

Putnam County School District

# Robert H. Jenkins, Junior Middle



2017-18 School Improvement Plan

# Robert H. Jenkins, Junior Middle

1100 N 19TH ST, Palatka, FL 32177

[jms.putnamschools.org](http://jms.putnamschools.org)

## School Demographics

<p><b>School Type and Grades Served</b> (per MSID File)</p> <p>Middle School 7-8</p>	<p><b>2017-18 Title I School</b></p> <p>Yes</p>	<p><b>2017-18 Economically Disadvantaged (FRL) Rate</b> (As Reported on Survey 3)</p> <p>100%</p>
<p><b>Primary Service Type</b> (per MSID File)</p> <p>K-12 General Education</p>	<p><b>Charter School</b></p> <p>No</p>	<p><b>2017-18 Minority Rate</b> (Reported as Non-white on Survey 2)</p> <p>54%</p>

## School Grades History

Year	2016-17	2015-16	2014-15	2013-14
Grade	D	F	D*	D

*\*Informational Baseline School Grade*

**Note:** The school grades calculation was revised substantially for the 2014-15 school year to implement statutory changes made by the 2014 Legislature and incorporate the new Florida Standards Assessments. The 2014-15 school grades serve as informational baseline data that schools can use to improve in future years.

## School Board Approval

This plan is pending approval by the Putnam County School Board.

## SIP Authority and Template

Section 1001.42(18), Florida Statutes, requires district school boards to annually approve and require implementation of a school improvement plan (SIP) for each school in the district that has a school grade of D or F.

The Florida Department of Education (FDOE) SIP template meets all statutory and rule requirements for traditional public schools and incorporates all components required for schools receiving Title I funds. This template is required by State Board of Education Rule 6A-1.099811, Florida Administrative Code, for all non-charter schools with a current grade of D or F (see page 4). For schools receiving a grade of A, B, or C, the district may opt to require a SIP using a template of its choosing.

This document was prepared by school and district leadership using the FDOE's school improvement planning web application located at <https://www.floridacims.org>.

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## Table of Contents

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<b>Purpose and Outline of the SIP</b>	<b>4</b>
<b>Differentiated Accountability</b>	<b>5</b>
<b>Current School Status</b>	<b>6</b>
Supportive Environment	6
Family and Community Engagement	8
Effective Leadership	9
Public and Collaborative Teaching	12
Ambitious Instruction and Learning	13
<b>8-Step Planning and Problem Solving Implementation</b>	<b>17</b>
Goals Summary	17
Goals Detail	17
Action Plan for Improvement	20
<b>Appendix 1: Implementation Timeline</b>	<b>28</b>
<b>Appendix 2: Professional Development and Technical Assistance Outlines</b>	<b>29</b>
Professional Development Opportunities	29
Technical Assistance Items	30
<b>Appendix 3: Budget to Support Goals</b>	<b>30</b>

## Purpose and Outline of the SIP

The SIP is intended to be the primary artifact used by every school with stakeholders to review data, set goals, create an action plan and monitor progress. A corollary at the district level is the District Improvement and Assistance Plan (DIAP), designed to help district leadership make the necessary connections between school and district goals in order to align resources. The Florida Department of Education encourages schools to use the SIP as a “living document” by continually updating, refining and using the plan to guide their work throughout the year. This printed version represents the SIP as of the “Date Modified” listed in the footer.

### Part I: Current School Status

Part I organizes the current status of the school around five domains inspired by the 5Essentials framework: Supportive Environment, Family and Community Involvement, Effective Leadership, Public and Collaborative Teaching, and Ambitious Instruction and Learning. Questions regarding the school’s Multi-Tiered System of Supports have been embedded throughout this part to demonstrate how data is used by stakeholders to understand the needs of all students and allocate appropriate resources in proportion to those needs.

### Part II: Needs Assessment

Part II requires the school to review performance and early warning systems data in order to develop strategic goals and associated data targets (i.e., “SMART goals”) for the coming school year in context of the school’s greatest strengths and needs. An online tool was developed, which includes data visualizations and processing questions to support problem identification, problem analysis and strategic goal formulation.

### Part III: 8-Step Planning and Problem Solving for Implementation

Part III enables the school to develop implementation plans for its highest-priority goals. With the overview of the current state of the school in mind and the strategic goals identified through the needs assessment, the planning team engages in a facilitated planning and problem-solving process, through which they

- Define strategic goals and establish targets to be reached by successfully achieving the goals (Step 1)
- Identify barriers that could hinder achieving those goals and resources that could be used to eliminate or reduce barriers (Step 2)
- Select high-priority barriers they want to address initially (Step 3)
- Design implementation and monitoring plans for strategies to resolve selected barriers (Steps 4-7)
- Determine how they will monitor progress toward each goal (Step 8)

### Appendices

The following appendices, automatically-generated from content entered in Part III, are included in this document:

- Appendix 1 is a timeline of all action steps and monitoring activities
- Appendix 2 is an outline of all professional development opportunities and technical assistance items
- Appendix 3 is a report of the budget needed to implement the strategies

## Differentiated Accountability

Florida's Differentiated Accountability (DA) system, established in [section 1008.33, Florida Statutes](#), is a statewide network of strategic support, differentiated by need according to performance data, provided to districts and schools in order to improve leadership capacity, teacher efficacy, and student outcomes. Through a data-driven planning and problem-solving process, DA field teams collaborate with district leadership to design, implement, and refine strategic goals and action plans that are documented in the SIP.

### DA Regions

Florida's DA network is divided into four geographical regions, each served by a field team led by a regional executive director (RED).

### DA Categories

At the start of each academic year, traditional schools are classified for DA support in two categories based on the most recent school grades data available. Descriptions of each DA category along with the state support and interventions provided are set forth by [Rule 6A-1.099811, Florida Administrative Code](#):

- **Not in DA** - A school with a current school grade of A, B, or C; charter schools; and ungraded schools.
- **Targeted Support and Improvement** - A school with a current school grade of an initial D.
- **Comprehensive Support and Improvement** - A school with a current school grade of F or two consecutive grades of D, or a high school with a graduation rate of 67 percent or less in the most recent data release.

### DA Turnaround Status

Additionally, Comprehensive Support and Improvement schools have a turnaround status of "Implementing," based on a school's grades history, including the current school grade:

- Implementing - A school with a status of "Implementing" requires the district to submit a turnaround plan to the State Board of Education for approval and implementation. A school remains in "Implementing" status until its school grade improves to a C or higher.

### 2017-18 DA Category and Statuses for Robert H. Jenkins, Junior Middle

DA Region and RED	DA Category and Turnaround Status
Northeast - <a href="#">Wayne Green</a>	Comprehensive Support & Improvement - Dmt

## I. Part I: Current School Status

### A. Supportive Environment

#### 1. School Mission and Vision

##### a. Provide the school's mission statement

The mission of Jenkins Middle school is to support all students to achieve high levels of learning necessary to prepare them for high school and success in life.

##### b. Provide the school's vision statement

We believe that Jenkins Middle School is a place where "All Achieve Success."

#### 2. School Environment

##### a. Describe the process by which the school learns about students' cultures and builds relationships between teachers and students

JMS encourages sensitivity to cultural differences, through guidance based discussions in PLCs. JMS has Advisor/Advisee lessons, activities, and resources to assist teachers in building student/teacher relationships.

##### b. Describe how the school creates an environment where students feel safe and respected before, during and after school

Safety is the number one priority at JMS. Homeroom includes lessons from "The 55 Essentials" by Ron Clark. Teachers read portions of the book followed by discussion about what they learned, with examples and non-examples. This book will be followed by "The 7 Habits of Highly Effective Teens". These lessons are critical to teaching students how to behave and respond in a variety of settings. Teachers discuss the expectations in their classes, and again in Advisor/Advisee time during 1st period. Students are held accountable for safety & respect expectations. To set clear expectations for respect, JMS has chosen "Respect" as the character trait for September 2017.

##### c. Describe the schoolwide behavioral system in place that aids in minimizing distractions to keep students engaged during instructional time. This may include, but is not limited to, established protocols for disciplinary incidents, clear behavioral expectations, and training for school personnel to ensure the system is fairly and consistently enforced

Character Counts - Daily, students address the character trait through morning announcements and posters are created and displayed throughout the school to promote Respect. Every month JMS focuses on a different character trait (Responsibility, Trustworthiness, Caring, Citizenship and Fairness).

Elective teachers are responsible for establishing incentives around attendance, behavior and academics with rewards being held approximately around progress report and report card times.

##### d. Describe how the school ensures the social-emotional needs of all students are being met, which may include providing counseling, mentoring and other pupil services

Introduction of guidance services are given to all students and staff at the beginning of the school year, August 2017. Teachers are trained to contact guidance when there is a concern. Teachers complete guidance referrals on any students in concern (behavioral, social, academic, or emotional). Students can fill out a guidance request form for any need. We offer group and individual counseling, and we refer to outside agencies as the need arises.

ISS (In School Suspension) is being utilized to reduce suspension time and to change behavior through mentoring and counseling.

### 3. Early Warning Systems

The school's response to this section may address the requirements of ESSA, P.L. No. 114-95, § 1114(b)(7)(A)(i) and (b)(7)(A)(iii)(III).

#### a. Describe the school's early warning system and provide a list of the early warning indicators used in the system

\*Attendance below 90 percent, regardless of whether absence is excused or a result of out-of-school suspension: Teachers meet monthly to discuss student attendance concerns and possible strategies for improvement. They meet with students in Advisor/Advisee time to discuss plans for improvement, and they make parent calls regarding attendance concerns. The school runs attendance reports for 4 or more absences, sends warning letters to parents, offers parent/teacher conference opportunities, sets truancy meetings, and allows students to take assessment(s) for grade improvement(s) from an F to a D. Attendance meetings are held with students and parents as outlined in the PCSD attendance policy.

\*One or more suspensions, whether in school or out of school: withdrawal of privileges, warnings discussed with students and parents, parent contacts, behavior contracts completed, counseling, parent conferences, and MTSS meetings set for student concerns.

\*Course failure in English Language Arts or mathematics: Teachers meet quarterly to discuss failing students and discuss possible strategies and plans for remediation. Differentiated Instruction within the ELA and Math class is used to support remediation, and data chats with students are scheduled regularly in Advisor/Advisee time. Teachers make parent contacts when students receive F's, and parent conferences are made when necessary. Students with failing grades may lose privileges and rewards.

\*A Level 1 score on the statewide, standardized assessments in English Language Arts or Mathematics: Intensive reading and small group instruction are strongly encouraged in class in order to differentiate and scaffold instruction for students. Students in the Lowest 25% are paired with mentors for extra data chats, guidance, and counseling.

\* Intensive classes that use small groups to remediate deficiencies are schedule for students scoring a Level 2 on the stateside, standardized assessments in English Language Arts or Mathematics.

#### b. Provide the following data related to the school's early warning system

##### 1. The number of students by grade level that exhibit each early warning indicator:

Indicator	Grade Level												Total	
	K	1	2	3	4	5	6	7	8	9	10	11		12
Attendance below 90 percent	0	0	0	0	0	0	0	105	76	0	0	0	0	181
One or more suspensions	0	0	0	0	0	0	0	88	65	0	0	0	0	153
Course failure in ELA or Math	0	0	0	0	0	0	0	28	34	0	0	0	0	62
Level 1 on statewide assessment	0	0	0	0	0	0	0	163	118	0	0	0	0	281
	0	0	0	0	0	0	0	0	0	0	0	0	0	
	0	0	0	0	0	0	0	0	0	0	0	0	0	

**The number of students identified by the system as exhibiting two or more early warning indicators:**

Indicator	Grade Level													Total
	K	1	2	3	4	5	6	7	8	9	10	11	12	
Students exhibiting two or more indicators	0	0	0	0	0	0	0	119	77	0	0	0	0	196

**c. Describe all intervention strategies employed by the school to improve the academic performance of students identified by the early warning system**

1. Teachers meet weekly with administration to discuss student concerns with attendance, grades, or behavior and discuss possible strategies and plans for remediation and improvement.
2. Teachers meet with students monthly to discuss plans for improvement in Academic Advisement.
3. Teachers make parent contacts regarding concerns and to schedule conferences.
4. School runs attendance reports for 4 or more absences, sends warning letters to parents-offering opportunities to have conference, sets truancy meetings, and allows students to take assessment for grade improvement from an F to a D. Students are held accountable for tardies with a warning on the third tardy and detention for every tardy after. Attendance meetings are held with students and parents as outlined in the PCSD attendance policy.
5. Loss of privileges for students for behaviors that are disruptive to the learning environment and/or refusing to complete assigned work.
6. Guidance and Deans set MTSS meetings for student concerns.
7. Intensive classes are scheduled for students scoring Level 1 in English Language Arts or Mathematics.

**B. Family and Community Engagement**

The school's response to this section may address the requirements of ESSA, P.L. No. 114-95, § 1114(b)(2) and (b)(7)(A)(iii)(I).

**1. Describe how the school works at building positive relationships with families to increase involvement, including efforts to communicate the school's mission and vision, and keep parents informed of their child's progress**

**a. Will the school use its Title I Parent and Family Engagement Policy (PFEP) to satisfy this question?**

No

**1. PFEP Link**

The school completes a Parental Involvement Plan (PFEP), which is available at the school site.

**2. Description**

Increase parent participation by offering more opportunities for involvement through parent events. School Messenger and newsletters are used to inform parents of upcoming events and important information about student academics. Teachers are encouraged to make frequent phone calls to discuss student progress.

**2. Describe the process by which the school builds and sustains partnerships with the local community for the purpose of securing and utilizing resources to support the school and student achievement**

JMS offers extra-curricular activities for our students and in partnership with surrounding schools and community organizations. JMS holds an annual Hoe Down fundraiser with the community to come together in partnership and fellowship. JMS participates in community-wide service (parades, festivals, Relay for Life, March of Dimes, Food Drives, Fair, etc). JMS applies for grants in our local community as available (Lowe's, GP, Book grant). Georgia-Pacific is partnering with JMS for our STEM class by providing funding for robotics and robotic competitions. Home Depot is partnering with our Construction



class "Building Life Skills" by providing tools, materials and personnel to teach students how to build various projects.

## C. Effective Leadership

### 1. School Leadership Team

#### a. Membership

Identify the name, email address and position title for each member of the school leadership team.:

Name	Title
Hedstrom, Randy	Principal
Leary, Beth	Assistant Principal
Carroll, Kristin	Instructional Coach
Hurst, Sandra	Guidance Counselor
Rhymes, Kimberly	Guidance Counselor

#### b. Duties

##### **1. Describe the roles and responsibilities of the members, including how they serve as instructional leaders and practice shared decision making**

Administration – Randy Hedstrom & Beth Leary – monitor and attend MTSS meetings when necessary and facilitate the completion of the SIP; disaggregate testing data to place students in appropriate academic classes, plan and monitor professional development and PLCs; conduct classroom observations in order to provide coaching and support; collaborate with team leaders, academic coaches, guidance counselors and deans to make decisions that are in the best interest of our students and teachers.

Guidance – Sandy Hurst & Kim Rhymes – schedule and facilitate academic MTSS meetings and provide any pertinent data for SIP, counsel with students who are struggling academically and/or have personal issues that are impeding their academic performance.

Instructional Coach – Kristin Carroll – provides data to the MTSS team and disaggregates standardized test data results for SIP; provides support to the teachers by working one-on-one or small group with our lowest quartile students; coaches our new and struggling teachers in order to improve their pedagogy; acquires resources for teachers; leads professional development to support teachers in areas of need.

Novice Teacher Mentors - Renee Wright and Laura Hof provide mentoring and support for teachers with less than 3 years teaching experience.

Staffing Specialist – Virginia McClellan – Attends MTSS meetings to provide support

School Psychologist – Julie Sloan – Attends MTSS meetings to provide support and reviews information in the student's cum records (psychological report)

Dean – Kenny Isom – schedule and facilitate Behavior MTSS meetings and attend meetings to provide discipline information and interventions.

##### **2. Describe the process through which school leadership identifies and aligns all available resources (e.g., personnel, instructional, curricular) in order to meet the needs of all students and maximize desired student outcomes. Include the methodology for coordinating and supplementing federal, state and local funds, services and programs. Provide the person(s) responsible, frequency of meetings, how an inventory of resources is maintained and any problem-solving activities used to determine how to apply resources for the highest impact**

The MTSS Team will meet as needed for students who display a need for intervention. The MTSS Leadership Team will meet monthly to review individual student's intervention data. Data will be

utilized to monitor the need for behavioral interventions. On-going progress monitoring will be completed, graphed and analyzed at monthly follow-up school-based MTSS team meetings. At these meetings, a decision to discontinue T2 support, continue and/or modify T2 interventions or provide additional T3 support will be made. MTSS is a regular education initiative.

Title I. Part A. Programs are coordinated through the Curriculum/Instruction/Assessment department at the district level and include the Assistant Superintendent and personnel from ESE, MTSS, ESOL, PBS and School Improvement (Federal Programs). This team meets monthly (at a minimum) and establishes and monitors program evaluation for all schools to ensure entitlement programs' resources are available and fully implemented at each school site and that all funds are used effectively and efficiently as possible. School sites have the responsibility of keeping an inventory of resources purchased with Title I. Communication throughout the year is ongoing with the building level administrators regarding progress toward the goals and objectives as stated in the grants. Coordination of these services is done in the following ways:

- (1) Principal and Assistant Principal meetings are scheduled monthly;
- (2) Progress monitoring assessments are completed during the year, with the results reported to each participating school for review. Revisions in objectives or instructional strategies are addressed and implemented to meet the needs of all students;
- (3) Email dissemination regarding school improvement, technical assistance, and data guidance are made available to school leaders;
- (4) All schools participate in an Instructional Review to identify individual school needs and desired support;
- (5) Support for schools is differentiated based on each school's current academic performance, teacher quality, leadership experience, and supportive environment;
- (6) Collaborative assistance is provided by consultants hired to address specific deficiencies demonstrated by participating schools through assessment analysis;
- (7) Professional development and support is coordinated with school leaders and provided by School Improvement Specialists and the Curriculum/Instruction/Assessment department on topics including lesson planning, instructional practices, resources, and problem solving.

Title I, Part C. In addition to the services provided by Title I, Part A, the district uses Part C funds to improve the academic achievement of the school's migratory children. Title I, Part C initiatives are coordinated by the Curriculum/Instruction/Assessment department, Federal Programs, and Exceptional Student Education.

Title I, Part D. In addition to the services provided by Title I, Part A, the district maintains collaborative and partner-like relationships with Family Medical and Dental Services and Putnam Health to serve homeless, neglected, and delinquent students by providing health services. The District partners with the Department of Juvenile Justice and Putnam County Sheriff's Department to target delinquent students and provide mentoring and counseling services that foster relationships and provide supplemental support services. Funds are also utilized to provide services at the district's Solutions Center (Alternative Center).

Title II. Part A. The Title II Project Director meets with Curriculum/Instruction/Assessment personnel as well as the directors of Title I and Title V to ensure coordination and alignment of activities and fiscal support. At the district level, content coach positions in ELA, Math, and Science are funded as resource support for schools and teachers. Funds are also utilized to provide professional development for teachers and administrators at the district level. Funds are allocated at each school site to support professional development specific to the needs of the teachers as determined by the needs of their students.

Title III. The Title III Coordinator supports our English Language Learner (ELL) population by coordinating with schools to provide professional development opportunities for teachers, tutoring

assistance for students based on need, after school programs for parents and students, and supplemental materials. In addition, a teaching assistant position is funded at Crescent City High School.

Title V. Part B. The Title V Project Director meets with Curriculum/Instruction/Assessment personnel as well as the directors of Title I and Title II to ensure coordination and alignment of activities and fiscal support. Funds are utilized to provide professional development for teachers to improve standards-based instruction. At the secondary level, funds are also utilized to provide credit recovery and tutoring for students to pass Florida EOC exams.

Nutrition Programs. Each student in Putnam County is provided free breakfast and lunch through the Community Eligibility Provision Program (CEP).

Adult Education. Adult education is available at Saint Johns River State College through a collaboration with Workforce.

Housing Programs. The district has a working relationship with the Putnam County Public Housing Authority. The authority supports the district by encouraging parents to participate in parental involvement designed to increase student achievement.

Violence Prevention Programs. The district works collaboratively with the Department of Juvenile Justice to provide support to students in need of behavioral interventions within and/or outside the school day.

Career and Technical Education. The Career and Technical Education (CTE) department works closely with students and business partners to provide each student the opportunity to leave high school as a highly skilled graduate with the skills necessary to thrive in current and future careers.

## 2. School Advisory Council (SAC)

### a. Membership

Identify the name and stakeholder group for each member of the SAC.:

Name	Stakeholder Group
Dale Whitfield	Business/Community
Renee Wright	Teacher
Randy Hedstrom	Principal
Stacey Jenkins	Teacher
Dr. Erroll Findlater	Business/Community
Amy Poupore	Parent
Marian Ryan	Parent
Henrietta Staples	Parent
	Student

### b. Duties

**1. Provide a description of the SAC's involvement with the following activities, as required by section 1001.452(2), Florida Statutes**

The school's response to this question may address the requirements of ESSA, P.L. No. 114-95, § 1114(b)(2).

a. Evaluation of last year's school improvement plan

JMS made adequate progress toward the 2016-2017 goals, improving our school grade to a "D".

*b. Development of this school improvement plan*

The School Advisory Council meets once a month and encourages parents, teachers, and students to attend. The SAC has the opportunity to review the draft of the School Improvement Plan and to make suggestions for revisions. After discussions are held and revisions made to the plan, the committee entertains a motion, a second, and takes a vote to approve the plan.

*c. Preparation of the school's annual budget and plan*

JMS began the 8-step problem solving process in June 2017, to develop 2017-18 plan. Goals were discussed for sharing and revision at October 2017, JMS SAC meeting.

**2. Describe the use of school improvement funds allocated last year, including the amount budgeted for each project**

We are not allocated funds for the SAC, however district and Title I funds are used to address many of the activities in our plan.

**3. Verify that the school is in compliance with section 1001.452, Florida Statutes, regarding the establishment requirements and duties of the SAC**

Yes

*a. If the school is not in compliance, describe the measures being implemented to meet SAC requirements*

**3. Literacy Leadership Team (LLT)**

**a. Membership**

Identify the name and position title for each member of the school-based LLT or similar group, if applicable.:

Name	Title
Hedstrom, Randy	Principal
Leary, Beth	Assistant Principal
Carroll, Kristin	Instructional Coach

**b. Duties**

**1. Describe how the LLT or similar group promotes literacy within the school, if applicable**

Summer Reading Projects & book give away  
 Writing across the content areas  
 Intensive Reading classes are offered for all of our Lowest Quartile ELA Students.  
 Accelerated Reader program is promoted through Language Arts classes and rewards are given for those meeting their AR goal.  
 Achieve 3000 is required to be utilized in Science, Social Studies and ELA classes.  
 iReady used for progress monitoring and Intensive Reading classes.

**D. Public and Collaborative Teaching**

The school's responses to this section may address the requirements of ESSA, P.L. No. 114-95, § 1114(b)(7)(A)(iii)(IV).

**1. Describe the school's strategies to encourage positive working relationships between teachers, including collaborative planning and instruction**

All content area teachers at Jenkins Middle School have an 49-minute planning period every other day with colleagues that teach the same content.

Teachers meet weekly to accomplish the following goals:

1. Establish team norms
2. Identify essential standards
3. Create common assessments
4. Plan standards-based lessons
5. Collect data
6. Analyze data
7. Plan for differentiation

Teachers meet together weekly. They have formed Professional Learning Communities with teachers within our school, or outside of our school, to aide in planning, creating common assessments, and analyzing student progress.

## **2. Describe the school's strategies to recruit, develop and retain highly qualified, certified-in-field, effective teachers to the school**

Teaching vacancies are filled by advertising through the district's website. Teaching candidates are screened for qualifications and selected candidates are interviewed by a committee of administration and faculty members to determine the most qualified teachers. New hires are supported with a mentor teacher. Teachers are given support in their instructional practice with coaching from the CRT and Administration using the I-Observation tool.

## **3. Describe the school's teacher mentoring program, including the rationale for pairings and planned mentoring activities**

Mentor Teachers are paired with a Mentee/Beginning Teacher of a Common subject area. The Mentor Teacher provides the Mentee with the help needed to become oriented to the school's expectations and procedures. Also, the Mentee is guided through effective instruction and classroom management procedures. During this process, the mentor and mentee are participating in ongoing meetings, classroom observations, check sheets for awareness, and multiple lesson planning opportunities. Novice Teacher Mentors support and mentor teachers with less than 3 years teaching experience.

# **E. Ambitious Instruction and Learning**

## **1. Instructional Programs and Strategies**

### **a. Instructional Programs**

#### **1. Describe how the school ensures its core instructional programs and materials are aligned to Florida's standards**

We have district wide curriculum guides and curriculum maps for most core content areas. Teachers collaborate and plan weekly in their PLC. Data from common assessments is posted in the Soaring Eagle Room. Teachers upload their lesson plans in google drive for administration to view.

### **b. Instructional Strategies**

#### **1. Describe how the school uses data to provide and differentiate instruction to meet the diverse needs of students. Provide examples of how instruction is modified or supplemented to assist students having difficulty attaining the proficient or advanced level on state assessments**

\*Progress Monitoring in ELA and Math are through iReady 3 times during the year and monthly through Teengagement, READ180, Collections, and Performance Matters.

\* Intensive classes are required for our Level 1 and Lowest Quartile students. The lowest students utilize iReady via the computer and using the tool kit small group instruction. Our bubble students are in READ180 and the remainder of the Level and LQ students receive small group instruction in the areas needed based on iReady, FSA and Achieve 3000 assessments.

\* Achieve 3000 is used school wide. Students take a Level Set assessment which determines their reading lexile. Students are expected to complete an article in their Science and Social Studies classes at their lexile once per week. They complete a stretch article that is on grade level, weekly in their ELA class. This is also being utilized by students who participate in the North Point Youth Camp after school.

\* Students who failed no more than 2 core courses are allowed to participate in Odyssey Credit Recovery in the summer in order to promote to the next grade level with credits for all core classes. summer.

\* Through collaborative planning teams, teachers analyze common assessment data to determine needs for remediation.

**2. Provide the following information for each strategy the school uses to increase the amount and quality of learning time and help enrich and accelerate the curriculum:**

**Strategy:** After School Program

**Minutes added to school year:** 19,560

North Point Youth Camp has 50 students who stay after school Monday - Friday for academic assistance with homework, reading (Achieve 3000), remediation and mentoring. The reward for completing their assignments is playing basketball.

**Strategy Rationale**

Students recommended for the camp are our lowest quartile students, particularly those who do not have academic support at home.

**Strategy Purpose(s)**

- Core Academic Instruction
- Enrichment

**Person(s) responsible for monitoring implementation of the strategy**

Hedstrom, Randy, rhedstrom@my.putnamschools.org

**Data that is or will be collected and how it is analyzed to determine effectiveness of the strategy**

Grades of the students participating in the camp are monitored by Dr. Findlater and his staff. JMS will also use iReady for progress monitoring.

**2. Student Transition and Readiness**

**a. PreK-12 Transition**

The school's response to this question may address the requirements of ESSA, P.L. No. 114-95, § 1114(b)(7)(A)(iii)(V).

**1. Describe the strategies the school employs to support incoming and outgoing cohorts of students in transition from one school level to another**

6th grade transition plan: IEP transition meetings, 6th grade tour in May, 6th grade summer reading project and book give away in May, 7th & 8th grade Open House in August.

8th grade transition support: IEP transition meetings, Palatka High School holds an assembly with our outgoing 8th graders to provide information about registering for high school courses, Open House and activities that are available to them.

Guidance Counselors meet and plan with C.L. Overturf leadership to prepare students for transitioning to Jenkins.

## **b. College and Career Readiness**

### **1. Describe the strategies the school uses to advance college and career awareness, which may include establishing partnerships with business, industry or community organizations**

Jenkins Middle promotes academic and career planning by providing courses in the career and technical fields, in which students can receive high school credit for most of the courses. Students are advised to select courses of interest at the end of the year. Students have the option of taking STEM, Medical Skills, Digital Photography, Technology, Agriscience Foundations, Intro. to Music Performance, Technical Theater Design & Production, Fitness Lifestyle Design, Personal Fitness, Construction, AVID, Success 101, and Information & Communication Technology.

### **2. Identify the career and technical education programs available to students and industry certifications that may be earned through those respective programs**

In the 8th grade, students are required to take a career planning course. This course provides extensive information on careers and teaches them to navigate the web to research information on careers of interest. Students have the opportunity to earn Industry Certification from the State of Florida in the Information Technology course, as well as high school credit, along with the Agriscience Foundations courses. 8th grade students also participate in a Career Day event which allows them to look at different occupations.

### **3. Describe efforts the school has taken to integrate career and technical education with academic courses (e.g., industrial biotechnology) to support student achievement**

Advisor-Advisee program  
Career Day Event  
Career Planning/4 yr planning  
Data Chats  
Mentoring

### **4. Describe strategies for improving student readiness for the public postsecondary level based on annual analysis of the [High School Feedback Report](#), as required by section 1008.37(4), Florida Statutes**

## **II. Needs Assessment**

The school's completion of this part may address the requirements of ESSA, P.L. No. 114-95, § 1114(b)(6).

### **A. Problem Identification**

#### **1. Data to Support Problem Identification**

##### **b. Data Uploads**

Data uploads are not required by the Florida Department of Education but are offered as a tool for the needs assessment. In this section, the school may upload files of locally available data charts and graphs being used as evidence of need.

The following documents were submitted as evidence for this section:

*No files were uploaded*

## 2. Problem Identification Summary

This section is not required by the Florida Department of Education but is provided as an opportunity for the school to summarize the points of strength and areas of need that have been identified in the data.

## B. Problem Analysis Summary

This section is not required by the Florida Department of Education but is provided as an opportunity for the school to summarize the underlying "why"? or root causes for the areas of need identified in the data, as determined by situational awareness of, and research conducted by, the stakeholders involved in the needs assessment.

## C. Strategic Goals



## School Improvement Goals

The following key is intended to help readers understand how the sections of this document correspond to the steps of the 8-step planning and problem-solving framework used in the School Improvement Plan. The Quick Key numbers can help registered users go directly to the point of entry for any given goal, barrier and strategy within the online survey.

### Problem Solving Key

**G** = Goal

**B** =  
Barrier

**S** = Strategy

**1** = Problem Solving Step     S123456 = Quick Key

## Strategic Goals Summary

- G1.** If the school leadership communicates high expectations and develops supporting structures for ambitious instruction, then teachers will be able to use progress monitoring tools to drive instruction that meets the needs of our students so that all students will be able to make meaningful academic progress across content areas leading to academic growth of the school.

## Strategic Goals Detail

For each strategic goal, this section lists the associated targets (i.e., “SMART goals”), targeted barriers to achieving the goal, resources available to help reduce or eliminate the barriers, and the plan for monitoring progress toward the goal.

**G1.** If the school leadership communicates high expectations and develops supporting structures for ambitious instruction, then teachers will be able to use progress monitoring tools to drive instruction that meets the needs of our students so that all students will be able to make meaningful academic progress across content areas leading to academic growth of the school. **1a**

G098154

### Targets Supported **1b**

Indicator	Annual Target
FSA ELA Achievement	29.0
ELA/Reading Gains District Assessment	37.0
ELA/Reading Lowest 25% Gains	33.0
FSA Mathematics Achievement	41.0
Math Gains	46.0
Math Lowest 25% Gains	35.0
Science Achievement District Assessment	25.0
Civics EOC Pass	54.0

### Targeted Barriers to Achieving the Goal **3**

- Our school has limited funding to purchase supplemental resources and personnel for academic intervention and acceleration.
- There are challenges retaining effective and highly effective teachers to work in turnaround schools.
- One-third of our teachers have less than 3 years teaching experience.
- Teacher materials and instruction are not always standards based and rigorous.

### Resources Available to Help Reduce or Eliminate the Barriers **2**

- New teachers who are positive and energetic
- New Leadership Team
- i-Ready, Achieve 3000, Performance Matters
- Common planning for the core content areas
- 1:1 technology for core content areas
- Soaring Eagles Data Room
- Mentors/Mentees
- Professional development money
- School-based reading and math coach
- District coaches available

**Plan to Monitor Progress Toward G1. 8**

Mid-Year and End-of-Year Data Reviews with the Leadership Team

**Person Responsible**

Randy Hedstrom

**Schedule**

Semiannually, from 12/1/2017 to 7/31/2018

**Evidence of Completion**

i-Ready & Achieve 3000 Reports (usage and diagnostic), MobyMax, Reflex Math, FSA and EOC results, 5 Essentials, School Grade, Teengagement

## Action Plan for Improvement

For each strategy selected in the plan to reduce a targeted barrier to a strategic goal, this section lists the rationale for that strategy (i.e., why the school believes it will reduce the barrier) and the action steps that have been identified as necessary to implementing the strategy, including details such as the point person, timing and duration, and evidence of completion. At the end of each set of action steps is the plan for monitoring the implementation and effectiveness of the respective strategy.

### Problem Solving Key


**G** = Goal                      **B** =  
Barrier                      **S** = Strategy

**1** = Problem Solving Step       S123456 = Quick Key

**G1.** If the school leadership communicates high expectations and develops supporting structures for ambitious instruction, then teachers will be able to use progress monitoring tools to drive instruction that meets the needs of our students so that all students will be able to make meaningful academic progress across content areas leading to academic growth of the school. **1**

 G098154

**G1.B1** Our school has limited funding to purchase supplemental resources and personnel for academic intervention and acceleration. **2**

 B264022

**G1.B1.S1** Implement supplemental resources and personnel to improve student access to intervention acceleration curriculum and programs. **4**

 S279652

### Strategy Rationale

Our school works to provide as many opportunities as possible using district FTE allocations for teachers and staff, but often are not able to provide as many intensive courses, accelerated courses and lot student:teacher ratios as we would like to better meet student needs. Additionally, the district funds a limited number of instructional resources and materials to support academic programming. UniSIG funds will provide schools with opportunities to better meet student needs.

### Action Step 1 **5**

Hire two intervention teachers at Jenkins Middle to support additional sections of intervention classes.

#### Person Responsible

Randy Hedstrom

#### Schedule

On 8/31/2018

#### Evidence of Completion

Personnel by position document

**Plan to Monitor Fidelity of Implementation of G1.B1.S1** 6

Collect the Personnel by Position document

**Person Responsible**

Randy Hedstrom

**Schedule**

On 8/31/2018

**Evidence of Completion**

Upload the Personnel by Position document for the Intervention Teachers

**Plan to Monitor Effectiveness of Implementation of G1.B1.S1** 7

Review student data thru iReady

**Person Responsible**

Randy Hedstrom

**Schedule**

Triannually, from 10/1/2017 to 5/25/2018

**Evidence of Completion**

Upload a classroom level report of student growth from iReady.

**G1.B2** There are challenges retaining effective and highly effective teachers to work in turnaround schools.

2

B264023

**G1.B2.S1** Develop an MOU with the union for the purpose of turnaround retention incentives at Jenkins Middle School. 4

S279653

### Strategy Rationale

Retention bonus for classroom teachers of \$2,000 as an outcome of the MOU for working in a turnaround school.

### Action Step 1 5

Negotiate a memorandum of understanding with the PFT-U for Jenkins Middle to provide contractual language outlining bonuses within the grant period.

#### Person Responsible

Randy Hedstrom

#### Schedule

Semiannually, from 11/1/2017 to 8/31/2018

#### Evidence of Completion

Personnel by Position and Signature sheet acknowledging receipt of bonus.

### Plan to Monitor Fidelity of Implementation of G1.B2.S1 6

Collect the list of teachers receiving the bonus payout.

#### Person Responsible

Randy Hedstrom

#### Schedule

Semiannually, from 11/1/2017 to 8/31/2018

#### Evidence of Completion

Upload the list of teachers receiving the bonus payout.

**Plan to Monitor Effectiveness of Implementation of G1.B2.S1** 7

Collect data sheet on teachers who received the bonus for returning to the next school year, identify retention rates.

**Person Responsible**

Randy Hedstrom

**Schedule**

On 8/31/2018

***Evidence of Completion***

Upload the data sheet reflecting the teachers who received the bonus payout.

**G1.B3** One-third of our teachers have less than 3 years teaching experience. 2

 B264024

**G1.B3.S1** Use school-based mentors and district Novice Teacher Mentors to provide coaching and support. 4

 S279654

### **Strategy Rationale**

New teachers who receive regular coaching and support are more successful in providing quality instruction resulting in higher student achievement.

### **Action Step 1** 5

School based mentors with clinical education certification assigned to assist mentor new teachers.

#### **Person Responsible**

Randy Hedstrom

#### **Schedule**

On 6/29/2018

#### **Evidence of Completion**

Completed New Teacher Packet

### **Action Step 2** 5

District Novice Teacher Mentor assigned to teachers with 0-3 years experience to provide support with instructional practice

#### **Person Responsible**

Randy Hedstrom

#### **Schedule**

On 6/29/2018

#### **Evidence of Completion**

Coaching logs



**Plan to Monitor Fidelity of Implementation of G1.B3.S1** 6

New teacher packets will be provided by the mentor to the mentee

**Person Responsible**

Randy Hedstrom

**Schedule**

On 6/1/2018

***Evidence of Completion***

Completed packet

**Plan to Monitor Fidelity of Implementation of G1.B3.S1** 6

**Person Responsible**

**Schedule**

***Evidence of Completion***

**Plan to Monitor Effectiveness of Implementation of G1.B3.S1** 7

New teachers will perform duties as required

**Person Responsible**

Randy Hedstrom

**Schedule**

Monthly, from 9/1/2017 to 6/1/2018


***Evidence of Completion***

Completion of tasks as required.

**G1.B4** Teacher materials and instruction are not always standards based and rigorous. 2

 B264025

**G1.B4.S1** Provide Common Board Configuration training school-wide. 4

 S279655

**Strategy Rationale**

Common Board Configuration has proven to be successful in low performing schools to focus on instruction that is standards based and rigorous.

**Action Step 1** 5

Schedule training and inform participants

**Person Responsible**

Randy Hedstrom

**Schedule**

On 8/14/2017

***Evidence of Completion***

Email and schedule of training

**Plan to Monitor Fidelity of Implementation of G1.B4.S1** 6

Teachers attend Common Board Configuration Training

**Person Responsible**

Kristin Carroll

**Schedule**

On 8/18/2017

***Evidence of Completion***

Sign in sheets for the training

**Plan to Monitor Fidelity of Implementation of G1.B4.S1** 6

**Person Responsible**

**Schedule**

***Evidence of Completion***

**Plan to Monitor Effectiveness of Implementation of G1.B4.S1 7**

Classroom walkthroughs to ensure teachers are posting Common Board configuration and using daily.

**Person Responsible**

Randy Hedstrom

**Schedule**

Weekly, from 9/18/2017 to 6/1/2018

***Evidence of Completion***

Notes from classroom walkthroughs

**Plan to Monitor Effectiveness of Implementation of G1.B4.S1 7**

**Person Responsible**

**Schedule**

***Evidence of Completion***

## IV. Implementation Timeline

Source	Task, Action Step or Monitoring Activity	Who	Start Date (where applicable)	Deliverable or Evidence of Completion	Due Date/ End Date
<b>2018</b>					
G1.B3.S1.MA1 M407836	[no content entered]		No Start Date		No End Date one-time
G1.B4.S1.MA1 M407838	[no content entered]		No Start Date		No End Date one-time
G1.B4.S1.MA1 M407840	[no content entered]		No Start Date		No End Date one-time
G1.B4.S1.A1 A376914	Schedule training and inform participants	Hedstrom, Randy	8/14/2017	Email and schedule of training	8/14/2017 one-time
G1.B4.S1.MA1 M407839	Teachers attend Common Board Configuration Training	Carroll, Kristin	8/17/2017	Sign in sheets for the training	8/18/2017 one-time
G1.B1.S1.MA1 M407830	Review student data thru iReady	Hedstrom, Randy	10/1/2017	Upload a classroom level report of student growth from iReady.	5/25/2018 triannually
G1.B3.S1.MA1 M407834	New teachers will perform duties as required	Hedstrom, Randy	9/1/2017	Completion of tasks as required.	6/1/2018 monthly
G1.B3.S1.MA1 M407835	New teacher packets will be provided by the mentor to the mentee	Hedstrom, Randy	9/1/2017	Completed packet	6/1/2018 one-time
G1.B4.S1.MA1 M407837	Classroom walkthroughs to ensure teachers are posting Common Board configuration and using daily.	Hedstrom, Randy	9/18/2017	Notes from classroom walkthroughs	6/1/2018 weekly
G1.B3.S1.A1 A376912	School based mentors with clinical education certification assigned to assist mentor new teachers.	Hedstrom, Randy	8/1/2017	Completed New Teacher Packet	6/29/2018 one-time
G1.B3.S1.A2 A376913	District Novice Teacher Mentor assigned to teachers with 0-3 years experience to provide support...	Hedstrom, Randy	9/5/2017	Coaching logs	6/29/2018 one-time
G1.MA1 M407844	Mid-Year and End-of-Year Data Reviews with the Leadership Team	Hedstrom, Randy	12/1/2017	i-Ready & Achieve 3000 Reports (usage and diagnostic), MobyMax, Reflex Math, FSA and EOC results, 5 Essentials, School Grade, Teengagementment	7/31/2018 semiannually
G1.B1.S1.MA1 M407831	Collect the Personnel by Position document	Hedstrom, Randy	9/1/2017	Upload the Personnel by Position document for the Intervention Teachers	8/31/2018 one-time
G1.B1.S1.A1 A376910	Hire two intervention teachers at Jenkins Middle to support additional sections of intervention...	Hedstrom, Randy	10/1/2017	Personnel by position document	8/31/2018 one-time
G1.B2.S1.MA1 M407832	Collect data sheet on teachers who received the bonus for returning to the next school year,...	Hedstrom, Randy	11/1/2017	Upload the data sheet reflecting the teachers who received the bonus payout.	8/31/2018 one-time
G1.B2.S1.MA1 M407833	Collect the list of teachers receiving the bonus payout.	Hedstrom, Randy	11/1/2017	Upload the list of teachers receiving the bonus payout.	8/31/2018 semiannually
G1.B2.S1.A1 A376911	Negotiate a memorandum of understanding with the PFT-U for Jenkins Middle to provide contractual...	Hedstrom, Randy	11/1/2017	Personnel by Position and Signature sheet acknowledging receipt of bonus.	8/31/2018 semiannually

## V. Professional Development Opportunities

*Professional development opportunities identified in the SIP as action steps to achieve the school's goals.*

**G1.** If the school leadership communicates high expectations and develops supporting structures for ambitious instruction, then teachers will be able to use progress monitoring tools to drive instruction that meets the needs of our students so that all students will be able to make meaningful academic progress across content areas leading to academic growth of the school.

**G1.B4** Teacher materials and instruction are not always standards based and rigorous.

**G1.B4.S1** Provide Common Board Configuration training school-wide.

### **PD Opportunity 1**

Schedule training and inform participants

#### **Facilitator**

Chris Henderson

#### **Participants**

Teachers

#### **Schedule**

On 8/14/2017

## VI. Technical Assistance Items

Technical Assistance opportunities identified in the SIP as action steps to achieve the school's goals.

## VII. Budget

<b>1</b>	<b>G1.B1.S1.A1</b>	<b>Hire two intervention teachers at Jenkins Middle to support additional sections of intervention classes.</b>				<b>\$110,795.00</b>
	Function	Object	Budget Focus	Funding Source	FTE	2017-18
	5100	120-Classroom Teachers	0171 - Robert H. Jenkins, Jr. Middle	UniSIG	2.0	\$87,927.00
			<i>Notes: Salary for two intervention teachers to support additional sections of intervention classes at Jenkins Middle.</i>			
	5100	210-Retirement	0171 - Robert H. Jenkins, Jr. Middle	UniSIG		\$6,964.00
			<i>Notes: Retirement for two intervention teachers to support additional sections of intervention classes at Jenkins Middle. Retirement rate is 7.92%.</i>			
	5100	220-Social Security	0171 - Robert H. Jenkins, Jr. Middle	UniSIG		\$6,726.00
			<i>Notes: Social Security/Medicare for two intervention teachers to support additional sections of intervention classes at Jenkins Middle. Benefit rate is 7.65%.</i>			
	5100	230-Group Insurance	0171 - Robert H. Jenkins, Jr. Middle	UniSIG		\$9,000.00
			<i>Notes: Group insurance for two intervention teachers to support additional sections of intervention classes at Jenkins Middle. District share is \$4500 per employee.</i>			
	5100	232-Life Insurance	0171 - Robert H. Jenkins, Jr. Middle	UniSIG		\$178.00
			<i>Notes: Life insurance for two intervention teachers to support additional sections of intervention classes at Jenkins Middle. Rate is \$0.203 per thousand up to \$50,000.</i>			
<b>2</b>	<b>G1.B2.S1.A1</b>	<b>Negotiate a memorandum of understanding with the PFT-U for Jenkins Middle to provide contractual language outlining bonuses within the grant period.</b>				<b>\$83,005.00</b>
	Function	Object	Budget Focus	Funding Source	FTE	2017-18
	5100	120-Classroom Teachers	0171 - Robert H. Jenkins, Jr. Middle	UniSIG		\$62,000.00
			<i>Notes: Provide a \$1000 bonus at Jenkins Middle paid in November 2017 for teachers who are at the school for the 2017-18 school year. Provide another \$1000 bonus paid in August 2018 for effective and highly effective teachers who remain at the school for the 2018-19 school year.</i>			
	5100	220-Social Security	0171 - Robert H. Jenkins, Jr. Middle	UniSIG		\$4,896.00
			<i>Notes: Social Security/Medicare for the November 2017 and August 2018 bonuses for teachers and administrators at Jenkins Middle. Benefit rate is 7.65%.</i>			
	7200	790-Miscellaneous Expenses	0171 - Robert H. Jenkins, Jr. Middle	UniSIG		\$14,109.00
			<i>Notes: Indirect cost rate is 7.28%.</i>			
	5100	110-Administrators	0171 - Robert H. Jenkins, Jr. Middle	UniSIG		\$2,000.00

**Putnam - 0171 - Robert H. Jenkins, Jr. Middle - 2017-18 SIP**  
*Robert H. Jenkins, Junior Middle*

		<i>Notes: Provide a \$500 bonus at Jenkins Middle paid in November 2017 for administrators who are at the school for the 2017-18 school year. Provide another \$500 bonus paid in August 2018 for administrators who remain at the school for the 2018-19 school year.</i>	
<b>3</b>	<b>G1.B3.S1.A1</b>	<b>School based mentors with clinical education certification assigned to assist mentor new teachers.</b>	<b>\$0.00</b>
<b>4</b>	<b>G1.B3.S1.A2</b>	<b>District Novice Teacher Mentor assigned to teachers with 0-3 years experience to provide support with instructional practice</b>	<b>\$0.00</b>
<b>5</b>	<b>G1.B4.S1.A1</b>	<b>Schedule training and inform participants</b>	<b>\$0.00</b>
			<b>Total: \$193,800.00</b>