



Richard Woods, Georgia's School Superintendent
"Educating Georgia's Future"

Strategic Waivers School Systems (SWSS) or Investing in Educational Excellence (IE²) System* Application

DISTRICT NAME

Richmond County Board of Education

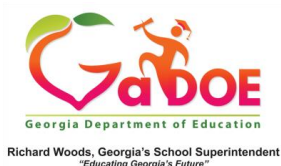
DISTRICT ADDRESS

864 Broad Street
Augusta, Georgia 30901

Richard Woods
State School Superintendent

MAY 2015

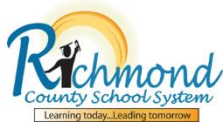
*Please note that if HB 502 goes into effect on July 1, 2015, districts that chose the IE² flexibility option will henceforth be known as Strategic Waivers School Systems.



SWSS/IE² SYSTEM APPLICATION COVER SHEET

Please enter the requested information in the gray boxes following each question. Thank you!

| Proposed SWSS/IE2 System Information | | | |
|---|---|--|----------------------|
| 1. Full Name of Proposed IE2 System: Richmond County Board of Education also known as Richmond County School System | | | |
| 2. Please indicate whether this is a: New Petition <input checked="" type="checkbox"/> or a Renewal Petition | 3. How many schools in total are you proposing to include in your IE2 system? 56 | | |
| 4. How many of each of the following schools are you proposing to include in your IE2 system? <div style="display: flex; justify-content: space-between;"> Primary School(s) Middle School(s) 9 </div> <div style="display: flex; justify-content: space-between;"> Elementary School(s) 35 High school(s) 12 </div> | | | |
| 5. On July 1 of what year do you want your IE2 contract to be effective? 2015 | | | |
| 6. IE2 System Street Address: 864 Broad Street | 7. City: Augusta | 8. State: Georgia | 9. Zip 30901 |
| 10. Contact Person: Kimberly Stripling | | 11. Title: Accountability and Strategic Waivers Officer | |
| 12. Contact Street Address: 864 Broad Street | 13. City: Augusta | 14. State: Georgia | 15. Zip 30901 |
| 16. Contact's telephone number 706-826-1263 | 17. Contact's fax number 706-826-4613 | 18. Contact's E-mail Address stripki@boe.richmond.k12.ga.us | |



RCSS Strategic Waivers School System Application

Strategic Waivers School System Partnership Application and Contract

In accordance with the State of Georgia Article 4, O.C.G.A. § 20-2-84, it is the intent of the County Board of Education of Richmond County (RCBOE) to operate as a Strategic Waiver School System (SWSS) through the development of the SWSS partnership between the County Board of Education of Richmond County and the State Board of Education.

The County Board of Education of Richmond County Overview

The charter of the County Board of Education of Richmond County predates the Constitution of the State of Georgia; therefore, the legal entity providing for the management and control of the public school system in Richmond County is entitled the “County Board of Education of Richmond County” (“RCBOE”). The public school system in Richmond County, however, is commonly referred to as the “Richmond County School System” (“RCSS” or “School System”) and may be referred to as such throughout this application. The Richmond County School System, located in historic Augusta, Georgia, is home to over 32,000 students in 56 schools (96% are classified as Title 1 schools - The system median is 84% economically disadvantaged). The Richmond County School System boasts having the oldest public school in the south and 5th oldest public high school in America. Several Richmond County schools are on the National Register of Historic places. Although steeped in history, Richmond County has strived to move education forward and to provide students with opportunities to succeed.

Approximately 30 years ago, Richmond County began a magnet school initiative to include a fine arts middle and high school that has consistently ranked in the top 100 schools in the nation (and is currently a Blue Ribbon School), a health science, engineering and technology high school (recognized as a Georgia School of Excellence) as well as a K-8 magnet emphasizing arts and academic achievement. In the past few years, RCSS added a technical career magnet and school-within-a-school programs which include International Baccalaureate opportunities for K-12, Advanced Placement Academies, elementary fine arts, high school JROTC leadership academy, and STEM initiatives.

Mission, Vision, and Goals

In keeping with the tradition of continuous improvement, the Richmond County School System is in the process of updating the system’s strategic plan. This process is being led by the Georgia School Boards Association and involves parents, community, students and staff.



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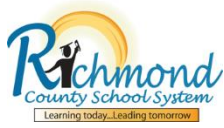
The mission of the Richmond County School System is building a world-class school system through education, collaboration, and innovation. In order to provide the most effective educational experience possible for every student, it has become evident through the study of research related to 21st Century learning, differentiated instruction, and assessment for learning that waivers of certain education laws contained in Title 20, RCSS and Georgia BOE policies are needed to provide greater flexibility to leaders and teachers in the learning process. We realize that we must align our policies, systems, infrastructure, capacity and culture to enable and enhance powerful learning aimed directly at the classroom level that will prepare our students for college and career readiness. We believe that by graduating more students who are college-and-career ready, we will help to create a stronger and more vibrant community. Hence our bold vision: RCSS will create a world-class, globally competitive school system where all students will graduate and are college and career ready.

A written comprehensive plan that is developed from stakeholder input, student needs, and system challenges is being completed and aligned with accreditation standards. The state model of continuous improvement is used to monitor the performance of the system and to determine the next steps in the action plan. The Richmond County School System is committed to the validity of the process and even though we are completing the Strategic Waivers School System application, we are proceeding with the strategic planning that will move our system forward.

The Case for Becoming a Strategic Waivers School System

1. Challenges

After polling staff members and the community on their perceptions of the biggest challenges facing the Richmond County School System, the collected answers were easily sorted into five main areas: Student Achievement, Community Engagement, Communication, High Performing Workforce, and Operational Effectiveness. Strategically, these areas are the goals of our system and each school's improvement plans. The Richmond County Board of Education's theory of action is that operational effectiveness will lead to a high performing workforce, which will result in better communication which will in effect improve community relations that will increase student achievement. The Richmond County School System believes that all children can learn and it is our duty to provide educational opportunities to prepare students for college and careers.



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2. Rank Priority

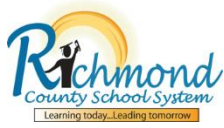
Our priority is increased Student Achievement. This is the pinnacle that we strive to reach. The College and Career Readiness Performance Index (CCRPI) is one tool that helps us to determine where we need to focus our resources. Our goal is to increase student achievement which will be evidenced by improved CCRPI scores for each school. Special focus will be placed on the Priority and Focus schools. The Richmond County School System is committed to providing the most enriching curriculum and opportunities for our students. This may be accomplished by offering career pathways (such as Cyber Security), specialized courses (Energy Management), ELL programming, gifted programming, and college credits (AP courses and Move On When Ready) – to name a few. Going hand-in-hand with this is the recruitment and retention of quality teachers and staff members. Another challenge is Communication and Community Engagement. Our goal is to increase parental and community involvement in our schools and to improve communication pro-activeness and transparency. Finally, Operational Effectiveness has to be in place. This would include making sure that our schools have policies and procedures to guide instruction and activities and that schools have the resources that are needed to serve our students.

3. Challenges Addressed by SWSS

By becoming a Strategic Waivers School System, the Richmond County School System would be able to zealously reach each of the strategic goals. Narrowing them specifically, most of the waivers would allow us flexibility in raising student achievement. Flexibility in interventions and action plans for the Priority and Focus schools is paramount. For example, while the class size waiver has allowed us to be able to increase class sizes for economic reasons in the past, now it will allow us to be able to hold college lecture-style courses with smaller labs. Richmond County School System will be able to offer more opportunities for students to increase the number of college credits earned and to receive specialized training offered by the certification waiver.

4. Specific Actions

In the first five years as a SWSS, the Richmond County School System will build to capacity with an annual increase in student achievement. Training for stakeholders, transparent communication and strong leadership are key to be able to reach our goals. First and foremost, our Focus and Priority schools demand attention. Careful alignment of school improvement, Title 1 and Flexible Learning Plans (FLP) is critical so that all stakeholders are striving to reach common goals. Resources from State and Regional

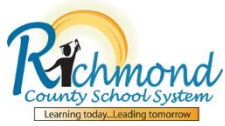


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agencies will help to monitor the interventions and action plans. Flexibility in planning innovative instructional models and advanced learning opportunities will greatly benefit the students of Richmond County.

5. Explanation, 6. Waivers, and 7. Timeline

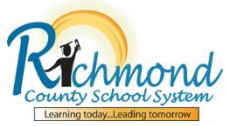
The requested waivers and explanations for each are listed in Table 1 – *RCSS Summary of Challenges Aligned with Initiatives and Necessary Waivers* and in the following section entitled *Waivers Component* – by reference are made a part of this explanation. The Richmond County School System has already requested the Class Size Waiver for the 2015-16 school year. The waivers in Table 1 will begin July 1, 2015 and run through the next application cycle.



RCSS Strategic Waivers School System Application

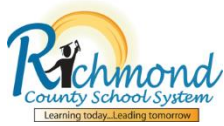
Table 1 – RCSS Summary of Challenges Aligned with Initiatives and Necessary Waivers

| Challenges in Prioritized Order | Specific Initiative/Action and Explanation | Waiver(s) Requested |
|--|--|---|
| <p>Providing opportunities to increase achievement for all students.</p> | <p>The Richmond County School System will pursue innovative course design which accounts for varied paces of student learning and unique student interests. Through the increased use of digital resources, embedded courses, innovative instructional models, and advanced learning opportunities, the system will facilitate new thinking about engaging instructional experiences and environments to better meet students’ learning needs.</p> | <ul style="list-style-type: none"> • ELL Program Requirements (O.C.G.A. § 20-2-156 and SBOE Rule 160-4-5-.02) • Educational Programs (O.C.G.A. § 20-2-151.2, 20-2-152 to 20-2-155 and SBOE Rules 160-4-5-.01 and 160-4-2-.17) • Gifted Program (O.C.G.A. . § 20-2-151, 20-2-161 and SBOE Rule 160-4-2-.38) • Health and PE Program (SBOE Rule 160-4-2-.12) • Organization of Schools; Middle School Programs; Schedule (O.C.G.A. § 20-2-290) • Competencies and Core Curriculum, Online Learning (O.C.G.A. § 20-2-141.1, O.C.G.A. § 20-2-142 and SBOE Rule 160-4-2-.48) • Graduation Requirements (O.C.G.A. § 20-2-131 and SBOE Rules 160-5-1-.15, 160-4-2-.48 IHF6, and 160-4-2-.47 IHF5) • Class-size and Reporting requirements (O.G.C.A. § 20-2-182, 20-2-181, 20-2-187, 20-2-695, 20-2-696; 20-2-152) and SBOE Rules 160-5-1-.08 (IEC); 160-5-1-.22 (CGB); 160-4-7-.14 • Promotion and Retention (O.C.G.A. § 20-2-283, 20-2-284 and SBOE Rules 160-4-2-.38 and 160-4-2-.17) • School Day and School Year for Students and Employees: (O.C.G.A. § 20-2-151, 20-2-160, 20-2-161.1, 20-2-165, 20-2-168, 20-2-168(c), 20-2-240, 20-2-290, and 20-14-33) and SBOE Rule 160-4-2-.05 and 160-5-1-.02 related to requirements for minutes of instruction at each level, scheduling, and staffing. SBOE Rule 160-4-2-.16) |
| <p>Ensuring that the Richmond County School System can meet the unique</p> | <p>The system values the unique strengths and specific needs of each of the schools and will leverage flexibility in order to best advance teaching and learning at every school. For example, the National Cyber Center has</p> | <ul style="list-style-type: none"> • Categorical Allotment requirements, Article 6 of Chapter 2 of Title 20 (O.C.G.A. § 20-2-183 to 20-2-186) |



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| | | |
|---|--|---|
| <p>academic, resource, and support needs of all schools.</p> | <p>moved into the Augusta area providing opportunities for career pathways and additional coursework for RCSS students.</p> | <ul style="list-style-type: none"> • Competencies and Core Curriculum, Online Learning, Alternative and Traditional Education (O.G.C.A § 20-2-140.1, 20-2-141.1, O.G.C.A § 20-2-142 and SBOE Rule 160-4-2-.48, 160-4-2-.12, 160-4-2-.20 & 160-4-2-.47, 160-4-8-.12) • Certification requirements (O.C.G.A. § 20-2-108, O.C.G.A. § 20-2-200, O.C.G.A. § 20-2-201, O.C.G.A. § 20-2-204 and SBOE rule 160-3-3-.04) • Public School Choice (O.C.G.A. § 20-2-2131) • School Attendance (O.C.G.A. § 20-2-690.2) |
| <p>Ensuring that the Richmond County School System can attract and retain effective teachers, leaders, and professional personnel to meet the projected student growth, the aging workforce, and current staffing deficits.</p> | <p>The Richmond County School System highly regards the traditional preparation of school educators and intends to consider the additional value that could be added to classroom instruction and student supports by expanding employment practices to consider professional practitioners in specialty fields such as technology, science and engineering, and child support roles. Additionally the Richmond County School System desires to ensure that all employees are compensated at competitive rates while valuing prior non-teaching responsibilities associated with an employee’s teaching or support assignment.</p> | <ul style="list-style-type: none"> • Salary Schedule requirements (O.C.G.A. § 20-2-212 and SBOE rules 160-5-2-.04, 160-5-2-.05, 160-5-3-.08) • Certification requirements (O.C.G.A. § 20-2-108, O.C.G.A. § 20-2-200, O.C.G.A. § 20-2-201, O.C.G.A. § 20-2-204 and SBOE rule 160-3-3-.04) • Duty-Free Lunch (O.C.G.A. § 20-2-218) |
| <p>Ensuring the financial stability of the Richmond County School System despite the unstable and unpredictable revenue growth.</p> | <p>The Richmond County School System will align all spending priorities with the system’s strategic plan to improve student achievement. The state revenue source currently contributes a percentage of the actual cost of operating schools at a high level and therefore the system will leverage the reduction in spending constraints to support the core business of teaching and learning.</p> | <ul style="list-style-type: none"> • Class-size and Reporting requirements (O.C.G.A. § 20-2-182) • Direct Classroom Expenditures and Expenditure Controls (O.C.G.A. § 20-2-171, 20-2-167 and SBOE Rule 160-5-1-.29) • QBE Financing (O.C.G.A. § 20-2-161) • Program Enrollment & Appropriation (O.C.G.A. § 20-2-160) |



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Waivers Component

Flexibility with regards to Class-size and Reporting requirements (O.G.C.A. § 20-2-182, 20-2-181, 20-2-187, 20-2-695, 20-2-696; 20-2-152) and SBOE Rules 160-5-1-.08 (IEC); 160-5-1-.22 (CGB); 160-4-7-.14 related to class size, staffing allotments, and utilization. *RCSS seeks to waive the requirements related to class size, staffing allotments, student caseload, and utilization to increase learning opportunities for all students.*

Flexibility with regards to Expenditure Controls (O.G.C.A § 20-2-171 and 20-2-167; SBOE Rule 160-5-1-.29) (DJ1). *RCSS would like flexibility to spend allotted dollars to support the system's strategic plan rather than be confined to categories required by expenditure controls.*

Flexibility with regards to Salary Schedule requirements (O.G.C.A § 20-2-212, 20-2-212.1, 20-2-212.2) and SBOE Rules 160-5-2-.04, 160-5-2-.05, 160-5-3-.08. *RCSS would like flexibility from the required use of the current state salary schedule to provide compensation based on teacher skills and system needs.*

Flexibility with regards to Certification requirements (O.C.G.A. § 20-2-108, 20-2-200, 20-2-201, 20-2-204) and SBOE Rule 160-3-3-.04. *RCSS seeks flexibility from state certification requirements to allow for the selection of qualified applicants based on content expertise and knowledge.*

Flexibility with regards to Educational Programs (O.G.C.A § 20-2-151.2, 20-2-152, 20-2-153 to 20-2-155 and SBOE Rule 160-4-5-.01; 160-4-2-.17; 160-4-2-.38. *RCSS seeks flexibility in the requirements related to staffing, class size and program delivery/time requirements and models to offer a variety of delivery models including but not limited to advanced content at the elementary level, and to allow the system an opportunity to provide support to individual students based on need.*

Flexibility with regards to ELL Program requirements (O.C.G.A. § 20-2-156) and SBOE Rule 160-4-5-.02 related to staffing, class size and program delivery/time/requirements/models. *RCSS seeks flexibility from the requirements related to staffing, class size and program delivery/time requirements and models including but not limited to serving those students with Level 1 or 2 Language Proficiency via additional segments.*

Flexibility with regards to Education Program for Gifted Students: (O.C.G.A. § 20-2-151, § 20-2-161) and SBOE Rule 160-4-2-.38 (IDDD) related to staffing, class size, and program delivery/time/requirements/models. *RCSS seeks flexibility in the requirements related to staffing, class size and program delivery/time requirements and models to offer a variety of delivery models including but not limited to advanced content at the elementary level.*

Flexibility with regards to Comprehensive Health and Physical Education Program: (O.C.G.A. § 20-2-142, § 20-2-143, § 20-2-149.1, § 20-2-777) and SBOE Rule 160-4-2-.12 related to scheduling and minutes of instruction. *RCSS seeks flexibility from the requirement to provide flexible pathways for students to meet the required physical education courses.*

Flexibility with regards to School Day and School Year for Students and Employees: (O.C.G.A. § 20-2-151, 20-2-160, 20-2-161.1, 20-2-165, 20-2-168, 20-2-168(c), 20-2-240, 20-2-290, and 20-14-33) and



RCSS Strategic Waivers School System Application

SBOE Rule 160-4-2-.05 and 160-5-1-.02 related to requirements for minutes of instruction at each level, scheduling, and staffing. SBOE Rule 160-4-2-.16). *RCSS seeks to waive allotted requirements of instruction time at each level to allow schools to focus time on areas that are a priority for improving student achievement including but not limited to flexibility in the structure of providing 180 school days for students.*

Flexibility with regards to Competencies and Core Curriculum, Online Learning, Alternative and Traditional Education Programs (O.G.C.A § 20-2-140.1, 20-2-141.1, O.G.C.A § 20-2-142 and SBOE Rule 160-4-2-.48, 160-4-2-.12, 160-4-2-.20 & 160-4-2-.47, 160-4-8-.12) *RCSS seeks flexibility in order to increase course offerings and program participation both inside and outside the system and scheduled school day.*

Flexibility with regards to Promotion and Retention: (O.C.G.A. § 20-2-283 & 284) and SBOE Rule 160-4-2-.11 related to the timeline for decision making while preserving due process rights SBOE Rule - Statewide Passing Score (SBOE Rule 160-4-2-.13 and 2(a)) and Educational Programs (SBOE Rule 160-4-2-.38 and 160-4-2-.17) *RCSS seeks flexibility to plan and place students for promotion, placement, and retention as soon as practicable.*

Flexibility with regards to Graduation Requirements and Awarding Credit. (O.G.C.A. § 20-2-131 and SBOE Rule 160-5-1-.15, 160-4-2-.48 (IHF6), and 160-4-2-.47 (IHF5). *RCSS seeks flexibility with regards to graduation requirements, awarding credit and for the purpose of substitution of equivalent or higher level requirements which will assist students in acquiring the knowledge and skills necessary to be successful as they continue their education at the postsecondary level and/or enter the workforce.*

Flexibility with regards to Employment, Conditions of Employment as it relates to Duty Free Lunch (O.G.C.A. § 20-2-218). *RCSS seeks flexibility to allow the system to meet time and work requirements of each individual school site.*

Flexibility with regards to School Attendance, Compulsory Attendance as it relates to the attendance protocol (O.G.C.A. § 20-2-690.2). *RCSS seeks flexibility to encourage attendance and to address excessive absenteeism based on the circumstances of each case.*

Flexibility with regards to Categorical Allotment requirements, Article 6 of Chapter 2 of Title 20 (O.G.C.A. § 20-2-183 to 20-2-186) related to system earnings being expended based on system priorities and QBE Financing (O.C.G.A. 20-2-161). *RCSS seeks flexibility to develop a system budget based on the system strategic plan and the needs of our students, rather than basing the system budget on current categorical allotments and maintain the system's earnings while providing flexibility in its application for services as provided through SWSS.*

Flexibility with regards to Public School Choice (O.G.C.A. § 20-2-2131). *RCSS seeks flexibility to allow students greater public school choice based on the capacity of the school building, available space, programming needs, and conditions of transportation by parents and/or school system.*



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Consequences of Becoming a Strategic Waivers School System

8. Accountability Component and Consequences

Goal 1: All Richmond County Schools will demonstrate proficiency and/or improvement on the CCRPI (in line with RCSS Strategic Goal of High Academic Achievement).

Action 1: Each school will align all forms of improvement plans (School Improvement, Title 1 and FLP plans) to increase student achievement and will demonstrate proficiency and/or improvement on the CCRPI.

Measure 1: School performance goals will be set so that for each year during the contract, the school will increase its CCRPI score by 3% of the gap between the baseline year (2015-16) CCRPI score and 100.

OR

Measure 2: For each year during the contract, an individual school performing in the top quartile of the state within each grade level shall remain at or above the top quartile threshold established the baseline year (2015-16).

OR

Measure 3: If a school fails to meet its CCRPI target score, the school will be deemed as meeting its yearly performance target if the school is determined to be “beating the odds” through an analysis that compares the school’s CCRPI to its expected baseline performance as determined by comparison schools statewide having similar characteristics.

Goal 2: The Richmond County School System will provide a positive school climate that fosters communication and collaboration with all stakeholders (in line with RCSS Strategic Goals of Communication and Community Engagement).

Action 1: The Richmond County School System will foster collaboration and a shared decision making model through the use of a School Council at each school.

Action 2: The Richmond County School System will provide opportunity for stakeholder feedback or discussion through surveys, focus groups, school councils, and advisory groups.



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Measure: The Richmond County School System will document School Council members and meetings at each school through the use of eBoard. The Richmond County School System will share survey results on the website for transparency.

Goal 3: The Richmond County School System will engage in thorough financial processes to remain economically stable (in line with RCSS Strategic Goal of Operational Effectiveness).

Action 1: The Richmond County School System will utilize best practices in accounting and financial reporting.

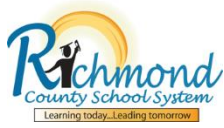
Action 2: The Richmond County School System's financial statements will be audited annually and will receive a successful audit from external financial auditors.

Measure 1: The Richmond County School System will prepare and approve a balanced General Fund budget annually.

Consequences

All Richmond County schools will develop and submit strategic plans addressing the performance goals outlined in the Strategic Waivers School System contract. In accordance with O.C.G.A. § 20-2-84.1, the Richmond County School System will employ the following interventions or sanctions at all non-performing schools:

- (a) If based upon the review of the 2016-2017 and/or 2017-2018 performance data, a school has not made sufficient progress toward meeting the articulated academic goals, a school improvement plan will be incorporated into the annual school strategic planning process and implemented by August 2018 (based upon review of 2016-2017 data) or August 2019 (based upon review of 2017-2018 data). The school improvement plan will address the specific achievement deficiencies along with a targeted plan to address the deficiencies. The school improvement plan and the targeted plan will be approved and monitored by the district throughout the academic year.
- (b) If based upon the review of 2018-2019 and/or 2019-2020 performance data, a school has not achieved three years of growth in the articulated academic goals, the Richmond County School System will apply direct school management support and intensive teacher development support as outlined in the jointly developed school improvement plan between the school leadership and district leadership staff. Implementation of the



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school improvement plan will occur no later than August 2020 (based upon review of 2018-2019 data) and/or August 2021 (based upon review of 2019-2020 data) and will be monitored by the school system.

- (c) If based upon the GOSA evaluation of the 2020-2021 performance data, a school has not achieved three years of growth in the articulated academic goals, the Richmond County School System will apply, in the 2022-2023 school year, the consequences recommended by GOSA and approved by the State Board of Education.

RICHMOND COUNTY



BOARD OF EDUCATION

864 Broad Street – 4th Floor
Augusta, Georgia 30901-1215
(706) 826-1124 – Fax: (706) 826-4613

MRS. HELEN MINCHEW
President

ANGELA D. PRINGLE, Ed.D.
Superintendent of Schools

MR. MARION BARNES
Vice-President

April 23, 2015

Dr. Garry McGiboney, Deputy Superintendent
Georgia Department of Education
2053 Twin Towers East
205 Jesse Hill Jr. Drive
Atlanta, Georgia 30334-5080

Dear Dr. McGiboney:

The State of Georgia in Article 4, O.C.G.A. § 20-2-84 has required that each local school system must notify the Georgia Department of Education of its intention of operating as an Investing in Education Excellence (IE²) School System, a Charter System, or a Status Quo School System no later than June 30, 2015. This letter is to inform you of the intent of Richmond County School System to operate as an IE² school system through development of the IE² partnership between our school system and the State Board of Education. Enclosed please find a resolution from the Richmond County Board of Education indicating our intent to begin discussion for contract development.

Sincerely,

A handwritten signature in black ink, appearing to read "Angela D. Pringle", is written over the word "Sincerely,".

Dr. Angela D. Pringle
Superintendent of Schools

Enclosure

cc: Lou Erste, Associate Superintendent, Georgia Department of Education
Martha Ann Todd, Executive Director, Governor's Office of Student Achievement
Dr. Howard Hendley, Director Policy Division



**A RESOLUTION OF THE RICHMOND COUNTY BOARD OF EDUCATION, GEORGIA,
AUTHORIZING THE LETTER OF INTENT FOR THE INVESTING IN EDUCATIONAL
EXCELLENCE MODEL WITH THE GEORGIA BOARD OF EDUCATION**

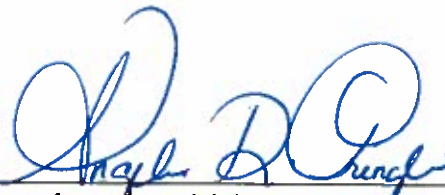
WHEREAS, the State of Georgia in Article 4, O.C.G.A. § 20-2-84 has mandated that each local school system must notify the Georgia Department of Education of its intention of operating as an Investing in Educational Excellence (IE²) School System, a Charter System, or a Status Quo School System no later than June 30, 2015; now, therefore be it

RESOLVED, that the Richmond County School System shall submit a Letter of Intent to the State Board of Education for the purpose of developing the Investing in Educational Excellence (IE²) Contract, and shall schedule and hold a public hearing for the purpose of listening to public input regarding said contract.

ADOPTED by the Richmond County Board of Education on
This TWENTY-FIRST day of APRIL, 2015.



Chairperson, Richmond County Board of Education



Superintendent, Richmond County School System



Richmond County Board of Education

864 Broad Street - Augusta, Georgia 30901 - Phone: (706) 826-1000
<http://www.rcboe.org>

Angela D. Pringle, Ed.D.
Superintendent of Schools
Richmond County School System

Helen Minchew
President of School Board
Richmond County School System

For More Information Contact Mr. Kaden Jacobs
706-826-1118
September 28, 2015

FOR IMMEDIATE RELEASE

**(AUGUSTA, GEORGIA) RCSS to Host Public Meeting to Discuss Strategic
Waivers School System Flexibility Option**

The Richmond County School System will hold a public meeting to discuss the Strategic Waivers School System flexibility option on October 8, 2015 at 5:00 p.m. in the Board Room Auditorium (864 Broad Street, Augusta, GA 30901).

Items discussed at the meeting will include the Strategic Waivers School System application, the timeline for completion, and a recognition of the members of the Flexibility Options Committee.

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“Learning Today...Leading Tomorrow”

The Mission of the Richmond County School System is to educate students to become lifelong learners and productive citizens.

**RICHMOND COUNTY SCHOOL SYSTEM
2015-2016 DIRECTORY OF SCHOOLS**

| AREA | SCHOOL | PHONE | ESEA | GRADES | PRINCIPAL | ADDRESS |
|------|---|--------------|----------------------|-----------|----------------------------|--|
| 3 | Academy of Richmond County High | 706-737-7152 | | 9 - 12 | Criston Jensen | 910 Russell Street/Augusta/30904 |
| 3 | Butler High | 706-796-4959 | Priority/Opportunity | 9 - 12 | Dr. Stacey Mabray | 2011 Lumpkin Road/Augusta/30906 |
| 2 | Cross Creek High | 706-772-8140 | | 9 - 12 | Dr. Jason Moore | 3855 Old Waynesboro Road/Augusta/30906 |
| 2 | Davidson Fine Arts Magnet | 706-823-6924 | | 6 - 12 | Dr. Renee Kelly | 615 Twelfth Street/Augusta/30901 |
| 3 | Glenn Hills High | 706-796-4924 | Priority/Opportunity | 9 - 12 | Dr. Bobby Williams | 2840 Glenn Hills Drive/Augusta/30906 |
| 2 | Hephzibah High | 706-592-2089 | | 9 - 12 | Dr. Larina Thomas | 4558 Brothersville Road/Hephzibah/30815 |
| 2 | A.R. Johnson Magnet | 706-823-6933 | | 6 - 12 | Charlie Tudor | 1324 Laney-Walker Blvd./Augusta/30901 |
| 1 | T.W. Josey High | 706-737-7360 | Priority/Opportunity | 9 - 12 | Isaac Lee | 1701 Fifteenth Street/Augusta/30901 |
| 1 | Lucy C. Laney High | 706-823-6900 | Priority | 9 - 12 | Jonathan Woods | 1740 Walton Way/Augusta/30904 |
| 2 | Richmond County Technical Career Magnet | 706-823-5580 | | 9 - 12 | Mylinthia Renee-Kelly | 3200B Augusta Tech Dr./Augusta/30906 |
| 1 | Westside High | 706-868-4030 | | 9 - 12 | Scott McClintock | 1002 Patriot's Way/Augusta/30907 |
| 3 | Glenn Hills Middle | 706-796-4705 | Focus/Opportunity | 6 - 8 | Dr. Bernard Chatman | 2941 Glenn Hills Drive/Augusta/30906 |
| 2 | Hephzibah Middle | 706-592-4534 | | 6 - 8 | Doug Frierson | 2427 Mims Road/Hephzibah/30815 |
| 3 | Langford Middle | 706-737-7301 | | 6 - 8 | Victoria Reese | 3019 Walton Way/Augusta/30909 |
| 2 | Morgan Road Middle | 706-796-4992 | Focus | 6 - 8 | Dr. Shontier Barnes | 3635 Hiers Blvd./Hephzibah/30815 |
| 1 | Murphey Middle | 706-737-7350 | Focus/Opportunity | 6 - 8 | Sean Middleton | 2216 Bungalow Road/Augusta/30906 |
| 2 | Pine Hill Middle | 706-592-3730 | | 6 - 8 | Glenda Collingsworth | 2147 McElmurray Road/Hephzibah/30815 |
| 3 | Sego Middle | 706-796-4944 | | 6 - 8 | Pauline Andrews | 3420 Julia Avenue/Augusta/30906 |
| 2 | Spirit Creek Middle | 706-592-3987 | | 6 - 8 | Dr. Melissa Shepard | 115 Dolphin Way/Hephzibah/30815 |
| 1 | Tutt Middle | 706-737-7288 | Focus | 6 - 8 | Angela Sheahan | 495 Boy Scout Road/Augusta/30909 |
| 3 | Barton Chapel Elementary | 706-796-4955 | | Pre-K - 5 | Dr. Carletha Doye | 2329 Barton Chapel Road/Augusta/30906 |
| 1 | Bayvale Elementary | 706-737-7255 | Focus/Opportunity | Pre-K - 5 | Tonethia Beasley | 3309 Milledgeville Road/Augusta/30909 |
| 2 | Blythe Elementary | 706-592-4090 | | Pre-K - 5 | Pam Ward | 290 Church Street/Blythe/30805 |
| 3 | Copeland Elementary | 706-737-7228 | Focus/Opportunity | Pre-K - 5 | Cheryl Elder | 1440 Jackson Road/Augusta/30909 |
| 1 | Craig-Houghton Elementary | 706-823-6946 | | Pre-K - 5 | Sophia Cogle | 1001 4th Street/Augusta/30901 |
| 2 | Deer Chase Elementary | 706-772-6240 | | Pre-K - 5 | Dr. D'Andrea Jackson | 1780 Deer Chase Lane/Hephzibah 30815 |
| 2 | Diamond Lakes Elementary | 706-771-2881 | | Pre-K - 5 | Ny McRae | 4153 Windsor Spring Road/Hephzibah 30815 |
| 3 | Freedom Park School | 706-796-8428 | | Pre-K - 8 | Geoclyn Williams | 345 42 nd Street/Bldg. 43400/Ft. Gordon/30905 |
| 1 | Garrett Elementary | 706-737-7222 | | Pre-K - 5 | LaJuana Quarles | 1100 Eisenhower Drive/Augusta/30904 |
| 3 | Glenn Hills Elementary | 706-796-4942 | | Pre-K - 5 | Dr. Vanessa Lancaster | 2838 Glenn Hills Drive/Augusta/30906 |
| 2 | Goshen Elementary | 706-796-4646 | | Pre-K - 5 | Cheryl Fry | 4040 Old Waynesboro Road/Augusta/30906 |
| 2 | Gracewood Elementary | 706-796-4969 | | Pre-K - 5 | Chris Neal | 2032 Tobacco Road/Augusta/30906 |
| 3 | A.Dorothy Hains Elementary | 706-796-4918 | | Pre-K - 5 | Dr. Emily Driggers | 1820 Windsor Spring Road/Augusta/30906 |
| 2 | Hephzibah Elementary | 706-592-4561 | | Pre-K - 5 | Tim Jones | 2542 Highway 88/Hephzibah/30815 |
| 1 | W. S. Hornsby K-8 | 706-823-6928 | Priority/Opportunity | Pre-K - 8 | Dr. Jamie McCord | 310 Kentucky Avenue/Augusta/30901 |
| 3 | Jamestown Elementary | 706-796-4760 | | Pre-K - 5 | Vanetta Lawrence-Chapman | 3637 Heirs Blvd./Hephzibah/30815 |
| 1 | Jenkins-White Charter | 706-737-7320 | Priority/Opportunity | Pre-K - 5 | Lori Johnson | 800 15 th Avenue//Augusta/30901 |
| 3 | Lake Forest Hills Elementary | 706-737-7317 | | Pre-K - 5 | Sonya Bailey | 3140 Lake Forest Drive/Augusta/30909 |
| 1 | Lamar-Milledge Elementary | 706-737-7262 | Focus/Opportunity | Pre-K - 5 | Raye Robinson | 510 Eve St/Augusta/30904 |
| 2 | McBean Elementary | 706-592-3723 | | Pre-K - 5 | Dr. Janina Dallas | 1165 Hephzibah McBean Rd/Hephzibah/30815 |
| 3 | Meadowbrook Elementary | 706-796-4915 | Priority | Pre-K - 5 | Ken Johnson | 3630 Goldfinch Drive/Augusta/30906 |
| 1 | A.Brian Merry Elementary | 706-737-7185 | | Pre-K - 5 | Elizabeth Schad | 415 Boy Scout Road/Augusta/30909 |
| 3 | Monte Sano Elementary | 706-481-1813 | | Pre-K - 5 | Cynthia Scoggins | 2164 Richmond Avenue/Augusta/30904 |
| 3 | Sue Reynolds Elementary | 706-855-2540 | | Pre-K - 5 | Dr. Cheri Ogden | 3840 Wrightsboro Road/Augusta/30909 |
| 3 | Rollins Elementary | 706-796-4972 | | Pre-K - 5 | Dr. Sharon Ray | 2160 Mura Drive/Augusta/30906 |
| 3 | Southside Elementary | 706-796-4952 | | Pre-K - 5 | Tonya Bradburn | 3310 Old Louisville Road/Augusta/30906 |
| 3 | Terrace Manor Elementary | 706-796-4910 | | Pre-K - 5 | Major Lee | 3110 Tate Road/Augusta/30906 |
| 2 | Tobacco Road Elementary | 706-796-4658 | | Pre-K - 5 | Dr. Renee Robinson | 2397 Tobacco Road/Augusta/30906 |
| 2 | C.T. Walker Magnet | 706-823-6950 | | K - 8 | Aletha Snowberger | 1301 Wrightsboro Road/Augusta/30901 |
| 1 | Warren Road Elementary | 706-868-4022 | | Pre-K - 5 | Tammy Hendley | 311 Warren Road/Augusta/30907 |
| 1 | Wheelless Road Elementary | 706-796-4985 | Focus/Opportunity | Pre-K - 5 | Dr. Dana Harris | 2530 Wheelless Road/Augusta/30906 |
| 1 | Wilkinson Gardens Elementary | 706-737-7219 | Focus/Opportunity | Pre-K - 5 | Dr. Brenda Cherokee Taylor | 1925 Kratha Street/Augusta/30906 |
| 2 | Willis Foreman Elementary | 706-592-3991 | | Pre-K - 5 | LouAnne Grove | 2413 Willis Foreman Road/Hephzibah/30815 |
| 3 | Windsor Spring Elementary | 706-796-4939 | | Pre-K - 5 | Dr. Valerie McGahee | 2534 Windsor Spring Road/Augusta/30906 |
| 1 | Alternative Education Center at Lamar | 706-796-4965 | | 6 - 12 | Charles Givens | 970 Baker Avenue/Augusta/30904 |
| 1 | Performance Learning Center | 706-796-4965 | | 9 - 12 | Gregory Thompson | 1740 Walton Way/Augusta/30904 |
| | Sand Hills Center | 706-796-7791 | | Pre-K-12 | Kathy Lewis-Hawkins | 3110 Tate Road/Augusta/30906 |

Other Contacts

Central Office.....706-826-1000
Credit Union.....706-826-1101

School Safety.....706-826-1133
Transportation.....706-796-4777

AREA 1 - Dr. LaMonica Lewis (706) 826-1302
AREA 2 - Dr. Malinda Cobb (706) 826-1123
AREA 3 - Ms. Deborah Harris (706) 826-1272

Application Exhibits 4 – 9

Exhibit 4. School Plans – please see Exhibits E, F, and G

Exhibit 5. Description of Richmond County School System – please see Overview on pages 1 and 2 of Application.

Exhibit 6. Description of System’s Fiscal History – <http://rcboe.schoolwires.net/Page/5070>

For the most recent year available from the Georgia Department of Education, the Richmond County School System is the 12th largest district in the State of Georgia and has 30,772 FTE for FY14, with spending of \$8,601/FTE, which approximates average spending per FTE in the State. Revenues in FY14, the most recent year where information is available, were received 35% from local sources, 51% from state sources, and 14% from federal sources. State averages for revenue sources during FY14 were 41% local, 51% state, and 8% federal. The FY15 General Fund budget approximated \$243,500,000, with approximate actual expenditures of \$231,000,000. The School System has a FY16 General Fund Budget of \$248,500,000, with a carryforward fund balance as of June 30, 2015 of approximately \$31,750,000, or 12.8% of expenditures. To balance the FY16 budget, \$13,750,000 was budgeted from the reserves held in the fund balance. The current SPLOST expires in 2017 and is used to make payments on prior bonds. A \$130,515,000 bond was approved in 2012 and will be repaid through 2017. The School System eliminated all furlough days and granted a 1% raise to all employees for the 2015-2016 school year. The School System has not operated in a deficit position over the past 25 years.

The District levied a millage rate of 19.972 for FY16, which is unchanged from FY15. The School System could have levied up to 20.343 mills in FY16. One mill from the tax digest generated approximately \$4,300,000 in revenue for FY15. The tax digest is calculated on a calendar year basis. The 2015 gross tax digest decreased from 2014 by \$3,400,000, and remained relatively flat, year over year. The tax digest is limited by various restrictions, to include certain exemptions available to property owners. As a result of these exemptions, the tax digest for the School System decreased an additional \$28,400,000, or approximately 1% for FY16.

Exhibit 7. Online link to audit – <http://rcboe.schoolwires.net/Page/8474>

Exhibit 8. Online link to accreditation report – <http://www.rcboe.org/download.axd?file=ff80eea0-a232-4bce-919e-e15737321eb1&dnldType=Resource>

Exhibit 9. Online link to most recent strategic plan - <https://eboard.eboardsolutions.com/StrategicPlan/PlanDetail.aspx?S=4137&PID=2471>

ASSURANCES FORM AND SIGNATURE SHEET

The law requires your school district to provide assurances that it will do certain things and comply with certain laws. This Assurance Form enumerates all of these requirements and, when you submit this signed Signature Sheet with this Assurance Form as part of your IE2 System Application Package, you are providing the legal assurance that your IE2 system understands and will do these things. This form must be signed by a duly authorized representative of the school system.

As the authorized representative of the applicant, I hereby certify that the information submitted in this application for an IE² contract for County Board of Education located in Richmond County is true to the best of my knowledge and belief; I also certify that if awarded an IE² the school system:

1. Shall be nonsectarian in its programs, admissions policies, employment practices, and all other operations;
2. Shall not discriminate against any student or employee on the basis of race, color, ethnic background, national origin, gender, disability or age;
3. Shall be subject to all federal, state, and local rules, regulations, court orders, and statutes relating to civil rights; insurance; the protection of the physical health and safety of school students, employees, and visitors; conflicting interest transactions; and the prevention of unlawful conduct;
4. Shall be subject to the provisions of O.C.G.A § 20-2-1050 requiring a brief period of quiet reflection;
5. Shall ensure that the IE² system is subject to the provisions of O.C.G.A. § 50-14-1 et seq. and O.C.G.A. § 50-18-70 et seq.;
6. Shall ensure that all teachers will be certified or highly qualified in compliance with No Child Left Behind;
7. Shall comply with the accountability provisions of O.C.G.A. § 20-14-30 through § 20-14-41 and federal accountability requirements, and participate in statewide assessments;
8. Shall adhere to all provisions of federal law relating to students with disabilities, including the IDEA, Section 504 of the Rehabilitation Act of 1974, and Title II of the Americans with Disabilities Act of 1990, as applicable;
9. Shall provide state and federally mandated services for English Language Learners, as applicable;



Richard Woods, Georgia's School Superintendent
"Educating Georgia's Future"

10. Shall provide for supplemental educational services as required by federal law and pursuant to SBOE Rule 160-4-5-.03, and for remediation in required cases pursuant to SBOE Rule 160-4-5-.01;
11. Shall notify the state of any intent to contract with a for-profit entity for education management services;
12. Shall be subject to the requirement that it shall not charge tuition or fees to its students except as may be authorized by local boards by O.C.G.A. § 20-2-133;
13. Shall comply with federal due process procedures regarding student discipline and dismissal;
14. Shall be subject to all laws relating to unlawful conduct in or near a public school;
15. Shall have a written grievance procedure to resolve student, parent, and teacher complaints;
16. Shall comply with the provisions of O.C.G.A. § 20-2-211.1 relating to fingerprinting and criminal background checks;
17. Shall ensure that if transportation is provided for its students, the system shall comply with all applicable state and federal laws;
18. Shall ensure that if the IE² system participates in federal school meals programs, then each participating system IE² school shall comply with all applicable state and federal laws;
19. Shall prepare a safety plan in accordance with O.C.G.A. § 20-2-1185 and submit and obtain approval from the Georgia Emergency Management Agency;
20. Shall comply with the state facility requirements regarding site codes, facility codes, the submission of architectural plans for any new facility that the system may build or occupy during the IE² term and all other facility requirements as established by the Department;
21. Shall be subject to all reporting requirements of O.C.G.A. § 20-2-160, subsection (e) of O.C.G.A. § 20-2-161, O.C.G.A. § 20-2-320, and O.C.G.A. § 20-2-740;
22. Shall be subject to an annual financial audit conducted by the state auditor or, if specified in the IE² contract, by an independent certified public accountant licensed in this state;
23. Shall acknowledge that all criteria used to calculate QBE funding may not be waived;
24. Shall follow any and all other federal, state, and local laws and regulations that pertain to the applicant or the operation of the IE² system; and
25. Shall ensure that all new principals and other school leaders, central office staff, superintendents, and Board of Education members receive a detailed orientation session on their IE² system commitments as part of their "on-boarding" process.

This IE² System Application, Assurance Form, and attached Exhibits were approved by the Richmond County Board of Education on the 20th day of October, 2015.



Superintendent

10-20-15

Date



Vice-President, Local Board of Education

10-20-15

Date

If an IE² contract is granted, all Petitioners assure that the proposed IE² system programs, services, and activities will operate in accordance with the terms of the IE² contract and all applicable federal, state, and local laws, rules, and regulations.



Superintendent

10-20-15

Date



Vice-President, Local Board of Education

10-20-15

Date