



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

Investing in Educational Excellence (IE²) System* Application

DISTRICT NAME

TURNER COUNTY SCHOOL DISTRICT

DISTRICT ADDRESS

423 North Cleveland Street
P.O. Box 609
Ashburn, GA 31714

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.

IE² SYSTEM APPLICATION COVER SHEET

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

| Proposed IE2 System Information | | | |
|--|--|---|--------------|
| Full Name of Proposed IE2 System Turner County School System | | | |
| Please indicate whether this is a: New Petition <input checked="" type="checkbox"/> or a Renewal Petition | How many schools in total are you proposing to include in your IE2 system? 3 | | |
| How many of each of the following schools are you proposing to include in your IE2 system? | | | |
| Primary School(s) | Middle School(s) | 1 | |
| Elementary School(s) 1 | High school(s) | 1 | |
| On July 1 of what year do you want your IE2 contract to be effective? 2016 | | | |
| IE2 System Street Address 423 North Cleveland Street P.O. Box 609 | City Ashburn | State GA | Zip 31714 |
| Contact Person Tommy Day | | Title Interim Superintendent | |
| Contact Street Address 423 North Cleveland Street | City Ashburn | State GA | Zip 31714 |
| Contact's telephone number 229-567-3338 | Contact's fax number 229-567-3285 | Contact's E-mail Address tday@turner.k12.ga.us | |

THE TURNER COUNTY SCHOOL SYSTEM IE²

Partnership Application

In accordance with the State of Georgia in Article 4, O.C.G.A. § 20-2-84, the Turner County School District intends to operate as an IE² school system through the development of the IE² partnership between our school district and the State Board of Education. The following components comprise the application and the contract necessary to take effect on July 1, 2016.

Turner County School District Overview

The Turner County School System champions a vision that promotes a strong focus on learning; a mission that calls staff to action aligned with that vision; and a set of beliefs regarding staff and stakeholder responsibilities. The Turner County School System's Strategic Plan provides direction on how the ideals set forth in the Vision, Mission, and Beliefs will be accomplished.

Vision: Challenging and supporting our students in every school, every classroom, every day.

Mission: Turner County Schools: In partnership with our families and community, Turner County Schools will provide high quality educational experience that leads to student success in college and careers.

Turner County School System Beliefs:

- School staffs achieve success when they communicate, collaborate, and cooperate.
- Strong partnerships among families, communities, and schools lead to unlimited options for students upon their graduation.
- Safe, orderly, and supportive school environments are essential to student success.
- Every student is important, has different needs, and can become college or career ready.
- Great results occur when dedicated teachers, motivated students, and engaged parents share high expectations.

Turner County School System Goals

- Increase student attendance across all schools.
- Increase the four-year graduation rate for Turner County High School.
- Increase teacher attendance in the district (Excluding Professional Learning days and Pregnancy Leave).
- Increase the percentage of students not receiving ISS/ OSS.
- Increase the percentage of Student Growth Percentiles 35 and higher in all content areas.
- Increase CCRPI Scores for all Schools and the District.

The Turner County School System (TCSS) serves approximately 1,460 students in pre-kindergarten through twelfth grade. Turner County is a rural community in southwest Georgia. The system is made up of one elementary school, one middle school, and one high school. The school system's student body is 57.0% Black, 32.3% White, 5.6% Hispanic, and 5.1% Multi-Racial or other. The school system is the county's largest employer with 224 employees.

Turner County has a population of 8,134 according to the 2013 United States Census Bureau. The community has the same diverse population reflected in the school system. In 2013, 45.8% of all children in Turner County lived below the federal poverty level (<http://datacenter.kidscount.org>). At the same time 42.7% of children in Turner County live in single-parent households. The average income for Turner County is \$37,500 compared to the state average of \$67,885.

The economic recession of the past eight years has impacted Turner County particularly hard. We are currently a special provision school which allows all of our students to eat breakfast and lunch free. Over the past five years Turner County has had to raise the millage by 2 mills to offset the State of Georgia Austerity reductions which have been in place since 2003 and have reduced the amount of state funding by millions of dollars. From FY2003 through FY2015, QBE State Earnings have been reduced by

\$9,194,341.35. Simultaneously, increases in employee benefits such as the system's portion of health insurance will be felt. The cumulative impact of these funding trends has dramatically impacted the functioning of the school system. With a waiver related to class sizes, the practice of not replacing retirees, and, at the high school level, using a seven period schedule, the school system has kept its instructional component intact. Professional learning budgets, local school maintenance and operation funds, and instructional budgets have been cut. With the implementation of TKES (Teacher Keys Effectiveness System), LKES (Leader Keys Effectiveness System), the Milestones Assessment Program and the creation of Student Learning Objectives (SLOs) the school system is relying on state and local funds to support the associated need for increased student computer access and the implementation of these initiatives. School calendars up to the current year have been set with 170 student school days. During these same years, staff members have each absorbed a total of 64 unpaid furlough days. For the 2015-2016 school year, Turner County staff members still have four unpaid days resulting from a reduction of the number of workdays in the work year. As a result Turner County students are missing valuable instruction time.

The College and Career Readiness Performance Index (CCRPI) is a comprehensive school improvement, accountability, and communication platform that promotes college and career readiness for all students. Across the state, districts and their individual schools receive CCRPI scores between 0 and 100. Turner County's Elementary and Middle School CCRPI indicators have been below state average in every academic area for the 2012, 2013, and 2014 school year. With the exception of a couple of CCRPI indicators, Turner County High School's indicators have also been below state average for the 2012, 2013, and 2014 school year. Turner County's four largest student subgroups are economically disadvantaged (ED), white, black, and students with disabilities (SWD). Turner County schools are striving to raise our scores to meet or exceed the state average. Through the commitment of dedicated personnel and substantial school-wide improvements, Turner County Elementary School earned the right to be removed from the State's Focus School list. However, the unknown changes to the state funding

formula, and the overall changing landscape of public education makes it very troublesome to plan and prepare for future wants and needs.

The instructional program is coordinated through the TCSS curriculum department and focuses on the use of best practices for the implementation of the Georgia Standards of Excellence in language arts and mathematics and the Georgia Performance Standards in social studies and science in order to maximize learning for all students. The system works to impact student learning by providing professional learning time, resources for learning support, and access to RESA-wide and local-system collaboration focused on the needs of each school and the entire district.

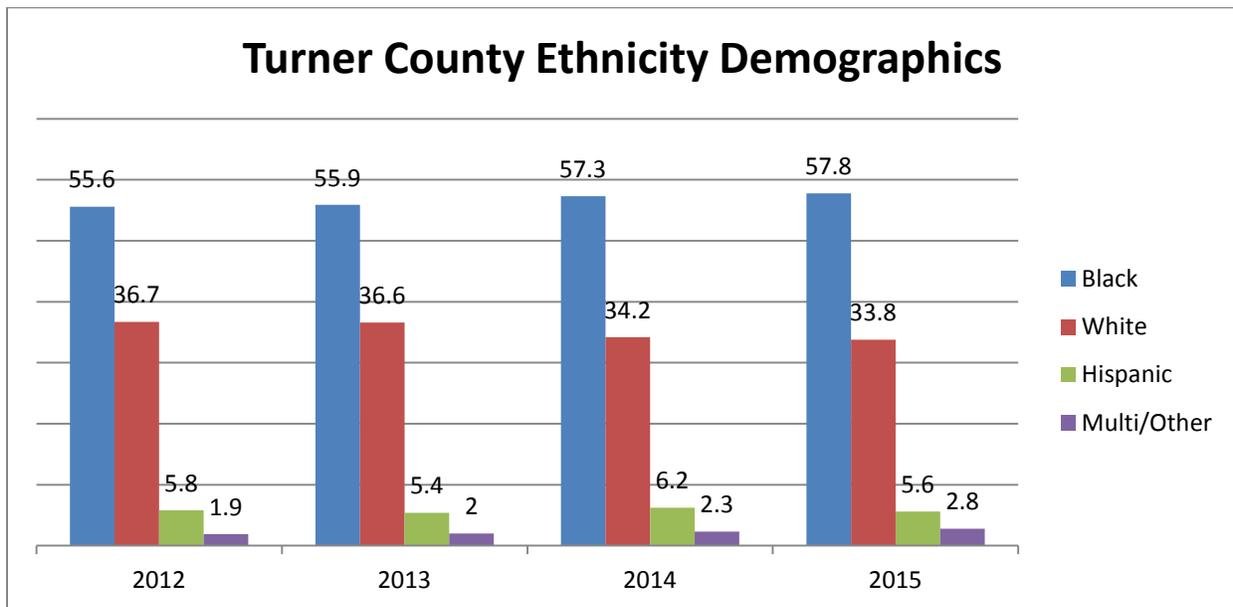
Student needs are addressed through a range of programs and services. Instructional support programs such as English Speakers of Other Language (ESOL), Special Education, Title I, part A, Title I, part C migrant, Title IIA, Title III, and Title VI, part B, REP, and the Early Intervention Program (EIP) are structured to complement each other's services and to best meet the learning needs of all students within the District. The social and emotional needs of students are addressed through the guidance and counseling program, and through coordination with external services and agencies. A variety of programs are available to support the enrichment of students. Included in these programs are: Gifted and Talented Program, Career, Technical, and Agricultural Education (CTAE), Advanced Placement (AP), Chorus and Band. Turner County High School also offers Move On When Ready (MOWR) and Dual Enrollment. For FY16 Turner County High School students are being offered the opportunity to acquire four college credits on the high school campus at absolutely no cost to the student.

With the accomplishments and achievements of Turner County, the district is still worried of the changes to come for the community. The county still struggles to promote any type of industry and many of our alumni must leave the community to find meaningful employment. In addition to the community needs, the changing landscape of public schools in Georgia makes it difficult to plan and promote programs to enhance our children's education. By maintaining the flexibility that we have been receiving from the

Department of Education and by being granted more, it is the hope of Turner County Schools that we can offer more innovative ways to inspire our children and create a better education.

| Turner County School District Student Population | |
|--|---------|
| October 7, 2014 | |
| FTE Cycle 1 Date | |
| Total Number of Students = 1460 | |
| Student Groups | Percent |
| Black | 57.0% |
| Hispanic | 5.6% |
| Multi-Racial | 5.1% |
| White | 32.3% |

| Turner County School District Students Served by Program | |
|--|---------|
| October 7, 2014 | |
| Program | Percent |
| ELL | 3.0% |
| Free/Reduced Lunch | 100% |
| Gifted | 9.5% |
| Students with Disabilities | 10.4% |



The Case Component

Turner County School District in partnership with our families and community has a mission to provide high quality educational experiences that lead to student success in college and careers. Becoming an Educational Excellence (IE²) Partnership will enable Turner County School System to focus on the many needs of our students while utilizing the flexibility of waivers granted by the Georgia State Board of Education.

In stakeholder meetings, prioritized challenges were noted for the Turner County School System along with strategies and action steps for addressing the challenges. The greatest challenges faced by the System include:

- 1) Ensuring an increasingly personalized learning experience and environment for all students and advance student learning as indicated by student achievement measures.
- 2) Ensuring financial stability despite the unstable and unpredictable revenue growth.
- 3) Ensuring the attraction and retention of effective teachers, leaders, and professional personnel to assist in creating a greater learning environment in all schools.

By the use of state granted waivers for Title 20 Law and State Board of Education Rules, Turner County School System will be more creative and maximize the use of Best Practices for greater student achievement. The following chart describes the prioritized challenges impacting the Turner County School System. Action steps are provided explaining how the school system will utilize waivers to address challenges and increase student achievement. Finally, the requested waivers will eliminate the constraints of Title 20 Law and Georgia State Board of Education Rules, allowing the school system and its schools to focus on individual student needs in order to increase academic achievement.

Table 1 - Summary of Challenges Aligned with Initiatives and Necessary Waivers

| Challenges in Prioritized Order | Specific Initiative/Action and Explanation | Waiver(s) Requested |
|---|--|---|
| <p>Ensuring that Turner County Schools can increasingly personalize the learning experience and environment for all students and advance student learning as indicated by student achievement measures.</p> | <p>The Turner County School District will pursue innovative course design that 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 district will facilitate new thinking about engaging instructional experiences and environments for students’ learning needs today.</p> | <ul style="list-style-type: none"> • Educational Programs (O.C.G.A. § 20-2-151, O.C.G.A. § 20-2-20-2-151.2, O.C.G.A. § 20-2-153, O.C.G.A. § 20-2-154, O.C.G.A. § 20-2-154.1, O.C.G.A. § 20-2-155, O.C.G.A. § 20-2-156) • Organization of Schools; Middle School Programs; Schedule (O.C.G.A. § 20-2-290) • Competencies and Core Curriculum, Online Learning (O.C.G.A. § 20-2-140.1, O.C.G.A. § 20-2-142) • Graduation Requirements 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 (SBOE Rule 160-4-2-.48) • Scheduling for Instruction except to the extent it relates to funding (O.C.G.A. § 20-2-160) • Promotion and Retention (O.C.G.A. § 20-2-283) • 20 Additional Days of Instruction (O.C.G.A. § 20-2-184.1) • Comprehensive Health and Physical Education Program except as prohibited by O.C.G.A. § 20- 2-82(e) (SBOE Rule 160-4-2-.12) • Statewide Passing Score (SBOE Rule 160-4-2-.13(2)(a) and(2)(c)) |
| <p>Ensuring the financial stability of Turner County Schools despite the unstable and unpredictable revenue growth.</p> | <p>The Turner County School District will align all spending priorities with the district’s strategic plan to improve student achievement. The state revenue source currently contributes to a minimal percentage of the actual cost of operating schools at a high level and therefore the district 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/Staffing and Reporting requirements (O.C.G.A. § 20-2-182) • Direct Classroom Expenditures and Expenditure Controls (O.C.G.A. § 20-2-171) • QBE Financing except to the extent it relates to funding (O.C.G.A. § 20-2-161) • Program Enrollment & Appropriation except to the extent it relates to funding (O.C.G.A. § 20-2-160) |
| <p>Ensuring that Turner County Schools can attract and retain effective teachers, leaders, and professional personnel to meet the projected student growth for Turner County Schools, the aging workforce, and current staffing deficits.</p> | <p>The Turner County School District 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 Turner County School District 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) • 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) • Employment conditions of Employment as it relates to Duty Free Lunch (O.C.G.A. § 20-2-218) |
| <p>Ensuring that Turner County Schools can meet the unique academic, resource, and support needs of all schools.</p> | <p>The Turner School District is comprised of 3 schools and covers a geographic region of Turner County. The district values the unique strengths and specific needs of each of the 3 schools and will leverage flexibility in order to best advance teaching and learning at every school.</p> | <ul style="list-style-type: none"> • Categorical Allotment requirements, Article 6 of Chapter 2 of Title 20 (O.C.G.A. § 20-2-167, O.C.G.A. § 20-2-183 to 20-2-186) |

Flexibility Component of Contract For the Turner County School District

Under O.C.G.A. § 20-2-80 and SBOE Rule 160-5-1-.33, the Turner County School District is seeking flexibility for all its schools from the following state statutes and associated rules in exchange for greater accountability (as outlined in the SWSS/IE2 Partnership Contract) over the life of a five-year contract which allows for six years of flexibility between the Turner County School District Board of Education and the Georgia State Board of Education, except as prohibited in O.C.G.A. § 20-2-82(e).

- Salary Schedule requirements (O.C.G.A. § 20-2-212)
- 20 Additional Days of Instruction (O.C.G.A. § 20-2-184.1)
- Comprehensive Health and Physical Education Program except as prohibited by O.C.G.A. § 20- 2-82(e) (SBOE Rule 160-4-2-.12)
- Employment Conditions of Employment as it relates to Duty Free Lunch (O.C.G.A. § 20-2-218)
- Personnel Required (SBOE Rule 160-5-1-.22)
- Class-size / Staffing and Reporting Requirements (O.C.G.A. § 20-2-182)
- Direct Classroom Expenditures and Expenditure Controls (O.C.G.A. §20-2-171)
- Program Enrollment & Appropriation except to the extent it relates to funding (O.C.G.A. § 20-2- 160)
- 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) • Educational Programs (O.C.G.A. § 20-2-151, O.C.G.A. § 20-2-151.2, O.C.G.A. § 20-2-153, O.C.G.A. § 20-2-154, O.C.G.A. § 20-2-154.1, O.C.G.A. § 20-2-155, O.C.G.A. § 20-2-156)
- Organization of Schools; Middle School Programs; Schedule (O.C.G.A. § 20-2-290)
- Competencies and Core Curriculum, Online Learning (O.C.G.A. § 20-2-140.1, O.C.G.A. § 20-2- 142)
- Scheduling for Instruction except to the extent it relates to funding (O.C.G.A. § 20-2-160)
- School Day and Year for Students and Employees (O.C.G.A. § 20-2-168(c))
- Promotion and Retention (O.C.G.A. § 20-2-283)
- QBE Financing except to the extent it relates to funding (O.C.G.A. § 20-2-161)

- Categorical Allotment requirements, Article 6 of Charter 2 of Title 20 (O.C.G.A. § 20-2-167, O.C.G.A. § 20-2-183 to 20-2-186)
- Graduation Requirements 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 (SBOE Rule 160-4-2-.48)
- Statewide Passing Score (SBOE Rule 160-4-2-.13(2)(a) and (2)(c))

**Accountability Component of Contract
For the Turner County School District**

The State Board shall hold the Turner County School District accountable for the performance of the academic goal listed below.

Goal 1: Each Turner County School District school will demonstrate proficiency and/or improvement on the CCRPI.

Measure 1: School performance goals will be set so that for each year during the five-year contract, an individual school shall increase its CCRPI score (without Challenge Points) by 3% of the gap between the baseline year CCRPI score (without Challenge Points) and 100. Baseline year is 2015-2016.

OR

Measure 2: For each year during the five-year contract, an individual school with an initial CCRPI score (without Challenge Points), performing in the top quartile of the state within each grade cluster shall remain at or above the top quartile threshold established in the baseline year. Baseline year is 2015-2016.

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 performance as determined by the “beating the odds” model developed in partnership between GOSA and the GaDOE.

**Consequences Component of Contract
For the Turner County School District**

Sanctions and interventions for nonperforming schools: The schedule of sanctions and interventions shall be designed to ensure that the local school system sufficiently addresses the achievement deficiencies at all non-performing schools under the local school system's management and control. Such sanctions and interventions shall be at the recommendation of GOSA and shall include the following:

In accordance with O.C.G.A. § 20-2-84.1, Turner County School District will employ the following interventions or sanctions at all non-performing schools under the Turner County School District's local management and control. The sanctions and interventions shall include the following:

- (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 Turner County School District 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 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 Turner County School

District will apply, in the 2022-2023 school year, the consequences recommended by GOSA and approved by the State Board of Education.