



Pinellas County Public Schools | Florida

SUMMARY

Pinellas County Schools (PCS) is located on Florida's west coast along the Gulf of Mexico and is a part of the Tampa Bay Area. PCS is the 7th largest in the state and the 26th largest in the nation, with 140 schools that serve approximately 104,000 students pre-K through 12th grade and employ approximately 8,295 classroom teachers. More than 50 percent of the schools receive Title I support. These challenges motivated PCS to implement a performance-based compensation system (PBCS), Teacher Incentive Fund (TIF), to improve student achievement in the highest needs middle schools by attracting, supporting, retaining, and rewarding the most effective teachers and administrators at those schools. Four of PCS's highest need middle schools participate in the TIF program. These schools serve more than 4,500 students. More than 50 percent of the student body in the four participating middle schools qualifies for free or reduced-price lunch, and over 40 percent of the student body is a racial or ethnic minority. The four participating schools also experience higher rates of teacher turnover than other middle schools in the district.

PROGRAM GOALS AND EVALUATION

The overarching goal of One Vision, One Voice is to increase student achievement in the targeted high-need schools by developing and implementing a comprehensive PBCS for teachers, principals, and other personnel to increase educator effectiveness and student achievement, measured in significant part by student growth. OCPS has a comprehensive evaluation plan to ensure that it succeeds in meeting the goals and objectives described here. The evaluation includes both quantitative and qualitative measures. Project staff monitors progress toward identified goals and objectives through formative and annual evaluations. An external evaluator assists in the process and provides feedback to the project staff for program improvement.

State: Florida

Location: Largo, Florida

Award amount: \$7,069,464

TIF Cohort: 3

STEM Grantee: No

Number of districts participating: 1

Number of schools participating: 4

Number of teachers eligible: 303

Number of principals eligible: 18

Superintendent: Michael A. Grego, Ed.D

Key program staff:

Lonnette Frazier, Program Manager

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Jan Urbanski, Director of Special Projects

Melanie Parra,

Director of Strategic Communications

Bruce Proud, Executive Director of PCTA-PESPA

Evergreen Solutions, LLC,

External Program Evaluator

REWARD STRUCTURE

The PCS compensation system includes the following components: evaluation, professional growth, leadership pathways, and professional development. TIF rewards teachers and principals based on their overall effectiveness and their participation in performance-related activities. For performance-based pay, teachers at each school are placed in two categories, and their standing within three tiers determines their award payment up to \$5,000. PCS places principals in one category, consolidated among all four schools. Teachers and principals with an effective or highly effective overall rating may participate in schoolwide or district-wide leadership activities and receive a supplement of up to \$6,000.

YEARS 1-4 HIGHLIGHTS

- Refined evaluation system by improving the value-added model and the leadership standards
- Continued to work through state delays for certain components of its evaluation
- Implemented the incentive opportunities around appraisal and assessment
- Acquired and implemented a data management system
- Invested substantial work into continuing internal and external communication efforts
- Continued to increase communication efforts on all aspects of TIF and provided training to improve teacher/principal effectiveness
- Establishing a sustainable human capital management system (HCMS) that supports a district-wide evaluation system

YEAR 5 OUTLOOK

TIF will continue to use its resources to further advance PCS toward establishing a sustainable HCMS that supports a district-wide evaluation system that compensates for effectiveness based on evaluative results and offers greater professional opportunities. TIF will also continue efforts to improve decision-making by obtaining information from our data warehouse and professional development system to make strategic decisions on assessment, recruitment, professional development, and retention of effective instructional personnel and principals in all PCS schools, especially in the four high-need schools participating in the TIF project. TIF will continue to use an outside evaluator to provide insightful formative and summative information to move grant initiatives forward.

SUSTAINABILITY

PCS has projected costs associated with its TIF plan and is committed to using operating funds to sustain the program beyond the five years of the TIF grant. Demonstrating sustainability, TIF PBCS continues to serve as a model for other PBCS being used for retention and recruitment within the district.

PERFORMANCE-BASED COMPENSATION

Year 4 performance payouts (\$328,000) were distributed December 2014. PCS also paid out \$214,520 for performance-related leadership participation.