



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

Investing in Educational Excellence (IE²) System* Application

DISTRICT NAME

Hall County School District

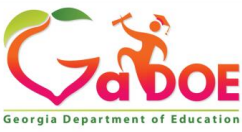
DISTRICT ADDRESS

711 Green Street
Gainesville, GA 30501

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.



Introduction

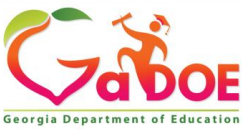
Georgia House Bill 1209 provided an option for “Increased Flexibility for Local School Systems” when it was passed in 2008. School districts that choose this option are known as IE², or Investing in Educational Excellence, Systems. Please note that if HB 502 goes into effect on July 1, 2015, districts that chose the IE² flexibility option will henceforth be known as Strategic Waivers School Systems.

An IE² System is a local school district that operates under the terms of an IE² contract between the State Board of Education and the local Board of Education. The system receives flexibility in the form of waivers of certain state laws, rules and guidelines in exchange for greater accountability for increased student performance.

Your IE² System Application is a petition to the Georgia State Board of Education asking it to create or renew your IE² system. The evaluation of your Application will be led by District Flexibility and Charter Schools Division of the Georgia Department of Education, in partnership with others within the Department (including the Legal Services Division and the Policy Division) and with the Governor’s Office of Student Achievement (GOSA).

The evaluation of your Application will focus on whether the system’s proposed IE² system will leverage the flexibility from elements of Georgia’s education law, rules, and guidelines to improve academic performance. It will also determine whether the proposed IE² system would comply with all applicable laws, rules, regulations, policies and procedures (including Article 4 of Title 20, as amended [O.C.G.A. §§ 20-2-80 through 20-2-84.6], State Board of Education Rule 160-5-1-.33, and Department of Education Guidance on Investing in Educational Excellence Partnership (IE2) Contracts); whether your proposed academic plans are viable; and whether the IE² system is in the public interest.

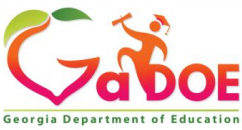
Please note that submitting an IE² System Application does not guarantee that an IE² contract will be granted. It does guarantee, however, that the Georgia Department of Education will work closely with you to improve your chances of State Board of Education approval of your IE² system contract.



IE² SYSTEM APPLICATION COVER SHEET

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

Proposed IE2 System Information			
1. Full Name of Proposed IE2 System Hall County School District			
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? 30		
4. How many of each of the following schools are you proposing to include in your IE2 system?			
Primary School(s)	Middle School(s)	6	
Elementary School(s) 19	High school(s)	5	
5. On July 1 of what year do you want your IE2 contract to be effective? 2016			
6. IE2 System Street Address 711 Green Street	7. City Gainesville	8. State GA	9. Zip 30554
10. Contact Person Mr. William Schofield		11. Title Superintendent	
12. Contact Street Address 711 Green Street	13. City Gainesville	14. State GA	15. Zip 30554
16. Contact's telephone number 770.534.1080	17. Contact's fax number 770.531.3043	18. Contact's E-mail Address will.schofield@hallco.org	



THE HALL COUNTY SCHOOL DISTRICT STRATEGIC WAIVER SCHOOL SYSTEM APPLICATION

In accordance with the State of Georgia in Article 4, O.C.G.A. 20-2-84, the Hall County School District intends to operate as a Strategic Waiver School System (SWSS) through the development of SWSS partnership between the Hall County School District and the State Board of Education. The following information contributed to the planning process for completing the SWSS application and developing the contract necessary to take effect on July 1, 2016.

HALL COUNTY SCHOOL DISTRICT OVERVIEW

With Hall County located approximately 50 miles northeast of Atlanta, bordered by Lake Lanier and situated at the foothills of the Blue Ridge Mountains, the Hall County School District offers students the best of two worlds. Students have the advantages offered by thriving metropolitan and university areas with their cultural and economic benefits, and they also have the advantages that result from living in a medium-sized urban area. Hall County is home to 47 Fortune 500 firms and 42 international companies. *Site Selection* Magazine recently named Hall County a "Top 5 Small Metro Area in the Nation for Business Expansions and Locations." The U.S. Census Bureau (<http://quickfacts.census.gov/>) estimates Hall County's population (2014) to be 190,761, a 6% increase from the 2010 population estimate of 179,684.

Much like the thriving community in which it resides, the Hall County School District is a progressive school district that is guided by its vision of "Character, Competency, Rigor...For All." As outlined by the priorities and goals in the Hall County School District's 2015-2020 Strategic Plan, the district focuses on preparing students to be college and career ready by offering varied and unique learning opportunities. The goals within the strategic plan are organized into the three pillars of the district's vision—character, competency, and rigor. These same three pillars are common to the district and school balanced scorecards, system and school improvement plans, district annual reports, and district leadership evaluation process. Having these pillars permeate the district and school improvement processes helps the district and its 33 schools to be united in the district's vision of "Character, Competency, Rigor...For All".

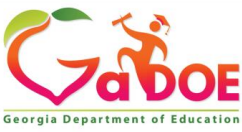
HCSD serves over 27,000 students in grades Pre-K through twelfth grade in its 33 schools (19 elementary, one Pre-K–8 school, 6 middle schools, 6 high schools and 1 career academy). With the support of over 3,400 employees, the system continues to demonstrate its commitment to preparing its students to be college and career ready by exploring unique academic and career-related learning opportunities in which students can pursue their passion while earning a quality education.

Driven by its vision, the culture and climate of the Hall County School District inspire schools to create unique learning opportunities for students through magnet schools and programs of choice. Currently, 25 magnet schools and programs of choice are available to the students of Hall County. This affords students and parents the opportunity to select the most challenging educational path that is best suited for students' particular strengths and interests. A few examples of the many specialized learning opportunities available through the magnet schools and programs of choice in Hall County include: The Da Vinci Academy, a middle school experience with a focus on art, science and technology through which students create museum exhibits, become certified in Adobe software products, etc.; Wauka Mountain Multiple Intelligences Academy, where students discover their talents and abilities through self-directed specialty classes such as art, technology, music, nature; and the Endless Possibilities in Creativity & Collaboration (EPiCC) at East Hall High School which seeks to engage students in learning through their learning styles and interests, technology, and creative collaborative opportunities to produce authentic products.

The Hall County School District is also home to three IB World School Diploma Programmes at Johnson High School, North Hall High School and West Hall High School. With a student enrollment of over 27,000, the Hall County School District is the only district of its size in the country to have three IB Diploma Programmes. In addition, West Hall High School offers the IB Career-related Program and IB Bilingual Diploma Programme, one of the first schools nationwide to offer the IB Bilingual Diploma Programme to its students.

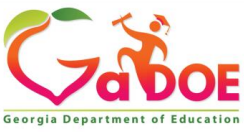
In addition to magnet schools and programs of choice, the system offers unique and specialized learning opportunities for students. Examples of these opportunities include: Numerous CTAE Pathways, Honors Mentorship, high school credit course offerings in middle school, and a career academy with non-traditional day and evening programs. In the fall of 2016, the district will open an early college program providing high school students the chance to earn college credit by enrolling in college courses taught by professors from the University of North Georgia and Lanier Technical College. The district will also be introducing the opportunity for students to earn the HCSD Bilingual Seal during the 2016-17 school year. Students who meet criteria demonstrating mastery in listening, speaking, reading and writing in a second language will earn the HCSD Bilingual Seal on their high school diplomas.

Most of the magnet schools, programs of choice, and additional unique learning opportunities were developed and nurtured during a challenging economic period. The value and priority the system placed on expanding student learning opportunities when funding was scarce embodies its vision of "Character, Competency, Rigor...For All". In spite of economic challenges, including multiple years of state austerity cuts, the system has and continues to maintain a balanced budget. Operating under a \$239 million general fund budget, the system shows its commitment to being a good steward of the monies entrusted to it to provide a quality education for students. The system consistently receives a clean opinion for its annual audit conducted by the Georgia Department of Audits & Accounts and demonstrates best practices by earning the Award of Distinction for Excellent Financial Reports. In addition to state and federal revenues,

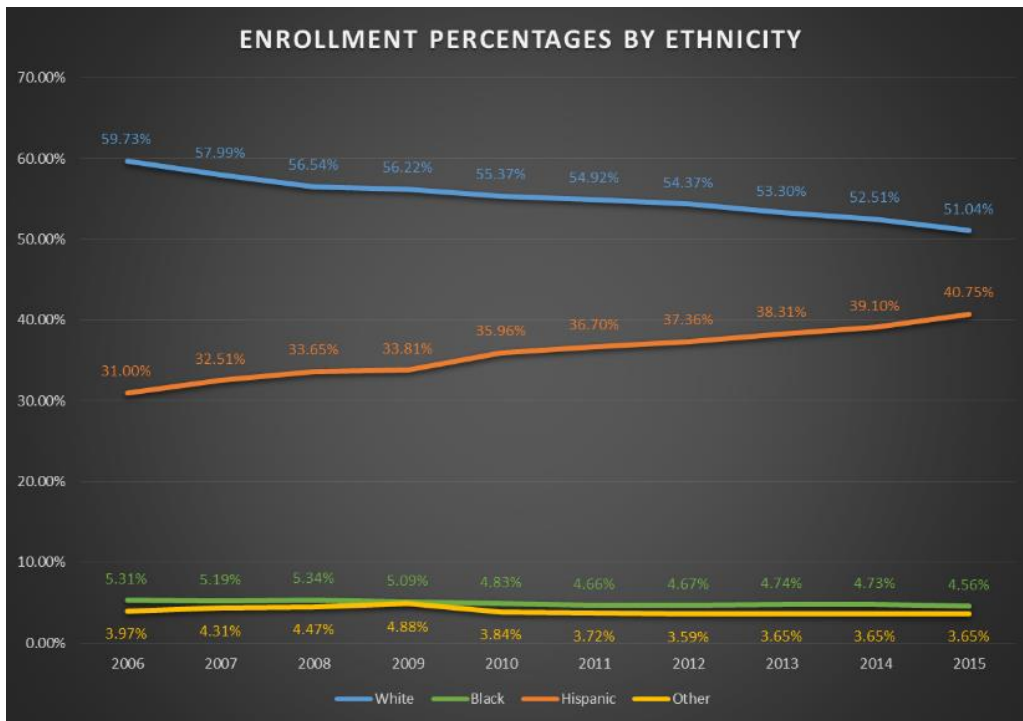
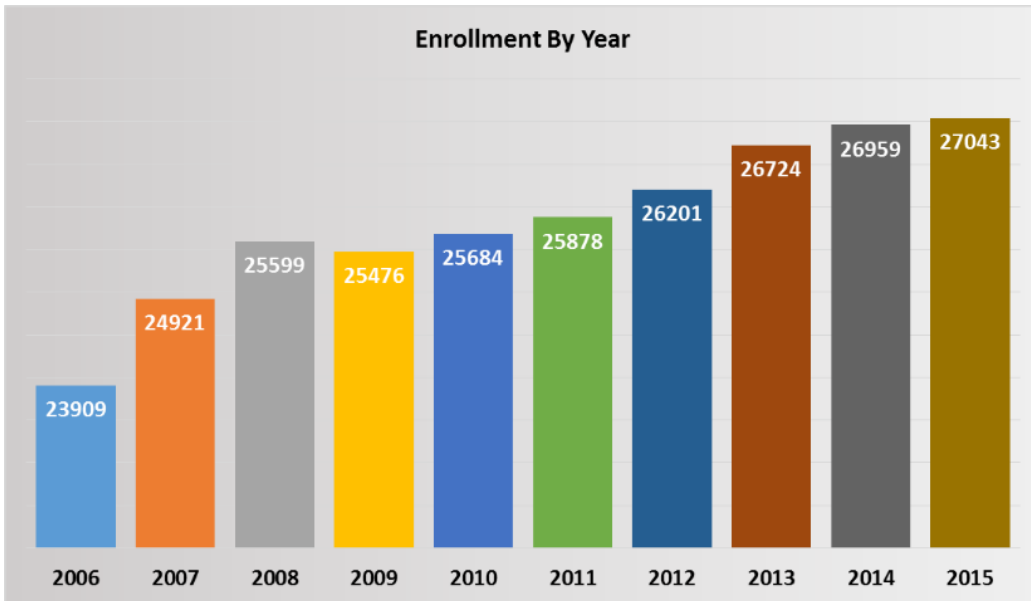


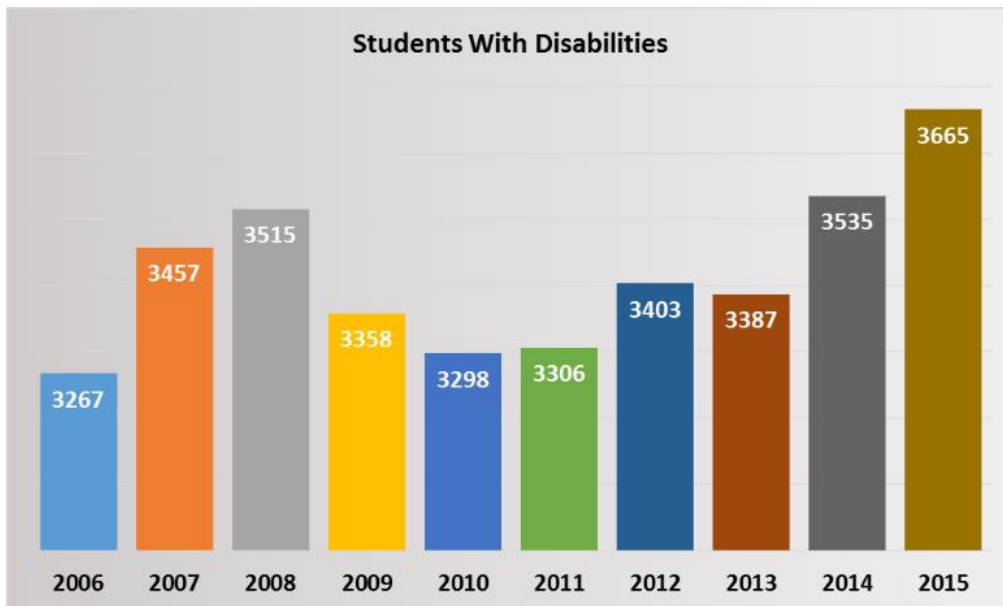
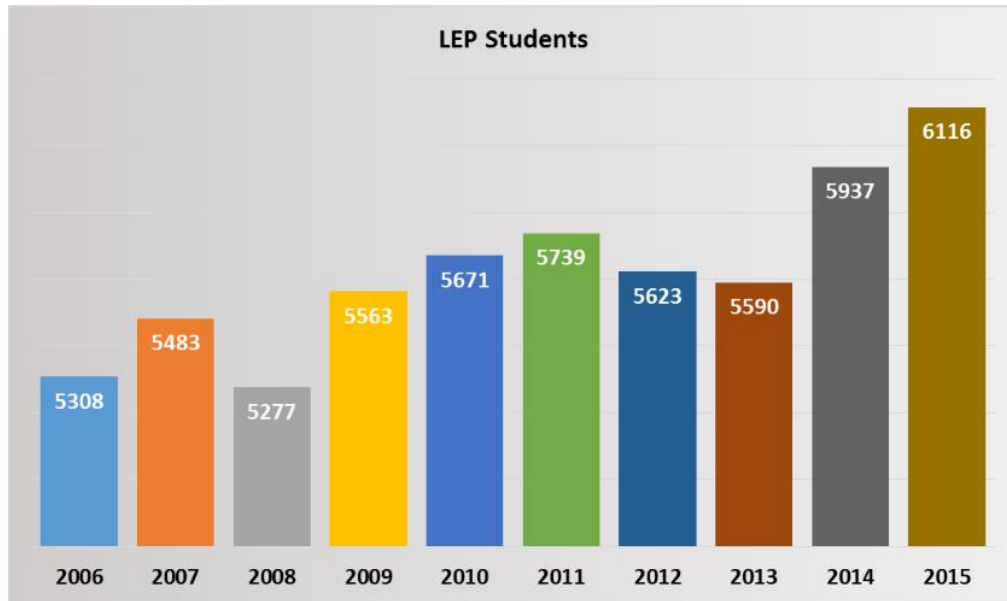
local funding through ESPLOST is projected to cover new classroom space, facility improvements, and technology needs.

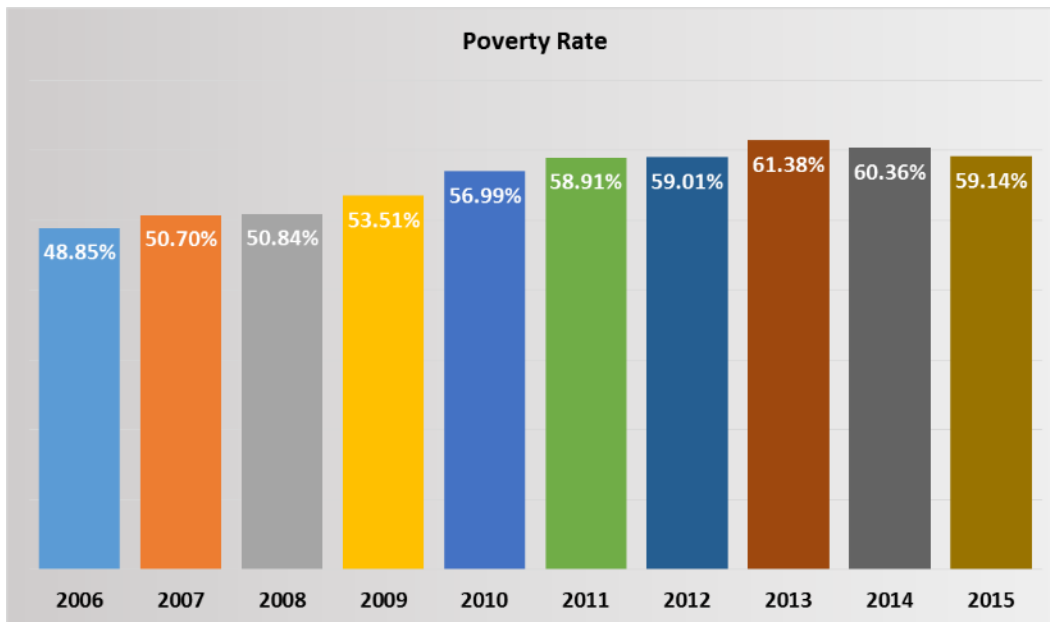
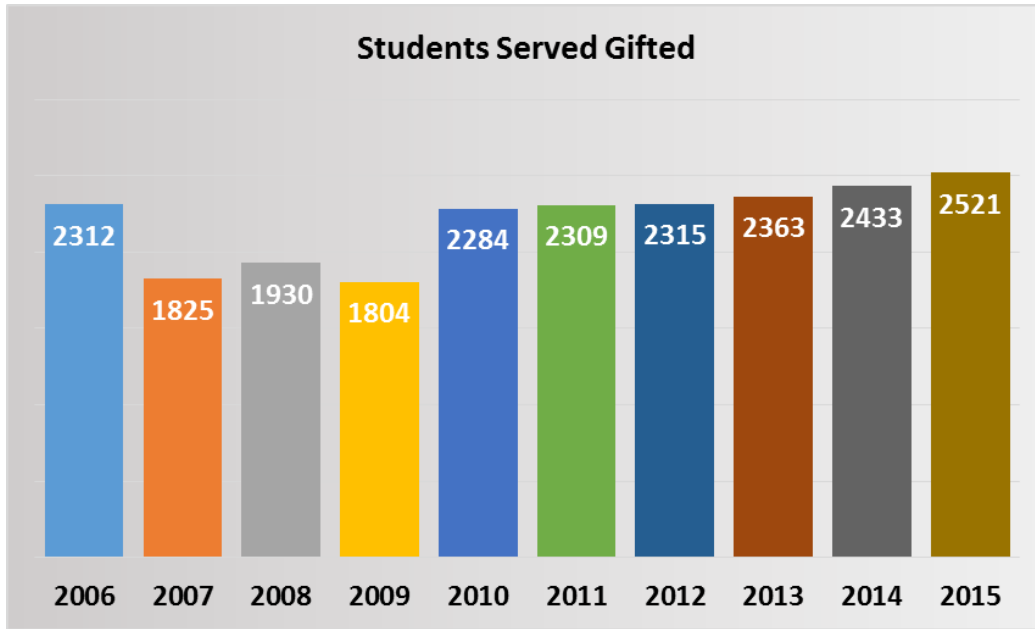
The designated ESPLOST requests for new classroom space, facility improvements and additional technology is needed to serve the rising student population. With an increase of 3,134 students from 2006 to 2015, the system continues to monitor and evaluate how best to meet the needs of a growing student body. As the student population increases, the number of students qualifying to receive services in specialized educational programs (e.g., gifted, special education, English Language Learners) grows. The number of students being served respectively by the district's gifted, special education and English Language Learner programs in 2015 was the largest number of students ever served by the district. Much like the diversity represented within the communities, the student population is also diverse. The ethnicities represented in the student population include: 51.04% White, 40.75% Hispanic, 4.56% Black, and 3.65% Other. Of the 27,000 students in the district, over 59% percent are eligible for free and reduced lunch. This signifies an increase of 10% from 2006. Thirteen (13) of the 33 schools in the system are Title I schools.

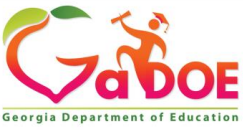


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THE CASE COMPONENT

Like many school districts in the state, the economic challenges brought on by the recession required the Hall County School District to search for ways to continue to meet the needs of students with substantially less funding. In spite of furlough days for teachers and multiple years of state austerity cuts straining the district's budget, the district provided schools the autonomy to be innovative in developing program offerings to enrich and engage students. It was during this time that many of the district's magnet schools and programs of choice in existence today were developed. As the district moves forward in its continued commitment to embody its vision of "Character, Competency, Rigor...For All", the Strategic Waiver School System (SWSS) partnership allows the district to continue to explore and implement innovative methods and best practices to educate students and operate effectively and efficiently.

Through the development of the SWSS contract, the Hall County School District has identified specific regulations in the Title 20 Law and the State Board of Education Rules to be waived in exchange for greater accountability and improved student performance. The chart below outlines and prioritizes the challenges faced by the district. Beside each challenge is a description of the specific actions the district will take to address each challenge. Through the SWSS contract, the necessary waivers that are requested will provide flexibility pertaining to state law and state board of education rules allowing schools the opportunity to continue to meet the individual needs of their students.

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

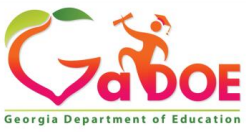
Challenges in Prioritized Order	Specific Initiative/Action and Explanation	Waiver(s) Requested
<ul style="list-style-type: none"> Personalized Learning: Increase quality, rigor, and technology utilization for all teaching and learning to advance student achievement; meet and/or exceed all levels of student performance measures. 	<ul style="list-style-type: none"> The Hall County School District, in keeping with the HCSD Strategic Plan, will develop and implement innovative educational opportunities to address varied paces of student learning, individual student needs, and unique student interests. 	<ul style="list-style-type: none"> Educational Programs (O.C.G.A. § 20-2-151 to 20-2-156 and SBOE Rules 160-4-2-.17 and 160-4-5-.01) Competencies and Core Curriculum, Prescribed Courses as it relates to the sequencing of curriculum, Online Learning (O.C.G.A. § 20-2-140.1, O.C.G.A. § 20-2-142 and SBOE 160-4-2-.48) Promotion and Retention (O.C.G.A. § 20-2-283) Graduation Requirements (O.C.G.A. § 20-2-131 and SBOE 160-4-2-.48) School Day and Year for Students and Employees (O.C.G.A. § 20-2-151, O.C.G.A. § 20-2-160(a), O.C.G.A. § 20-2-168(c) and SBOE 160-5-1-.01 and 160-5-1-.02) ELL Program Requirements (O.C.G.A. § 20-2-156 and SBOE Rule 160-4-5-.02) State Funded K-8 Subjects and 9-12 Course for Students Entering 9th Grade in 2008 and Subsequent Years (O.C.G.A. § 160-4-2-.20) Instructional Extension (O.C.G.A. § 20-2-184.1) Health and Physical Education Program (OCGA § 20-2-82 and SBOE 160-4-2-.12) Scheduling for Instruction (OCGA § 20-2-160 (a), OCGA § 20-2-167, OCGA § 20-2-168 (c)) Eligibility for enrollment (20-2-150)

<p>Resources: Address the unique academic, resource, and support needs of all students to ensure they are college and career ready.</p>	<p>The Hall County School District recognizes that not all students learn in the same way or at the same pace, and seeks to improve its graduation rates by implementing instructional and non-instructional programming supports for students at all levels, as initiated by comprehensive school improvement plans comprised of professional learning, instructional and non-instructional initiatives, and clearly-identified resources to meet specific needs.</p>	<ul style="list-style-type: none"> ● Organization of Schools; Middle School Programs; Schedule (O.C.G.A. § 20-2-290 and SBOE Rule 160-4-2-.05) ● Certification requirements (O.C.G.A. § 20-2-200, O.C.G.A. § 20-2-201, O.C.G.A. § 20-2-204) ● Salary schedule requirements (O.C.G.A. § 20-2-212) ● Class-size and Reporting Requirements (O.C.G.A. § 20-2-182 and SBOE 160-4-7-.14 and 160-5-1-.08) ● Common Minimum Facility Requirements (O.C.G.A. § 20-2-260)
<p>Personnel: Effectively allocate resources to attract, develop, and retain teachers, leaders, and personnel to meet the unique needs of all students.</p>	<p>The Hall County School District, in keeping with the HCSD Strategic Plan, will develop and implement competitive salary/benefit packages, incentives, supplements, and leadership development programs so as to attract and retain the necessary personnel to provide a world-class educational program for students.</p>	<ul style="list-style-type: none"> ● Salary Schedules/Experience for Salary Purposes (O.C.G.A. § 20-200, O.C.G.A. § 20-2-212, O.C.G.A. § 20-2-204 and SBOE 160-5-2-.05) ● Personnel Required (SBOE 160-5-1-.22) ● Certification Requirements (O.C.G.A. § 20-2-200, O.C.G.A. § 20-2-201, O.C.G.A. § 20-2-204) ● Teacher Leader Effectiveness (O.C.G.A. § 20-2-210)
<p>Financial: Maximize funding sources for operations and capital improvements.</p>	<p>The Hall County School District will align spending priorities with the HCSD Strategic Plan, which has a primary focus of improving student achievement.</p>	<ul style="list-style-type: none"> ● Direct Classroom Expenditures and Expenditure Controls (O.C.G.A. § 20-2-171 add SBOE 160-5-1-.29) ● Categorical Allotment Requirements (OCGA § 20-2-183, OCGA § 20-2-184, OCGA § 20-2-185, OCGA § 20-2-186) ● Class-size and Reporting Requirements (OCGA § 20-2-182)

THE WAIVERS COMPONENT

Under O.C.G.A § 20-2-80 and SBOE 160-5-1-.33, the Hall County School District is seeking flexibility for all of its schools from the following state statutes (Official Code of Georgia) and/or rules (State Board of Education Rule) over the life a five-year contract which allows for seven years of flexibility between the Hall County Board of Education and the Georgia State Board of Education.

- Educational Programs (O.C.G.A. § 20-2-151 to 20-2-156 and SBOE Rules 160-4-2-.17 and 160-4-5-.01)
- Competencies and Core Curriculum, Prescribed Courses as it relates to the sequencing of curriculum, Online Learning (O.C.G.A. § 20-2-140.1, O.C.G.A. § 20-2-142 and SBOE 160-4-2-.48)
- Promotion and Retention (O.C.G.A. § 20-2-283)
- Graduation Requirements (O.C.G.A. § 20-2-131 and SBOE 160-4-2-.48)
- School Day and Year for Students and Employees (O.C.G.A. § 20-2-151, O.C.G.A. § 20-2-160(a), O.C.G.A. § 20-2-168(c) and SBOE 160-5-1-.01 and 160-5-1-.02)
- ELL Program Requirements (O.C.G.A. § 20-2-156 and SBOE Rule 160-4-5-.02)
- State Funded K-8 Subjects and 9-12 Course for Students Entering 9th Grade in 2008 and Subsequent Years (O.C.G.A. § 160-4-2-.20)
- Instructional Extension (O.C.G.A. § 20-2-184.1)
- Health and Physical Education Program (OCGA § 20-2-82 and SBOE 160-4-2-.12)
- Scheduling for Instruction (OCGA § 20-2-160 (a), OCGA § 20-2-167, OCGA § 20-2-168 (c))
- Eligibility for enrollment (20-2-150)
- Organization of Schools; Middle School Programs; Schedule (O.C.G.A. § 20-2-290 and SBOE Rule 160-4-2-.05)
- Certification requirements (O.C.G.A. § 20-2-200, O.C.G.A. § 20-2-201, O.C.G.A. § 20-2-204)
- Class-size and Reporting Requirements (O.C.G.A. § 20-2-182 and SBOE 160-4-7-.14 and 160-5-1-.08)
- Common Minimum Facility Requirements to the extent the square footage requirements are not waived in situations where the health and safety of students is jeopardized and only after consultation with Georgia Department of Education Director of Facilities Services, and to the extent that the waiver does not affect state capital outlay funding determinations (O.C.G.A. § 20-2-260)
- Salary Schedules/Experience for Salary Purposes (O.C.G.A. § 20-200, O.C.G.A. § 20-2-212, O.C.G.A. § 20-2-204 and SBOE 160-5-2-.05)
- Personnel Required (SBOE 160-5-1-.22)
- Teacher Leader Effectiveness (O.C.G.A. § 20-2-210)
- Direct Classroom Expenditures and Expenditure Controls (O.C.G.A. § 20-2-171 and SBOE 160-5-1-.29)
- Categorical Allotment Requirements (OCGA § 20-2-183, OCGA § 20-2-184, OCGA § 20-2-185, OCGA § 20-2-186)



THE ACCOUNTABILITY COMPONENT

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

GOAL 1: Each Hall County 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 2015-16.

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 2015-16.

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 performance as determined by "beating the odds" model developed in partnership with GOSA and the GaDOE.

Goal 2: The Hall County School District and its district schools will meet competency and rigor goals identified in the HCSD Balanced Scorecard.

Action 1: The Hall County School District and its district schools will demonstrate competency as identified by the competency goals in the HCSD Balanced Scorecard.

Action 2: The Hall County School District and its district schools will meet the rigor goals set forth in the HCSD Balanced Scorecard.

(*Note: Character goals are also included in the Balanced Scorecard. The HCSD Balanced Scorecard is included as an exhibit item in the HCSD SWSS Partnership Application.)

Measure: The Hall County School District will annually review the district and individual schools' performance on the HCSD Balanced Scorecard ensuring the competency and rigor goals are met.

Goal 3: The Hall County School District will practice sound financial processes and remain economically stable.

Action 1: The Hall County School District (HCSD) will receive a clean opinion for the HCSD's annual audit conducted on a fiscal-year basis by the Georgia Department of Audits & Accounts.

Action 2: Each year the Hall County School District (HCSD) will adopt a balanced operating budget that demonstrates an effective allocation of resources.

Action 3: The Hall County School District will use financial best practices in accounting and financial reporting promoting accountability and stewardship of financial resources.

Measure 1: The Hall County School District will earn the Award of Distinction for Excellent Financial Reports from the Georgia Department of Audits and Accounts demonstrating best practices.

Measure 2: The Hall County School District will prepare and approve a balanced General Fund on an annual basis.

Goal 4: The Hall County School District will provide increased access to technology for students and staff with the necessary infrastructure.

Action 1: Hall County School District students will have increased access and use of digital tools in an asynchronous manner.

Action 2: The Hall County School District will support teachers in developing engaging digital content and instructional technology skills.

Action 3: The Hall County School District will employ the use of technologies to facilitate professional development for staff members.

Measure: The Hall County School District will have increased student and teacher usage of technology as evidenced by network and application usage data.

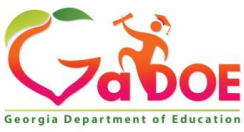
THE CONSEQUENCES COMPONENT

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, the Hall County School District will employ the following interventions or sanctions at all non-performing schools under the Forsyth County School System's local management and control. The sanctions and interventions shall include the following:

- a) If based upon the review of the 2016-17 and/or 2017-18 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 up review of 2016-17 data) or August 2019 (based upon review of 2017-18 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 Hall 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 2010-2021 performance data, a school has not achieved three years of growth in the articulated academic goals, the Hall County School District will apply, in the 2022-2023 school year, the consequences recommended by GOSA and approved by the State Board of Education.



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

EXHIBITS

1. Signed Letter of Intent and Local Board of Education Resolution



ELOISE T. BARRON, Ph.D.
ASSISTANT SUPERINTENDENT
FOR TEACHING & LEARNING

April 13, 2015

711 Green Street, N.W.
Gainesville, Georgia 30501-3368
770-534-1080
FAX 770-535-7404

WILLIAM S. SCHOFIELD
Superintendent

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 Educational Excellence (IE²) School System, a Charter School System, or a Status Quo School System no later than June 30, 2015. This letter is to inform you of the intent of the Hall County School District to operate as an IE² school system through development of the IE² partnership between our school district and the State Board of Education. Enclosed is a resolution from the Hall County Board of Education indicating our intent to begin discussion for contract development.

Sincerely,

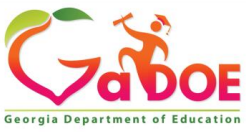
Will Schofield
Superintendent
Hall County School District

Nath Morris
Board Chair
Hall County School District

Enclosure

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

Accredited by the Southern Association of Colleges and Schools



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

A RESOLUTION OF THE HALL 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 Hall County School District 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.

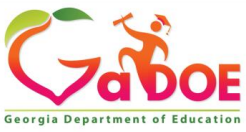
ADOPTED by the Hall County Board of Education on

This THIRTEENTH day of APRIL, 2015.

Chairperson, Hall County Board of Education

Superintendent, Hall County School District

(SEAL)



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

2. Public Hearing Notice

Hall County School District Strategic Waiver School System (SWSS) Partnership Application

The Hall County School District (HCSD) proposes to enter into a SWSS contract per the approval of the Georgia Department of Education. A SWSS contract offers flexibility provisions from state statutes (Official Code of Georgia) and/or rules (State Board of Education Rules) specific in the contract. Pursuant to official notice, HCSD will hold a public hearing at **6:00 pm on Monday, February 22, 2016** at the **Hall County Board of Education**. The Board of Education is located at 711 Green St., Gainesville, GA 30501.




Mon 2/8/2016 9:24 AM

Bales, Kevin

Strategic Waiver School System Public Hearing Notice

To:  ALLPALS

Cc: Lewallen, Amanda

 You forwarded this message on 2/9/2016 9:05 AM.

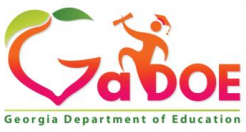
Good morning Principals,

In compliance with the terms of the SWSS application, the HCSD is holding a public hearing on Monday, February 22. The announcement for the public hearing is included below. Please share this announcement with your school's stakeholders in the manner you deem most appropriate for your school.

Thank you.

Kevin C. Bales

Director of Middle and Secondary Education



3. List of District Schools Included in the SWSS System

Elementary Schools

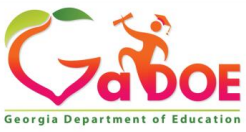
Chestnut Mountain
Chicopee Woods
Flowery Branch
Friendship
Lanier
Lula
Lyman Hall
Martin
McEver
Mount Vernon
Myers
Oakwood
Riverbend
Sardis
Spout Springs
Sugar Hill
Tadmore
Wauka Mountain
White Sulphur

Middle Schools

C.W. Davis
Chestatee
East Hall
North Hall
South Hall
West Hall

High Schools

Chestatee
East Hall
Johnson
North Hall
West Hall



4. School Plan

See SWSS Partnership Contract Exhibits E, F, G or visit the links below

Elementary School Plans

<http://www.hallco.org/boe/site/wp-content/uploads/2016/02/HCS-D-Exhibit-E-Elementary-School-Plans.pdf>

Middle School Plans

<http://www.hallco.org/boe/site/wp-content/uploads/2016/02/HCS-D-Exhibit-F-Middle-School-Plans.pdf>

High School Plans

<http://www.hallco.org/boe/site/wp-content/uploads/2016/02/HCS-D-Exhibit-G-High-School-Plans.pdf>

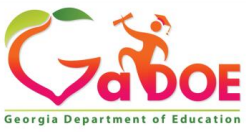
5. Description of SWSS System

See pages 4-9 of this application.

6. Fiscal History

The Hall County School District (HCS-D) is the fourteenth largest school system in the state. Of the 20 largest schools systems, the district has the fifth lowest per FTE expenditure at \$7,892.52. An expenditure comparison chart of Georgia's 20 largest districts is located at <http://www.hallco.org/boe/site/wp-content/uploads/2016/02/GA-DOE-Expenditure-Report-FY15.pdf>.

As the tax digest has increased, the district moved to decrease the millage for maintenance and operations. Since 2013, the district has decreased the millage rate from 19.25 to 18.80 in 2015. The current budget is \$239 million. Over the past 20 years, the district has not operated under a fiscal deficit. For the past three years no reserve funds have been used to balance the budget as the district has operated under a balanced budget. The current SPLOST expires in 2017 and is used to make payments on prior bonds and has allowed the district to pay off all long-term debt in 2014. The priorities for the next SPLOST, approved in November of 2015, include: New classroom space, renovation of existing facilities, student technology and related infrastructure, school buses, and school library collections.



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7. Audit Reports

<http://www.hallco.org/boe/site/wp-content/uploads/2016/02/FY14-Financial-Audit-Hall-County-BOE.pdf>

8. Accreditation

<http://www.hallco.org/boe/site/wp-content/uploads/2016/02/AdvancED-Feb-2015-External-Review-Report.pdf>

9. Strategic Plan

<http://www.hallco.org/boe/site/wp-content/uploads/2016/02/HCS-D-Strategic-Plan.pdf>

10. Balanced Scorecard

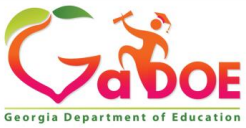
A copy of the Balanced Scorecard is included on the following pages (23-28) or can be accessed via the link below.

<http://www.hallco.org/boe/site/wp-content/uploads/2013/10/Balanced-Scorecard-2015-2020.pdf>

The Most Caring Place on Earth

BALANCED SCORECARD 2015-2020

CHARACTER	COMPETENCY	RIGOR
<p>Goal 1: 100% of HCSD schools will offer multiple opportunities for students to participate in service learning through school activities</p>	<p>Goal 1A: Increase average CCRPI scores at least two points annually at 70% or more of HCSD schools</p> <p>Goal 1B: Average CCRPI scores for each level of HCSD schools (e.g., elementary, middle and high) will increase at least 2 points annually</p>	<p>Goal 1: Increase percentage of HCSD middle school students who earn Carnegie units; by 2020, 90% of students earn one unit and 70% of students earn two or more units</p>
<p>Goal 2: 100% of HCSD middle and high school coaches will participate in sportsmanship training each year</p>	<p>Goal 2: By the end of third grade, 90% of HCSD students will be able to read on grade-level</p>	<p>Goal 2: Develop multiple local Career/College/Citizenship pathways and benchmarks</p>
<p>Goal 3: Increase the number of students participating in character education</p>	<p>Goal 3: By the end of fifth grade, 90% of HCSD students will master 100% of their basic fluency facts (addition, subtraction, multiplication, and division) with automaticity from long-term memory</p>	<p>Goal 3: Increase percentages of HCSD high school students participating in our most rigorous course offerings</p>
<p>Goal 4: Increase the number of students completing HCSD student service learning goals (<i>in development</i>)</p> <p>Suggested annual student service learning goals by grade level:</p> <ul style="list-style-type: none"> ● K - 3rd = 3 hours ● 4th – 5th = 10 hours ● 6th – 8th = 15 hours ● 9th – 10th = 40 hours ● 11th – 12th = 75 hours 	<p>Goal 4: By the end of fifth grade, 90% of HCSD students will be able to write an organized opinion paragraph in which they state their opinion and provide reasons supported by relevant facts</p>	<p>Goal 4: Continue to increase innovative school and program choices for HCSD families and students</p>



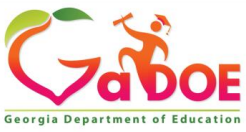
	Goal 5: By the end of eighth grade, 90% of HCSD students will master 100% of basic calculations involving addition, subtraction, multiplication, and division of rational numbers represented as fractions, decimals, and/or percentages	Goal 5: Increase the number of Gifted Endorsed teachers by 1% each year
	Goal 6: By the end of eighth grade, 90% of HCSD students will be able to write an argumentative or informative/explanatory essay in response to text	Goal 6: Increase percentage of HCSD high school students who graduate with bilingual seal on diploma; by 2020, 1/3 of graduates earn bilingual seal on diploma
	Goal 7: Increase HCSD graduation rate to 85%	Goal 7: Increase the number of ESOL Endorsed teachers by 2% each year
	Goal 8: Increase the number of HCSD students completing CTAE career pathways, earning industry certifications, and completing technical college courses	Goal 8: Exceed state developed AMAO targets to determine language development progress and attainment of proficiency for EL students as measured by ACCESS scores
	Goal 9: By the end of twelfth grade, 90% of HCSD students will be proficient in workforce soft skills	
	Goal 10: Hire and retain quality personnel	
	Goal 11: All students will develop a digital ten year education plan beginning in middle school (<i>in development</i>)	
	Goal 12: The HCSD will ensure that the district practices sound financial processes and remain economically stable	

The Most Caring Place on Earth

BALANCED SCORECARD 2015-2020 METRICS

CHARACTER	POSSIBLE METRICS
<p>Goal 1: 100% of HCSD schools will offer multiple opportunities for students to participate in service learning through school activities</p>	<ul style="list-style-type: none"> • Request a list of service learning activities from each school •
<p>Goal 2: 100% of HCSD middle and high school coaches will participate in sportsmanship training each year</p>	<ul style="list-style-type: none"> • Collect sign-in/sign-off sheets from each school indicating the completion of sportsmanship training by all coaches •
<p>Goal 3: Increase the number of students participating in character education</p>	<ul style="list-style-type: none"> • Request for schools to submit an approximate number of students who participated in character education •
<p>Goal 4: Increase the number of students completing HCSD student service learning goals (<i>in development</i>)</p> <p>Suggested annual student service learning goals by grade level:</p> <ul style="list-style-type: none"> • K - 3rd = 3 hours • 4th – 5th = 10 hours • 6th – 8th = 15 hours • 9th – 10th = 40 hours • 11th – 12th = 75 hours 	<ul style="list-style-type: none"> • Student self-reporting options: <ul style="list-style-type: none"> ○ Digital education plan ○ Infinite Campus •

COMPETENCY	POSSIBLE METRICS
<p>Goal 1A: Increase average CCRPI scores at least two points annually at 70% or more of HCSD schools</p> <p>Goal 1B: Average CCRPI scores for each level of HCSD schools (e.g., elementary, middle and high) will increase at least 2 points annually</p>	<ul style="list-style-type: none"> • GaDOE CCRPI data using 2015 CCRPI scores as the baseline data
<p>Goal 2: By the end of third grade, 90% of HCSD students will be able to read on grade-level</p>	<ul style="list-style-type: none"> • DRA-II Scores •
<p>Goal 3: By the end of fifth grade, 90% of HCSD students will master 100% of their basic fluency facts (addition, subtraction, multiplication, and division) with automaticity from long-term memory.</p>	<ul style="list-style-type: none"> • Fast Math •
<p>Goal 4: By the end of fifth grade, 90% of HCSD students will be able to write an organized opinion paragraph in which they state their opinion and provide reasons supported by relevant facts</p>	<ul style="list-style-type: none"> • ELA assessment •
<p>Goal 5: By the end of eighth grade, 90% of HCSD students will master 100% of basic calculations involving addition, subtraction, multiplication, and division of rational numbers represented as fractions, decimals, and/or percentages</p>	<ul style="list-style-type: none"> • HCSD assessment •
<p>Goal 6: By the end of eighth grade, 90% of HCSD students will be able to write an argumentative or informative/explanatory essay in response to text</p>	<ul style="list-style-type: none"> • 8th grade summative assessment •
<p>Goal 7: Increase HCSD graduation rate to 81%</p>	<ul style="list-style-type: none"> • GaDOE graduation rate data
<p>Goal 8: Increase the number of HCSD students completing CTAE career pathways, earning industry certifications, and completing technical college courses</p>	<ul style="list-style-type: none"> • Customized IC report of HCSD pathway completers • EOPA (End-of-Pathway Assessment) data reported to GaDOE • Certiport report of industry certifications • Digital Literacy certifications as reported by schools
<p>Goal 9: By the end of twelfth grade, 90% of HCSD students will be proficient in workforce soft skills</p>	<ul style="list-style-type: none"> • Job Ready Career Skills modules • GeorgiaBEST Certification <ul style="list-style-type: none"> ○ (Business Ethics Student Training) •



Goal 10: Hire and retain quality personnel	<ul style="list-style-type: none"> • Employee retention rate • Exit surveys
Goal 11: All students will develop a digital ten year education plan beginning in middle school <i>(in development)</i>	<ul style="list-style-type: none"> • Georgia Futures (formerly Georgia 411) <ul style="list-style-type: none"> ○ Still in development •
Goal 12: The HCSD will ensure that the district practices sound financial processes and remain economically stable	<ul style="list-style-type: none"> • Receive a clean opinion for the HCSD's annual audit conducted by the Georgia Department of Audits & Accounts and demonstrate best practices by earning the Award of Distinction for Excellent Financial Reports • Prepare and approve a balanced General Fund on an annual basis

RIGOR	POSSIBLE METRICS
Goal 1: Increase percentage of HCSD middle school students who earn Carnegie units; by 2020, 90% of students earn one unit and 70% of students earn two or more units	<ul style="list-style-type: none"> • Infinite Campus data reports •
Goal 2: Develop multiple local Career/College/Citizenship pathways and benchmarks	<ul style="list-style-type: none"> • Current list of local HCSD Career/College/Citizenship pathways and benchmarks offered <ul style="list-style-type: none"> ○ Examples: Welding, Home Health, Industrial Maintenance at LCCA • GeorgiaBEST Certification • Job Ready Career Skills modules • Local certifications • Early College Campus
Goal 3: Increase percentages of HCSD high school students participating in our most rigorous* course offerings	<ul style="list-style-type: none"> • Infinite Campus data reports <ul style="list-style-type: none"> ○ *All Level 3 courses; all Level 2 courses where no Level 3 courses are offered ○ % of high school students taking at least one course identified as most rigorous ○ # of segments of instruction in most rigorous courses / # of instructional segments at the school
Goal 4: Continue to increase innovative school and program choices for HCSD families and students	<ul style="list-style-type: none"> • Current list of HCSD programs of choice •
Goal 5: Increase the number of Gifted Endorsed teachers by 1% each year	<ul style="list-style-type: none"> • HCSD Gifted Endorsement rosters/records • Electronic personnel system records
Goal 6: Increase percentage of HCSD high school students who graduate with bilingual seal on diploma; by 2020, 1/3 of graduates earn bilingual seal on diploma	<ul style="list-style-type: none"> • List of HCSD students earning the bilingual seal on diploma •
Goal 7: Increase the number of ESOL Endorsed teachers by 2% each year	<ul style="list-style-type: none"> • Electronic personnel system records
Goal 8: Exceed state developed AMAO targets to determine language development progress and attainment of proficiency for EL students as measured by ACCESS scores	<ul style="list-style-type: none"> • GaDOE ACCESS scores and data reports



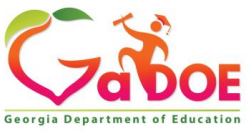
ASSURANCES FORM AND SIGNATURE SHEET

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 the **Hall County School District** (*name of school system*) located in **Hall** 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;
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.



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

This IE² System Application, Assurance Form, and attached Exhibits were approved by the Hall County Board of Education on the 22 day of February, 2016.

Superintendent

Date

Chair, Local Board of Education

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

Date

Chair, Local Board of Education

Date



Georgia Department of Education

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

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 the **Hall County School District** (*name of school system*) located in **Hall** County is true to the best of my knowledge and belief; I also certify that if awarded an IE² the school system:

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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;
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Georgia Department of Education

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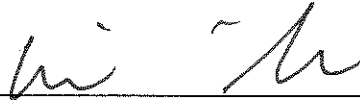
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23. Shall acknowledge that all criteria used to calculate QBE funding may not be waived;
24. Shall follow any and all other federal, state, and local laws and regulations that pertain to the applicant or the operation of the IE² system; and
25. Shall 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.



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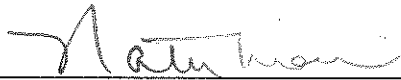
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Superintendent

2-22-16

Date

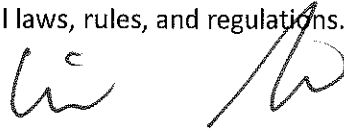


Chair, Local Board of Education

2-22-16

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

2-22-16

Date



Chair, Local Board of Education

2-22-16

Date