachers. The model aligns curriculum, culture, and instructional systems to attain and sustain high levels of performance through:

- Strong instructional leaders who recognize and support rigorous teaching and learning
- Expert teacher leaders who coach and guide peers to instructional expertise
- Skillful teachers who guide and inspire students to high academic performance
- Engaged students who self-regulate, collaborate, and think creatively with challenging academic content
- Informed and involved families and community members who take pride in the School as an example of world-class education
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LSI will provide curriculum and instruction services that will include:

- Professional development for administrators, coaches, PLC leaders, and teachers
- Coaching for principal and administrators, teacher leaders (coaches and PLC leaders), and teachers
- External Operator’s Tracker technology with included instructional tools and data systems that are used to enhance instruction
- Implementation of next generation systems to reinvent the School in a replicable, scalable model

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Warrington Middle School will continue to use the ECSD’s established interim/benchmark assessments and statewide summative assessments. In addition, the school will track daily student progress toward mastery of standards-driven learning targets using LSI’s Standards Tracker technology tool. Data collection through Standards Tracker will be used to develop correlations between daily formative tracking and interim/benchmark and summative assessments and improve teacher accuracy in assessing student evidence of learning progress.

The EO’s role in recruitment, selection and placement of instructional personnel and the school leadership team.

Warrington Middle School is under the authority of LSI as the new EO. LSI has full authority to recommend the school principal for Warrington Middle School. LSI has a recruitment system that reaches out to possible teacher and principal candidates nation-wide through CareerBliss, Glassdoor, K12 JobSpot, LinkedIn, Monster, WayUp, and ZipRecruiter. Once a principal has been identified, the principal will work in collaboration with LSI to choose the school leadership team and recommend additional leadership staff for key positions. The ECSD will give the LSI priority in selecting and placing teachers and administrators for the School. The District will ensure that staffing of the School will be agreed upon between the District and External Operator. This will include two assistant principals, as well as school-based, qualified, full-time instructional coaches, as required given the size of the student population and faculty. All faculty and staff will be selected through an interview protocol set by the External Operator. LSI will make all school personnel placement decisions. In the event that an individual is not the best fit for the school as determined by LSI, the ECSD will reassign that individual.

Where the district has an existing contract with the EO, a detailed provision outlining the new or modified services to be provided by the EO.

The ECSD has entered into a new EO contract with LSI. The EO extension request for Warrington Middle School for the 2021-2022 school year was approved by the State School Board March 17, 2021. The approval did come with some very significant requirements for the 2021-2022 school year:

- New External Operator (EO)
- New leadership at Warrington Middle School

A detailed budget with conditions of payment based on performance indicators, including a deferred payment of the final installment of 33% of the contracted amount until delivery of agreed upon improvement and outcomes. The contract must include a provision where the final 33% of the contract value may not be paid until and unless the EO demonstrates that the school has achieved at least a “C” grade or that the school has improved by at least four school grade percentage points overall.

Should the Warrington Middle School receive a grade of “D” or “F” when grades are reported by the FLDOE following administration of the FSA for the 2020-2021 school year, LSI will perform services described herein for the purpose of improving student achievement and the School’s grade for the following year. LSI will be paid \$425,000 for these services. However, the final 33% of the contract value (\$140,250 may not be paid until and unless the LSI demonstrates that the school has received a school grade of a “C” for the 2021-2022 school year. If the services of LSI do not result in this improvement in

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the school when grades are reported by the FLDOE following administration of the FSA for the 2021-2022 school year, the payment due to the EO under this Contract is reduced by the \$140,250.

Accordingly, the ECSD will withhold \$140,250 until after release of the School grade for the 2021-2022 school year. The district will pay the balance of \$284,750 less a credit for the paid SCNA of \$25,000 in 10 equal monthly installments of \$25,975. The monthly payments would be charged on the 15th day of each month beginning September 15, 2021. The \$140,250 holdback will be paid within 45 days after the school’s receipt of a grade of “C” as reported by FLDOE for the 2021-2022 school year.

Acknowledgement

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

For Cycle 1, the district acknowledges that the plan and the final EO contract is due to the Department by October 1.

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

Name and title of person responsible for completing and submission of the TOP-2
Denny Wilson, Director of Continuous Improvement
Contact information: email, phone number
dwilson2@ecsdfi.us (850) 723-3936
Date submitted to the Bureau of School Improvement
May 20, 2021
Superintendent Signature (or authorized representative)
