



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

Investing in Educational Excellence (IE²) System* Application

DISTRICT NAME

Pickens County School District

DISTRICT ADDRESS

100 D.B. Carroll Street
Jasper, GA 30143

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.

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 SWSS/IE2 System Pickens County School District			
2. Please indicate whether this is a: New Petition X		3. How many schools in total are you proposing to include in your SWSS/IE2 system? 7 schools	
4. How many of each of the following schools are you proposing to include in your IE2 system?			
Primary School(s) 0		Middle School(s) 2	
Elementary School(s) 4		High school(s) 1	
5. On July 1 of what year do you want your SWSS/IE2 contract to be effective? 2016			
6. SWSS/IE2 System Street Address 100 D. B. Carroll Street	7. City Jasper	8. State GA	9. Zip 30143
10. Contact Person -Dr. Lula Mae Perry		11. Title -Superintendent	
12. Contact Street Address 100 D. B. Carroll Street	13. City Jasper	14. State GA	15. Zip 30143
16. Contact's telephone number 706/253-1700	17. Contact's fax number 706/253-1705	18. Contact's E-mail Address lulaperry@pickenscountyschools.org	

IE² SYSTEM APPLICATION

The IE² System Application includes 8 questions grouped into two sections. The first section is “The Case”, where you present your school system’s need for an IE² contract. The second section focuses on your proposed “Consequences”.

THE CASE

Please provide extremely concise answers to the following seven questions. Once you have done so, please use your answers to populate a one-page version of *Table 1 - Summary of Challenges Aligned with Initiatives and Necessary Waivers* found at <http://www.gadoe.org/External-Affairs-and-Policy/Policy/Pages/IE2.aspx>

1. What challenges is your school district facing?

- Ensuring the financial stability of Pickens County School District despite the unstable and unpredictable revenue growth
- Ensuring that Pickens County School District can increasingly personalize the learning experience and environment for all students and advance student learning as indicated by student achievement measures
- Ensuring that Pickens County Schools can attract and retain effective teachers, leaders, and professional personnel to meet the projected student growth for Pickens County, the aging workforce, and current staffing deficits
- Ensuring that Pickens County School District can meet the unique academic, resource, and support needs of all schools

2. What is the rank order priority of these challenges (from most to least)?

The Pickens County School District (PCSD) surveyed key stakeholders regarding the prioritizing of identified challenges. These stakeholders included: parents, students, staff, and community members.

Following are the priority order of challenges as identified by the survey:

- **Priority 1:** *Ensuring that Pickens County School District can increasingly personalize the learning experience and environment for all students and advance student learning as indicated by student achievement*
- **Priority 2:** *Ensuring that Pickens County School District can attract and retain effective teachers, leaders, and professional personnel to meet the projected student growth for Pickens County, the aging workforce, and current staffing deficits*
- **Priority 3:** *Ensuring that Pickens County School District can meet the unique academic, resource, and support needs of all schools' measures*
- **Priority 4:** *Ensuring the financial stability of Pickens County School District despite the unstable and unpredictable revenue growth*

3. Which of these challenges will your school district be able to address by becoming an SWSS/IE² system?

All challenges will be addressed through the SWSS/IE² initiative by alleviating the restrictions of state law and State Board of Education rules. The goal of this partnership is, foremost, to improve student achievement by delivering a quality education in an equitable manner for all learners.

4. What specific actions will your district take to address each of these challenges (listed in #3 above) during its five-year SWSS/IE² term?

Priority 1 – Maximize student achievement through personalized learning

Actions: The PCSC will pursue innovative practices that account for varied student learning, interests, and needs. Through the increased use of digital resources, innovative courses and instructional models, and advanced, rigorous learning opportunities, the district will facilitate engaging instructional experiences and stimulating environments for students' learning needs.

Priority 2 – Attraction and retention of effective teachers, leaders, and professional personnel

Actions: The PCSD highly regards the traditional training of educators and seeks to explore the additional expertise that could be added to classroom instruction and student supports by expanding employment practices through consideration of in-field professionals. Additionally, PCSD desires to ensure that all employees are compensated at competitive rates and benefit packages while valuing prior non-teaching responsibilities associated with an employee’s teaching or support assignment. The district intends to attract and retain highly qualified personnel to meet the needs of students in all educational programs as well as to promote the professional growth of staff.

Priority 3 - Meet the unique academic, resource, and support needs of all schools

Actions: The PCSD is comprised of seven schools and covers a geographic region of 233 square miles including the city of Jasper. The district values the unique strengths and specific needs of each of the seven schools and will leverage flexibility in order to best advance teaching and learning at every school. The district strategic plan, school improvement plans, and comprehensive needs assessment data will dictate and direct the changing needs identified at each school. Moreover, the PCSD commits to aligning each school’s needs with financial resources.

Priority 4 – Financial Stability

Actions: The PCSD 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. Therefore, the district will leverage the reduction in spending constraints to support the core business of teaching and learning.

5. Provide a clear explanation of how each of these specific actions will address the specific challenge(s).

Priority 1 - Maximize student achievement through personalized learning

With flexibility available in the SWSS/IE² model, the district will use the requested waivers to further examine ways to increase student achievement. The actions listed reflect educational best practices. The requested waivers will allow the district to use our resources efficiently and effectively to successfully address and maximize the individual learning needs of the students in our school district.

Priority 2 - Attraction and retention of effective teachers, leaders, and professional personnel

Professional learning for staff is heightened by the actions identified for this challenge area. Clearly, there would be an increase in job satisfaction, longevity of employment, skill development, and student achievement. The flexibility gained through this SWSS/IE² partnership facilitates the monetary funding needed to implement these above-mentioned initiatives and actions. The PCSD is staffed with highly-qualified teachers and leaders, but experiences competition with neighboring districts for qualified personnel. The district needs to maintain and expand programs characterized by traditionally difficult-to-find qualified instructional staff.

Priority 3 - Meet the unique academic, resource, and support needs of all schools

All schools will utilize achievement, perception, and process data to determine strengths and needs. Each school will develop, execute, and evaluate annually a School Improvement Plan designed to demonstrate improvement on the CCRPI. Each School Improvement Plan will be aligned with the District Strategic Plan. Human resources, instructional practices, professional development, training, and the allocation of resources will be based on the unique needs of all students in all schools.

Priority 4 – Financial Stability

The PCSD finds it essential to establish an operational system that can capitalize on new efficiencies and maximize the impact of financial resources in all departments. The Board of Education will leverage the reductions in statutory-determined spending constraints to achieve district goals and gains in student

achievement. Thus, flexibility will allow the school system to design a budget based on the district's strategic plan and needs.

6. Please list the specific Georgia Law or State Board Rule that must be waived to allow the School District to implement each specific action (as listed above in #4).

The following waivers have been used by PCSD during the past five years. These waivers provided the flexibility for the system to meet school improvement goals as outlined in the district's strategic plan. The goals accomplished are listed following the waiver.

- Class-size and Reporting Requirements (O.C.G.A. § 20-2-152, § 20-2-182 and SBOE Rules 160-5-1-.05, 160-5-1-.22, and 160-4-7-.14) allowed the PCSD to waive the requirements related to class size, staffing allotments, caseload, and utilization to increase learning opportunities for all students and to reduce salary expenditures for additional employees who would have been hired due to class size rules.
- Personnel Required (O.C.G.A § 20-2-180, § 20-2-244, § 50-13-9.1, SBOE Rule 160-5-1-.22(2)(a)1) allowed the district to employ the superintendent and other designated staff at 49%.
- Alternative/Non-Traditional Education Programs (O.C.G.A. § 20-2-168(c)(2), SBOE Rule 160-4-8-.12) allowed the PCSD to decrease minimum instructional time to award a unit of credit and/or decrease the minimum daily average instructional time for Alternative/Non-Traditional Programs.
- Minimum Direct Classroom Expenditures and Expenditure Controls (O.C.G.A. § 20-2-167, § 20-2-171 and SBOE Rule 160-5-1-.29) allowed the district the flexibility to develop a budget based on the system's strategic plan and the needs of our students, rather than basing the budget on current categorical allotments. These expenditure controls have been waived by the State since FY10.

If provided the requested flexibility, the PCSD would implement each of the Action Plans (as listed above in #4) as supported by the explanations outlined in Table 1.

Table 1 – Summary of Challenges Aligned with Initiatives and Necessary Waivers for Pickens County School District

Challenges in Prioritized Order	Specific Initiative/Action and Explanation	Waiver(s) Requested
<p>Ensuring that PCSD can increasingly personalize the learning experience and environment for all students and advance student learning as indicated by student achievement measures</p>	<p>The PCSD will pursue innovative practices that account for varied student learning, interests, and needs. Through the increased use of digital resources, innovative courses and instructional models, and advanced, rigorous learning opportunities, the district will facilitate engaging instructional experiences and stimulating environments for students’ learning needs.</p>	<p>Educational Programs (O.C.G.A.§20-2-151, 20-2-153 through 20-2-156, 20-2-160, SBOE Rule 160-4-5-.02, and SBOE Rule 160-4-2-.38)</p> <p>Organization of Schools; Middle School Programs; Schedule (O.C.G.A.§20-2-290)</p> <p>Competencies and Core Curriculum, Online Learning (O.C.G.A.§20-2-140.1, O.C.G.A.§20-2-141, and O.C.G.A.§20-2-142)</p> <p>Graduation Requirements (O.C.G.A.§20-2-131 and O.C.G.A.§20-2-140)</p>
<p>Ensuring that PCSD can attract and retain effective teachers, leaders, and professional personnel to meet the projected student growth for Pickens County, the aging workforce, and current staffing deficits</p>	<p>The PCSD highly regards the traditional training of educators and seeks to explore the additional expertise that could be added to classroom instruction and student supports by expanding employment practices through consideration of in-field professionals. Additionally, PCSD desires to ensure that all employees are compensated at competitive rates and benefit packages while valuing prior non-teaching responsibilities associated with an employee’s teaching or support assignment. The district intends to attract and retain highly qualified personnel to meet the needs of students in all educational programs as well as to promote the professional growth of staff.</p>	<p>Salary Schedule requirements (O.C.G.A.§20-2-212 and O.C.G.A.§20-2-214)</p> <p>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, ad O.C.G.A.§20-2-206)</p>
<p>Ensuring that PCSD can meet the unique academic, resource, and support needs of all schools</p>	<p>The district values the unique strengths and specific needs of each of the seven schools and will leverage flexibility in order to best advance teaching and learning at every school. The district’s strategic plan, school improvement plans, and comprehensive needs assessment data will dictate and direct the changing needs identified at each school. Moreover, PCSD commits to aligning each school’s needs with financial resources.</p>	<p>Categorical Allotment requirements, Article 6 of Chapter 2 of Title 20 (O.C.G.A.§20-2-167, O.C.G.A.§20-2-171,O.C.G.A.§20-2-183 to 20-2-186, O.C.G.A.§20-2-411)</p>
<p>Ensuring the financial stability of PCSD despite the unstable and unpredictable revenue growth</p>	<p>The PCSD 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. Therefore, the district will leverage the reduction in spending constraints to support the core business of teaching and learning.</p>	<p>Class-size and reporting requirements (O.C.G.A.§20-2-182)</p> <p>Direct Classroom Expenditures and Expenditure Controls (O.C.G.A.§20-2-171)</p> <p>QBE Financing (O.C.G.A.§20-2-161)</p> <p>Program Enrollment & Appropriation (O.C.G.A.§20-2-160)</p>

7. Indicate the timeline for implementation of each specific action (listed in #4 above).

Based on the need for innovation and flexibility, the PCSD will work to implement the requested waivers during the course of the five-year contract. Waivers such as class size, educational programs, personnel requested, and expenditure controls will likely be implemented immediately while others are requested in anticipation of use during the contract period. The district will strive toward partial implementation in FY17 and FY18 and pursue full implementation the following years.

CONSEQUENCES

8. What consequences do you propose for nonperforming schools, including how you will ensure the implementation of appropriate consequences, both during and at the end of your SWSS/IE² contract term?

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, Pickens County School District will employ the following interventions or sanctions at all non-performing schools under the Pickens 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 Pickens 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 Pickens School District will apply, in the 2022-2023 school year, the consequences recommended by GOSA and approved by the State Board of Education.

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 SWSS/IE² contract for Pickens County School District located in Pickens County is true to the best of my knowledge and belief; I also certify that if awarded an SWSS/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.

This SWSS/IE² System Application, Assurance Form, and attached Exhibits were approved by the Board of Education on the 17th day of March, 2016.

Superintendent

Date

Chair, Local Board of Education

Date

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

Superintendent

Date

Chair, Local Board of Education

Date

**Table of Exhibits – Pickens County School District
SWSS/IE² Application 2016**

EXHIBIT 1 – Pickens County Board of Education Resolution

EXHIBIT 2 – Principals’ Notification of SWSS/IE² Hearing

EXHIBIT 3 – List of Schools

EXHIBIT 4 – School Plans

EXHIBIT 5 – Description of District

EXHIBIT 6 – System’s Fiscal History

EXHIBIT 7 – Online Link to Annual Audit

EXHIBIT 8 – Online Link to Most Recent Accreditation Report

EXHIBIT 9 – Online Link to Most Recent Strategic Plan

EXHIBIT 1

Resolution

Lula Mae Perry, Ed.D.
Superintendent



Board of Education
Mike Cowart, *Chair*
Delane Lewis, *Vice-Chair*
Peggy Andrews
Daniel Bell
Byron Long

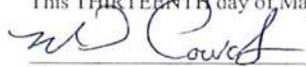
**A RESOLUTION OF
THE PICKENS COUNTY BOARD OF EDUCATION, GEORGIA,
AUTHORIZING THE LETTER OF INTENT FOR
INVESTING IN EDUCATIONAL EXCELLENCE MODEL
(STRATEGIC WAIVERS SCHOOL SYSTEM)
WITH THE GEORGIA STATE BOARD OF EDUCATION**

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 (Strategic Waivers School System), a Charter System, or a Status Quo School System (Title 20/No Waivers System) no later than June 30, 2015; and

WHEREAS, the Pickens County Board of Education would like to withdraw the letter of intent submitted by former Superintendent Michael L. Ballew who on April 30, 2010 notified the Georgia Department of Education of the district's intent to operate as a Charter System, whereby knowing that the school district cannot find where the former board took action on the recommendation and whereby knowing that there are now new board members who are serving the students, staff, and community of Pickens County; now therefore be it

RESOLVED, that the Pickens 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) School System (Strategic Waivers School System) contract and shall schedule and hold a public hearing for the purpose of listening to public input regarding said contract.

ADOPTED by the Pickens County Board of Education on
This THIRTEENTH day of May, 2015.



Chair, Pickens County Board of Education
School District



Superintendent, Pickens County

SEAL



100 D.B. Carroll Street • Jasper, Georgia 30143 • (706) 253-1700 • Fax: (706) 253-1705



www.pickenscountyschools.org

EXHIBIT 2

Notice to Principals

PICKENS COUNTY SCHOOL DISTRICT'S UPCOMING ADOPTION OF A STRATEGIC WAIVERS SCHOOL SYSTEM (SWSS) APPLICATION AND CONTRACT

Public Hearing

Thursday, March 17, 2016

6:00 p.m.

Pickens County Board of Education Conference Center

91 D. B. Carroll Street | Jasper, GA 30143

The Pickens County School District will hold a public hearing Thursday, March 17, 2016, at 6:00 p.m. regarding its application and contract to become a Strategic Waivers School System (SWSS), one of the reform options available for Georgia's K-12 public school systems. The hearing is being held to seek public comments and will take place at the Pickens County Board of Education Conference Center, 91 D. B. Carroll Street, Jasper, Georgia.

The SWSS model (formerly known as Investing in Educational Excellence, IE²) was chosen as the reform option for the Pickens County School District. This model allows for flexibility and yet preserves and promotes high quality academic achievement, student success, and visionary leadership.

The Pickens County School District invites the public to be part of this community input hearing as it prepares to submit this important partnership application and contract to the Georgia Department of Education and the Governor's Office of Student Achievement.

A draft copy of the application and contract is available for public review at www.pickenscountyschools.org and at the Pickens County School System Board of Education.

Public Hearing

Thursday, March 17, 2016

6:00 p.m.

Pickens County Board of Education Conference Center

91 D. B. Carroll Street | Jasper, GA 30143

EXHIBIT 3

- 3. A list of all schools to be included in the Strategic Waivers School System/IE² system, including new schools or college and career academies that will be formed throughout the life of the Strategic Waivers School System/IE², with an indication of which existing schools are currently in Needs Improvement status.**

	<i>School</i>	<i>Grade Levels</i>	<i>Needs Improvement Status</i>
1.	Harmony Elementary	K-5	No
2.	Hill City Elementary	Pre-K-5	No
3.	Jasper Elementary	K-5	No
4.	Tate Elementary	K-5	No
5.	Jasper Middle School	6-8	No
6.	Pickens County Middle School	6-8	No
7.	Pickens County High School	9-12	No

EXHIBIT 4

4. Elementary, Middle, and High School Plans

Documents are labeled as:

- Exhibit E- Elementary School Plan
- Exhibit F- Middle School Plan
- Exhibit G- High School Plan

EXHIBIT 5

5. A brief description of the IE² system that includes the name, the mission, grades served, the focus of the curriculum, instructional methods to be used, including any distinctive or unique instructional methods to be used, including any distinctive or unique instructional techniques or educational programs to be employed, and other pertinent information.

Pickens County Schools District

Vision

Graduation and Life Preparation for All

Mission

We will educate our students in a safe, nurturing, and fiscally responsible environment that holds the highest expectations.

Beliefs:

- Each student will have the opportunity to learn, to be successful, and to become a good citizen.
- All students can learn; however, some learn by different methods and at different speeds.
- Teaching and learning best takes place in a safe and nurturing environment.
- The education of each student must be an effort that involves the support and participation of the school, parents, and community.
- Schools are accountable for student achievement and should strive for continued improvement.
- Quality education requires fiscally responsible expenditures for quality staff, programs, facilities, equipment, and technology.
- Recruiting, employing, and nurturing dedicated, well-qualified, and highly professional employees is important to a successful education program.
- All staff should have access to standards-based, collaborative staff development to improve professional skills.

- All policy, administrative, instructional, and educational support decisions should be based on student needs.
- Extracurricular activities are important in the overall development of students, and these experiences contribute to academic success.

Comprised of seven schools, the Pickens County School District (PCSD) serves students in grades Pre-K through 12. The district includes four K-5 elementary schools (Harmony Elementary, Hill City Elementary, Jasper Elementary, and Tate Elementary), two 6-8 middle schools (Jasper Middle and Pickens County Middle), and one 9-12 high school (Pickens High). With the exception of Pickens High School, all schools in the system are Title I schools. Jasper Middle and Pickens County Middle Schools are identified as 2015 Title I Rewards Schools. Moreover, our vision and mission are pervasive throughout the district and guide decision-making at all levels.

In order to realize our overarching vision and mission, PCSD has developed a rigorous, research-based curriculum that is closely aligned to the Georgia Standards of Excellence (ELA and math) and the Georgia Performance Standards (science and social studies). The four-tier Response to Intervention (RTI) model guides instructional practices throughout the district. A variety of assessment tools are employed to identify students who require remediation and/or acceleration. DIBELS Next, Scholastic Reading Inventory (SRI), and the Scholastic Math Inventory (SMI) are used as universal screening tools at appropriate grade levels throughout the district. Based on universal screening data and diagnostic data, students are provided with additional support and/or acceleration as needed through daily focus groups at the elementary level and support classes at the middle and high school levels.

In addition, PCSD provides students with services through various programs designed to meet their individual needs and interests. Qualifying students are provided services through Special Education, English to Speakers of Other Languages (ESOL), the Early Intervention Program (EIP), Remedial

Program, and the Gifted Program. Students at the high school level are also offered opportunities for Honors placement classes, Advanced Placement classes (AP), the Career, Technical, and Agricultural Education Program (CTAE), and the Move on When Ready Program (MOWR).

During the 2014-2015 school year, PCSD was awarded the Striving Readers Grant to improve literacy across the curriculum. The current school year is the first year of implementation. Although staff members at every school wrote a literacy plan to meet the specific needs of their school, the common goal across the district is to provide high-quality, job-embedded professional learning for teachers who will enhance literacy instruction district-wide. Professional learning during the current school year has included site visits by Dr. Sharon Walpole and Dr. Mike McKenna, training and support provided by the Academic Coach in each building, teacher attendance at Striving Readers Summer and Winter Conferences, and the use of the Comprehensive Reading Solutions modules. In addition, teachers of other subjects have been provided training and support from Academic Coaches, have received training from North Georgia RESA, have attended conferences in their subject areas, and have participated in a wide variety of training opportunities specific to their professional learning needs.

PCSD has a commitment to high quality instructional practices and to student success. However, there is still concern about the unknown changes that our community, state, and nation may encounter. By maintaining the flexibility that has been afforded by the State and by being offered additional flexibility, the goal of the PCSD is to continue our quest for excellence and to strive for more innovative practices and programs designed to both inspire and enhance students' overall educational experiences.

EXHIBIT 6

A brief description of the system's fiscal history and whether the system is or has ever operated under a fiscal deficit.

The economic recession, a progressive decrease in our local tax digest, and unprecedented austerity reductions over the past several years have created countless challenges for the Pickens County Schools.

Faced with less financial resources, our mission focused on ways to maximize funding and seek opportunities for efficiencies within our resources while prioritizing our educational programs.

Unfortunately, implementing furlough days, reducing or eliminating educational programs, reducing staff, and relying on our fund balance as a revenue source became answers for our lack of funding. FY09 and FY10 were exceptionally difficult years as we almost depleted our fund balance and were forced to furlough staff for two years.

The financial waivers and flexibility granted by the State since FY10 helped PCSD address these shortfalls, as well as rebuild and raise our program standards. In FY11, the district was able to eliminate furloughs and maintain a 180-day calendar for students. Since 2012, the PCSD has maintained a millage rate of 16.10 in order to minimize the burden on our local taxpayers. In FY14, the system began to replace teaching positions that were eliminated in prior years due to lack of funding. In FY15, the decision was made to give our non-certified staff a pay increase for the first time in seven years, although the district was not able to give certified staff an increase. In 2015, our ESPLOST renewal was approved by the voters of Pickens County. This renewal will provide essential funding for the future construction of needed schools. While these items may seem small, they are steps toward strengthening our educational programs and financial stability.

The PCSD's current General Fund budget is \$42.1 million. The system has had no fiscal deficits since FY92. Although the district still faces financial struggles concerning our declining tax digest and

continued austerity reductions, our stakeholders are confident the district can continue to educate our students in a safe, nurturing, and fiscally responsible environment that holds the highest expectations.

EXHIBIT 7

Online link to the school system's most recent annual audit.

An online link to Pickens County School District's most recent annual audit can be found by clicking the following link: [http://www.pickens.k12.ga.us/FY14%20Audit%20Report%20\(1\).pdf](http://www.pickens.k12.ga.us/FY14%20Audit%20Report%20(1).pdf)

EXHIBIT 8

Online link to the school system's most recent accreditation report

An online link to Pickens County School District's most recent accreditation report can be found by clicking the following link: http://www.pickens.k12.ga.us/AdvancED_Report_Feb_2014.pdf

EXHIBIT 9

Online link to the school system's most recent strategic plan

An online link to Pickens County School District's most recent strategic plan can be found by clicking the following link: http://www.pickenscountyschools.org/District_Strategic_Plan_Revised_Final.pdf

SWSS/IE² Partnership Contract

Come now the Pickens County Board of Education (Local Board) and the State Board of Education (State Board) and enter into this contract (the Contract) on the _____ day of _____ 201____.

WHEREAS, pursuant to O.C.G.A. § 20-2-81, the Local Board has developed a five-year strategic plan (Strategic Plan), attached hereto as Exhibit A, for improving the performance of its schools;

WHEREAS, the Local Board has proposed a Contract reflecting its Strategic Plan for each of its schools including components for flexibility, accountability, and consequences, as contemplated by state law;

WHEREAS, the Local Board has provided the Georgia Department of Education (GaDOE) with current performance and demographic data for each of its schools;

WHEREAS, the Local Board has proposed a performance template for each of its elementary, middle and high schools (School Plans);

WHEREAS, the Local Board has held a public hearing on March 17, 2016, as provided by state law; and

WHEREAS, pursuant to O.C.G.A. § 20-2-82, the Local Board has entered into negotiations with the GaDOE in consultation with the Governor's Office of Student Achievement (GOSA) concerning its contract,

NOW, THEREFORE, in consideration of the promises, benefits and duties contained herein, the sufficiency and adequacy of which is hereby acknowledged, the parties agree as follows:

1. Local Board. The Local Board agrees that, in exchange for the flexibility outlined in Exhibit B, it will achieve the accountability goals detailed in Exhibit C. The accountability goals for each school will also be reflected in the attached individual School Plans: Exhibit E for elementary schools; Exhibit F for middle schools and Exhibit G for high schools. The Local Board further agrees that if a school fails to meet its accountability goals as set forth in Exhibit C, the Local Board will implement no later than the date specified herein the consequences outlined in Exhibit D. The Local Board further agrees to cooperate with GOSA as it monitors the performance of the schools under its jurisdiction.
2. Governor's Office of Student Achievement (GOSA). In accordance with state law, GOSA will monitor each of the Local Board's schools with regard to its progress toward meeting its intermediate and five-year academic accountability goal as outlined in Exhibit C. Schools meeting the equivalent of three years' of targeted improvement as outlined in Exhibits C, E, F and G, will be deemed as meeting the accountability requirements of this Contract. If any district school is not in compliance with this goal, then GOSA will

notify the State Board and the GaDOE accordingly. Additionally, GOSA will monitor district performance on the operational accountability goals as outlined in Exhibit C. If the school district is not in compliance with these goals, then GOSA will notify the State Board and the GaDOE accordingly.

Because of the need to establish school baseline data based upon Georgia's new assessment system, GOSA will work with Local Board staff to develop CCRPI targets for each school using the accountability metrics detailed in Exhibit C following receipt by GOSA of school-level CCRPI without Challenge Points from the GaDOE. Local Board will then provide to the GaDOE updated Exhibits E, F and G reflecting the appropriate targets for each school and these Exhibits shall be automatically amended into the contract, replacing the earlier Exhibits.

3. Georgia Department of Education (GaDOE). The GaDOE shall provide support to the Local Board's schools that are not high-performing in accordance with State Board Rule 160-7-1-.04 Accountability System Awards and Consequences.
4. Term of Contract. This Contract will be based upon a term of five (5) years of performance accountability allowing seven years of district flexibility for the purpose of setting school benchmarks initially and then again to allow GOSA to finalize Year Five performance results, since CCRPI data for Year Five will not be available until the following year. The additional year at the end of the contract also ensures the implementation of consequences.
5. Contract Extensions. This Contract may be extended on an annual basis beyond the Initial Term if the Local Board successfully meets the terms of the Contract for at least three or more years as determined by the State Board.

6. Contract Renewal. Prior to the end of the Contract Term, the Contract may be amended and renewed for up to five additional years. Renewal is conditional upon a Local Board's satisfactory compliance with the terms of this Contract as determined by the State Board.
7. Amendments. No amendment, change, or modification to this Contract will be binding upon the parties unless such amendment, change, or modification is made in writing as an amendment to this Contract and duly executed by all parties. In accordance with state law, the terms of this Contract may be amended only due to unforeseen circumstances as determined by the State Board of Education or as otherwise permitted by law.
8. Incorporation of Documents. The Local Board has adopted a Strategic Plan, Exhibit A. The flexibility, accountability and consequences components of this contract are outlined in Exhibits B, C and D. For each school under the direct jurisdiction of the Local Board, except for charter schools, a School Plan has been provided as Exhibits E, F, and G. Exhibits A, B, C, D, E, F, and G are hereby each incorporated by reference into this contract. In the event of any inconsistency or conflict concerning any provisions of the Contract including exhibits, any such inconsistency or conflict shall be resolved as follows:
 - (a) First, by giving preference to the terms of the Contract (without exhibits);
 - (b) Second, by giving preference to Exhibits B, C, and D;
 - (c) Third, by giving preference to Exhibits E, F and G; and
 - (d) Fourth, by giving preference to Exhibit A.
9. Termination. The State Board may terminate this contract upon ninety (90) days written notice to the other party for reasonable cause. This Contract shall terminate automatically upon execution by all parties of a new partnership contract.

10. Authority. Each party represents and warrants that it has the authority to enter into this Contract and that its governing body has authorized, by proper action, the execution and delivery of the Contract. Each party represents that there is no litigation or proceeding pending or, to its knowledge, threatened against it having a material adverse effect on the right of the party to execute this Contract or the ability of the party to comply with any of its obligations under this Contract.
11. Venue and Governing Law. Any action brought by one party to this Contract against the other party shall be brought in the Superior Court of Fulton County and this Agreement will be governed by and construed in accordance with Georgia law.
12. Headings. The headings in this Contract have been inserted for convenience of reference and shall not affect, expand, or restrict the terms or conditions hereof.
13. Waiver. No party will be deemed to have waived any provisions of the Contract unless such waiver is made explicit in writing and signed by the party waiving such provision. No waiver shall be deemed to be a continuing waiver unless so stated in writing.
14. Waiver of Law and Rule – Notwithstanding any provision to the contrary, this contract shall not be construed to waive or approve variances of any federal, state and local rules, regulations, court orders, and statutes as provided by O.C.G.A. § 20-2-82(e).
15. Assignment. This Contract shall not be assigned or transferred unless consented to in writing by the State Board.
16. Notices. Any notice to be made by either party to the other shall be sufficiently made if delivered in hand, or three (3) calendar days after posting, if sent by registered or certified mail, return receipt requested, to a party hereto at the address set forth below or such other address as a party may designate by notice hereto.

17. Annual Review. Local Board staff will work cooperatively with GOSA in consultation with the GaDOE in monitoring of the accountability portion of this contract. Monitoring will include evaluating each school's progress toward meeting its performance accountability goals. Significant changes in student populations will be considered by GOSA at the end of the contract year and may initiate the review of subsequent performance goals. Further, GOSA may adopt a policy allowing for a second look at school performance to inform its evaluation.
18. Consequences. Should one or more schools or the school district subject to this contract be deemed out of compliance by GOSA and the State Board as provided by law or rule, the Local Board agrees to adopt or implement in a timely manner the appropriate consequence(s) as outlined on Exhibit D. "In a timely manner" means before June 30, 2023, unless the contract is extended or renewed.
19. Effective Dates for Contract Provisions. This contract shall become effective on July 1, 2016 and, unless extended or renewed, will end on June 30, 2023. The performance accountability provisions of this contract will become effective July 1, 2016 and end on June 30, 2021.
20. Time. Time is of the essence for this Contract.
21. Execution in Counterparts. This Contract may be executed in multiple counterparts which, when taken together, will constitute one agreement. Copies of this Agreement will be equally binding as originals and faxed or scanned and emailed counterpart signatures will be sufficient to evidence execution.

22. Entire Agreement. This Contract constitutes the entire agreement between the parties and supersedes any prior understanding or representation of any kind preceding the date of this agreement.

FOR DEPARTMENT:

Attention: Garry McGiboney
Deputy Superintendent for Policy and External Affairs
Georgia Department of Education
205 Jesse Hill Jr. Drive,
2053 Twin Towers East
Atlanta, Georgia 30334
Phone: 404-657-2965
Fax: 404-656-0966

FOR LOCAL EDUCATIONAL AGENCY:

Mike Cowart, Chairman	Dr. Lula Mae Perry, Superintendent
Pickens County Board of Education	Pickens County School District
100 D. B. Carroll Street	100 D. B. Carroll Street
Jasper, GA 30143	Jasper, GA 30143
Phone: 706/253-1700	Phone: 706/253-1700
Fax: 706/253-1705	Fax: 706/253-1705

IN WITNESS WHEREOF, the parties state and affirm that they are duly authorized to bind the respected entities below as of the day and year indicated.

GEORGIA DEPARTMENT OF EDUCATION

Helen Odom Rice, Chairperson, State Board of Education

Richard Woods, State Superintendent of Schools

PUBLIC SCHOOL DISTRICT

Mike Cowart, Chairman, Pickens County Board of Education

Dr. Lula Mae Perry, Superintendent, Pickens County Board of Education

Table of Exhibits
Pickens County School District SWSS/IE² Contract 2016

Exhibit A – Strategic Plan

Exhibit B – Flexibility Component of Contract

Exhibit C – Accountability Component of Contract

Exhibit D – Consequences Component of Contract

Exhibit E – School Plans for Elementary Schools

Exhibit F – School Plans for Middle Schools

EXHIBIT A

Provide an online link to the school system's most recent strategic plan.

An online link to Pickens County School District's most recent strategic plan can be found by clicking the following link:

http://www.pickenscountyschools.org/District_Strategic_Plan_Revised_Final.pdf

Exhibit B – Flexibility Component of Contract For the Pickens County School District

Under O.C.G.A. § 20-2-80 and SBOE Rule 160-5-1-.33, The Pickens 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 IE2 Partnership Contract) over the life of a five-year contract which allows for six years of flexibility between the Pickens 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).

- Class-size and Reporting requirements (O.C.G.A. § 20-2-182(a-j))
- Direct Classroom Expenditures and Expenditure Controls, (O.C.G.A. § 20-2-171)
- Scheduling for Instruction/Program Enrollment and Appropriation except to the extent it relates to funding (O.C.G.A. § 20-2-160)
- QBE Financing except to the extent it relates to funding (O.C.G.A. § 20-2-161)
- Personnel Required (SBOE Rule 160-5-1-.22)
- 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, O.C.G.A. § 20-2-160, SBOE Rule 160-4-5-.02, SBOE Rule 160-4-2-.38)
- 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)
- Promotion and Retention (O.C.G.A. § 20-2-283, O.C.G.A. § 20-2-284, O.C.G.A. § 20-2-285)
- 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; O.C.G.A. § 20-2-140, O.C.G.A. § 20-2-131, SBOE Rule 160-5-1-.15, SBOE Rule 160-4-2-.47)
- 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), O.C.G.A. § 20-2-160 (c), O.C.G.A. § 20-2-168(d), O.C.G.A. § 20-2-165, O.C.G.A. § 20-2-168, O.C.G.A. § 20-2-221, SBOE Rule 160-4-2-.16, SBOE Rule 160-5-1-.02)
- Health and Physical Education Program except as prohibited by O.C.G.A. § 20-2-82(e) (SBOE Rule 160-4-2-.12)
- Salary Schedule requirements (O.C.G.A. § 20-2-212, O.C.G.A. § 20-2-212.1, O.C.G.A. § 20-2-212.2, O.C.G.A. § 20-2-212.5, O.C.G.A. § 20-2-214, O.C.G.A. § 20-2-214.1)
- 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, O.C.G.A. § 20-2-206)

- 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, O.C.G.A. § 20-2-171, O.C.G.A. § 20-2-184, O.C.G.A. § 20-2-184.1, O.C.G.A. § 20-2-185, O.C.G.A. § 20-2-411)
- Employment Conditions of Employment as it relates to Duty Free Lunch (O.C.G.A. § 20-2-218)
- Statewide Passing Score (SBOE Rule 160-4-2-.13 (2)(a), SBOE Rule 160-4-2-.13 (2)(c))
- School Choice (O.C.G.A. § 20-2-2131)
- Guidance Counselors (SBOE Rule 160-4-8-.05)
- Awarding Units of Credit (SBOE Rule 160-5-1-.15)
- Facilities Flexibility (O.C.G.A. § 20-2-260)

Exhibit C – Accountability Component of Contract For the Pickens County School District

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

Goal 1: Each Pickens 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.

Exhibit D – Consequences Component of Contract For the Pickens 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, Pickens County School District will employ the following interventions or sanctions at all non-performing schools under the Pickens 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 Pickens 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 Pickens County School District will apply, in the 2022-2023 school year, the consequences recommended by GOSA and approved by the State Board of Education.

School Data Component - Elementary

Name of School:	Hill City Elementary
Street Address:	600 Hill Circle
City, State Zip Code:	Jasper, GA 30143
GA DOE School Facility Code:	0103
Designated School Contact Person:	
Name	Joeta Youngblood
Title	Principal
Telephone Number	706-253-1880
Fax Number	706-253-1885
Email Address	joetayoungblood@pickenscountyschools.org
Grades Served By School:	Pre-K - 5

School Demographic Trend Data by Subgroup - Elementary

Hill City Elementary	School Year				
	2009-10	2010-11	2011-12	2012-13	2013-14
Student Enrollment	639	591	554	576	560
American Indian	0	0	0	0	1
Asian /Pacific Islander	5	4	4	2	4
Pacific Islander (reported beginning 2012-2013)				0	0
Black	2	1	2	1	1
Hispanic	14	21	14	14	13
Multi-Ethnic	9	5	8	7	11
White	609	560	526	552	530
ESOL: Percent Enrolled	0%	0%	0%	0%	0%
SPED: Percent Enrolled	9.7%	13.7%	16.25%	17.4%	15%
F/R Lunch: Percent Eligible	51.35%	50.6%	56.81%	55.15%	59.41%
Average Student Attendance	95.7%	96.29%	96.56%	95.99%	95.79%

 College and Career Ready Performance Index (CCRPI) Richard Woods <i>Georgia's School Superintendent</i> 						
Hill City Elementary	CCRPI Score	Sum of Achievement, Progress, Achievement Gap, and Challenge Points				
		Achievement Points	Progress Points	Achievement Gap Points	Challenge Points	
ED/EL/SWD Performance Points	Exceeding the Bar Points					
CCRPI 2012	78.3	50.3	14	8	5.5	0.5
CCRPI 2013	82.9	50.8	15.9	11	4.7	0.5
CCRPI 2014	78.2	51.4	16.7	6	3.6	0.5

School Data Component - Elementary

Name of School:	Harmony Elementary
Street Address:	550 Harmony School Road
City, State Zip Code:	Jasper, GA 30143
GA DOE School Facility Code:	0106
Designated School Contact Person:	
Name	Lynda Wallace
Title	Principal
Telephone Number	706-253-1840
Fax Number	706-253-1845
Email Address	lyndawallace@pickenscountyschools.org
Grades Served By School:	K-5

School Demographic Trend Data by Subgroup - Elementary

Harmony Elementary	School Year				
	2009-10	2010-11	2011-12	2012-13	2013-14
Student Enrollment	719	685	716	697	592
American Indian	5	4	2	4	2
Asian /Pacific Islander	4	3	5	6	4
Pacific Islander (reported beginning 2012-2013)				0	0
Black	12	9	9	7	5
Hispanic	34	28	28	30	23
Multi-Ethnic	4	6	8	10	11
White	660	635	664	640	547
ESOL: Percent Enrolled	0%	0%	0%	0%	0%
SPED: Percent Enrolled	11%	13.14%	17.6%	16.5%	18.2%
F/R Lunch: Percent Eligible	53.22%	53.43%	57.95%	62.82%	58.19
Average Student Attendance	95.65%	96.49%	96.44%	96.04%	96.01%

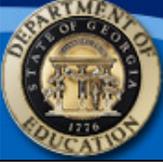
 College and Career Ready Performance Index (CCRPI) Richard Woods <i>Georgia's School Superintendent</i> 						
Harmony Elementary	CCRPI Score	Sum of Achievement, Progress, Achievement Gap, and Challenge Points				
		Achievement Points	Progress Points	Achievement Gap Points	Challenge Points	
					ED/EL/SWD Performance Points	Exceeding the Bar Points
CCRPI 2012	70.4	46.5	15.3	5	3.1	0.5
CCRPI 2013	67.7	46.2	13.8	4	2.7	1
CCRPI 2014	78.2	48.5	16.2	8	4.5	1

School Data Component - Elementary

Name of School:	Jasper Elementary
Street Address:	158 Stegall Drive
City, State Zip Code:	Jasper, GA 30143
GA DOE School Facility Code:	0203
Designated School Contact Person:	
Name	David Wilds
Title	Principal
Telephone Number	706-253-1730
Fax Number	706-253-1735
Email Address	davidwilds@pickenscountyschools.org
Grades Served By School:	K-5

School Demographic Trend Data by Subgroup - Elementary

Jasper Elementary	School Year				
	2009-10	2010-11	2011-12	2012-13	2013-14
Student Enrollment	532	537	552	509	506
American Indian	0	0	0	0	0
Asian /Pacific Islander	4	1	1	0	0
Pacific Islander (reported beginning 2012-2013)				0	0
Black	7	7	3	3	0
Hispanic	60	52	50	55	57
Multi-Ethnic	4	6	6	11	7
White	446	471	492	440	442
ESOL: Percent Enrolled	7%	5.8%	4.9%	4.5%	4.15%
SPED: Percent Enrolled	12.4%	15.1%	19%	18.3%	15.02%
F/R Lunch: Percent Eligible	53.83%	49.81%	59.78%	59.36%	61.96%
Average Student Attendance	95.93%	96.34%	96.59%	95.90%	96.35%

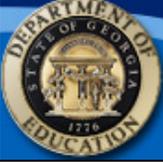
 College and Career Ready Performance Index (CCRPI) Richard Woods <i>Georgia's School Superintendent</i> 						
Jasper Elementary	CCRPI Score	Sum of Achievement, Progress, Achievement Gap, and Challenge Points				
		Achievement Points	Progress Points	Achievement Gap Points	Challenge Points	
					ED/EL/SWD Performance Points	Exceeding the Bar Points
CCRPI 2012	64.6	44.8	15.1	3	1.2	0.5
CCRPI 2013	75.4	47.9	17.3	8	1.7	0.5
CCRPI 2014	70.6	48.2	17.4	5	0	0

School Data Component - Elementary

Name of School:	Tate Elementary
Street Address:	5630 Highway 53 East/ P.O. Box 268
City, State Zip Code:	Tate, GA 30177
GA DOE School Facility Code:	0303
Designated School Contact Person:	
Name	Sandy Layman
Title	Principal
Telephone Number	706-253-1860
Fax Number	706-253-1865
Email Address	sandylayman@pickenscountyschools.org
Grades Served By School:	K-5

School Demographic Trend Data by Subgroup - Elementary

Tate Elementary	School Year				
	2009-10	2010-11	2011-12	2012-13	2013-14
Student Enrollment	333	341	318	272	315
American Indian	0	0	0	0	1
Asian /Pacific Islander	2	1	0	0	1
Pacific Islander (reported beginning 2012-2013)				0	0
Black	4	4	4	3	3
Hispanic	9	19	18	17	12
Multi-Ethnic	4	8	12	7	9
White	314	309	284	245	289
ESOL: Percent Enrolled	0%	0%	0%	0%	0%
SPED: Percent Enrolled	14%	18.2%	18.24%	19.12%	17.14%
F/R Lunch: Percent Eligible	54.43%	55.46%	55.02%	64.34%	63.18%
Average Student Attendance	95.97%	96.19%	96.69%	95.88%	95.70%

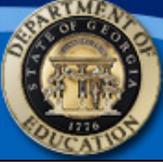
 College and Career Ready Performance Index (CCRPI) Richard Woods <i>Georgia's School Superintendent</i> 						
Tate Elementary	CCRPI Score	Sum of Achievement, Progress, Achievement Gap, and Challenge Points				
		Achievement Points	Progress Points	Achievement Gap Points	Challenge Points	
					ED/EL/SWD Performance Points	Exceeding the Bar Points
CCRPI 2012	67.6	44.2	14.5	6	2.4	0.5
CCRPI 2013	76.9	46.6	16.3	9	4	1
CCRPI 2014	67.3	45.2	14.7	4	2.4	1

School Data Component - Middle

Name of School:	Jasper Middle
Street Address:	339 West Church Street
City, State Zip Code:	Jasper, Georgia 30143
GA DOE School Facility Code:	0403
Designated School Contact Person:	
Name	Shane Purdy
Title	Principal
Telephone Number	706-253-1760
Fax Number	706-253-1765
Email Address	shanepurdy@pickenscountyschools.org
Grades Served By School:	6-8

School Demographic Trend Data by Subgroup - Middle

Jasper Middle	School Year				
	2009-10	2010-11	2011-12	2012-13	2013-14
Student Enrollment	525	548	538	587	547
American Indian	1	0	1	1	2
Asian /Pacific Islander	3	3	3	4	4
Pacific Islander (reported beginning 2012-2013)				0	0
Black	6	6	3	6	6
Hispanic	5	13	18	20	25
Multi-Ethnic	12	9	7	9	10
White	498	517	506	547	500
ESOL: Percent Enrolled	0.4%	0.7%	0.7%	0%	0.5%
SPED: Percent Enrolled	10.5%	9.7%	9.5%	9.7%	11.7%
F/R Lunch: Percent Eligible	49.25%	51.44%	58.38%	57.27%	53.3%
Average Student Attendance	95.88%	96.41%	96.36%	96.33%	96.24%

 College and Career Ready Performance Index (CCRPI) Richard Woods <i>Georgia's School Superintendent</i> 						
Jasper Middle	CCRPI Score	Sum of Achievement, Progress, Achievement Gap, and Challenge Points				
		Achievement Points	Progress Points	Achievement Gap Points	Challenge Points	
					ED/EL/SWD Performance Points	Exceeding the Bar Points
CCRPI 2012	82.7	51.1	16.4	11	4.2	0
CCRPI 2013	77.2	50.8	16.3	6	3.6	0.5
CCRPI 2014	80.9	52.1	16.4	8	4.4	0

School Data Component - Middle

Name of School:	Pickens County Middle
Street Address:	1802 Refuge Road
City, State Zip Code:	Jasper, Georgia 30143
GA DOE School Facility Code:	0189
Designated School Contact Person:	
Name	Pennie Fowler
Title	Principal
Telephone Number	706-253-1830
Fax Number	706-253-1835
Email Address	penniefowler@pickenscountyschools.org
Grades Served By School:	6-8

School Demographic Trend Data by Subgroup - Middle

Pickens County Middle	School Year				
	2009-10	2010-11	2011-12	2012-13	2013-14
Student Enrollment	523	523	511	474	537
American Indian	0	1	0	2	0
Asian /Pacific Islander	2	2	1	2	5
Pacific Islander (reported beginning 2012-2013)				0	0
Black	7	6	7	6	9
Hispanic	8	14	21	20	26
Multi-Ethnic	7	6	8	11	10
White	499	494	474	433	487
ESOL: Percent Enrolled	0.2%	0.6%	0.2%	0.2%	0%
SPED: Percent Enrolled	11.9%	10.9%	12.13%	13.9%	14.5%
F/R Lunch: Percent Eligible	53.85%	55.24%	57.44%	54.92%	55.04%
Average Student Attendance	95.2%	96.31%	96.29%	95.80%	96.16%

 College and Career Ready Performance Index (CCRPI) Richard Woods <i>Georgia's School Superintendent</i> 						
Pickens County Middle	CCRPI Score	Sum of Achievement, Progress, Achievement Gap, and Challenge Points				
		Achievement Points	Progress Points	Achievement Gap Points	Challenge Points	
					ED/EL/SWD Performance Points	Exceeding the Bar Points
CCRPI 2012	80.1	50.6	16.8	9	3.7	0
CCRPI 2013	88.2	53	18.9	10	5.3	1
CCRPI 2014	86.3	53.6	17.1	11	4.6	0

School Data Component - High

Name of School:	Pickens High School
Street Address:	500 Dragon Drive
City, State Zip Code:	Jasper, Georgia 30143
GA DOE School Facility Code:	0198
Designated School Contact Person:	
Name	Chris LeMieux
Title	Principal
Telephone Number	706-253-1800
Fax Number	706-253-1815
Email Address	chrismieux@pickenscountyschools.org
Grades Served By School:	9-12

School Demographic Trend Data by Subgroup - High

Pickens High School	School Year				
	2009-10	2010-11	2011-12	2012-13	2013-14
Student Enrollment	1187	1186	1218	1207	1273
American Indian	2	4	3	2	1
Asian /Pacific Islander	5	6	6	5	9
Pacific Islander (reported beginning 2012-2013)				1	0
Black	12	15	16	16	13
Hispanic	41	30	24	29	43
Multi-Ethnic	24	26	26	23	24
White	1103	1105	1143	1131	1183
ESOL: Percent Enrolled	0.08%	0%	0%	0%	0.08%
SPED: Percent Enrolled	9.3%	10.7%	11.5%	11.5%	11.5%
F/R Lunch: Percent Eligible	44.47%	44.76%	48.39%	48.09%	49.73%
Average Student Attendance	95.03%	95.27%	95.88%	95.75%	95.81%

 College and Career Ready Performance Index (CCRPI) Richard Woods <i>Georgia's School Superintendent</i> 						
Pickens High School	CCRPI Score	Sum of Achievement, Progress, Achievement Gap, and Challenge Points				
		Achievement Points	Progress Points	Achievement Gap Points	Challenge Points	
					ED/EL/SWD Performance Points	Exceeding the Bar Points
CCRPI 2012	73.6	46.6	15.7	7.5	3.8	0
CCRPI 2013	79	47.1	17.2	10	4.7	0
CCRPI 2014	69	46.3	14.7	5	3	0