



FLORIDA DEPARTMENT OF
EDUCATION
fldoe.org



TOP-2



Turnaround Option Plan—Step 2(TOP-2)

External Operator (EO)

Hillsborough County Public Schools
Shaw Elementary

Form Number TOP-2, EO, incorporated in Rule 6A-1.099811, F.A.C., effective December 19, 2019

**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
Shaw Elementary / 293951

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 search for the External Operator will start in early January through an RFP process. Currently, we are researching External Operators that have a proven track record of school turnaround in the state of Florida and across the nation. This search includes External Operators currently working in Hillsborough County. The External Operator chosen will have experience working with schools with similar demographics and needs to Shaw Elementary and have a verifiable record of success. The External Operator selected will offer instructional support and targeted professional development that will increase teachers' ability to use data to inform instruction, develop collaboration skills, develop engaging lessons and alignment of standards, and build content knowledge. The Acceleration Instructional Framework Model will be the core of the instructional strategy and approach.

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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.

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

The district will conduct a Comprehensive Needs Assessment (CNA) in early Spring of 2022 consisting of data analysis, observations, small group interviews, identification of strengths and areas of focus for school improvement. The collective information will be used to design the necessary characteristics and leadership traits uniquely needed to serve the school. Existing Human Resource protocols will be applied for advertising the position with listed pre-identified transformational leadership skills and will be made visible online. Principal interviews will be conducted over the summer in conjunction with the executive cabinet leadership team to determine the best fit/match.

The district will also co-collaborate with school and community stakeholders prior to hiring using information from the CNA and complimentary of the identified school principal/leader.

All state assurances will be adhered to:

1. Prior experience as a successful turnaround school leader
2. Proven record of academic performance with similar demographics of school community
3. Instructional expertise, evidenced by strategic strategies implemented during prior experience
4. Proven track record of creating positive school cultures

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

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The district will follow existing procedures for teacher transfers/exits starting the spring of each year for the following year (SY 2022) to include any Unsatisfactory and Needs Improvement teachers. Human Resources will also monitor all hiring for the 2021-2022 school year to ensure proper verification of certification, statutory background checks, and State Vam designations of Effective and Highly Effective.

In addition, the district will conduct targeted recruiting efforts of current district employees that are Effective and Highly Effective State Vam and National Board certified with all requirements met.

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 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 grades percentage points overall.

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

The district will work to ensure that all items included in the six assurances are covered in the contract, which will go to the School Board for approval. These assurances are included in current contracts with our other External Operator schools and will be included in the Shaw Elementary contract. The external operator selected will be asked to submit monthly progress reports to the district detailing the work being done and the school's progress. Responses to each specific requirement for contracting with an EO include:

1. **Performance Indicators** – Performance indicators used during the course of the contract to demonstrate evidence of improvement will be monthly data analysis demonstrating areas of growth, progress toward proficiency, areas in need of revised support, and a plan to address other concerns. Another indicator will be the analysis of data from district assessments. Additionally, data from school-based and curriculum-based assessments will be used to demonstrate school progress toward earning the “C” grade or above within two years. The principal and the selected external operator team will collaborate to develop a quarterly presentation for the Chief of Transformation and the external operator project manager to demonstrate school progress through the Instructional Review Process.
2. **Contract Termination** – The contract will be written as other External Operator contracts within our district, which are written for one year with optional renewal years; each renewal is based upon performance. In addition, the contract language will allow for termination for convenience within thirty days’ notice and may be terminated for cause within 60 days of notice of the material breach. The material breach includes failure to carry out responsibilities under the contract.
3. **Services Provided** – The selected External Operator (EO) will consist of multiple teams of specialists led by a Turnaround Specialist, Reading Coach, and Math Coach. At a minimum, the teams will provide 80 days of support to the school throughout the school year. Services to be provided include:
 - a. EO Turnaround Specialist will support the principal and leadership team to align initiatives and strategies to school goals and ensure that school plans are implemented with fidelity.
 - b. EO Turnaround Specialist will collaborate with the school on the SIP, analysis of data, planning, and delivery of professional development, onboarding of staff, coaching administrators, implementation of PBS and Restorative Practices initiatives, and monitoring instruction.
 - c. EO Turnaround Specialist will conduct a monthly review of the whole school, and grade level needs to be broken down to the needs of individual students.
 - d. EO Reading and Math coaches will provide one-to-one coaching to school-level academic coaches and work with district-level coaches to align services.
 - e. EO Reading and Math coaches will actively participate in teacher collaboration meetings to plan instruction, provide grade-specific professional development, disaggregate data and make instructional decisions with teachers.
 - f. EO Reading and Math coaches will conduct walkthroughs with the instructional leadership team members and use the data collected to design, plan, and deliver professional development.
 - g. EO Reading and Math Coaches will work with identified teachers to plan, co-teach, and model lessons.
4. **External Operator Role in Recruitment, Selection and Placement of Personnel** – The project manager will collaborate with the Transformation Office for administrative placement, and the EO school team will work with the principal on the vetting process and onboarding of school staff. The principal will review all staffing decisions with the External Operator team, including state VAM scores.

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5. **Existing Contract Changes or Modifications** – At this time, there is no existing contract, so there are no changes or modifications to report.

6. **Budget, Payments and Conditions** – Budget, Payments, and Conditions – The contract submitted by the selected External Operator will include a detailed budget for services and language that will address the deferred payment based on performance indicators.

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
Shaylia McRae, Chief of Transformation Network
Contact information: email, phone number
Shaylia.Mcrae@hcps.net 813-272-4877
Date submitted to the Bureau of School Improvement
10/1/2021
Superintendent Signature (or authorized representative)
