

IE² SYSTEM APPLICATION COVER SHEET WAYNE COUNTY SCHOOL SYSTEM

Proposed IE2 System Information			
1. Full Name of Proposed IE2 System - Wayne County School System			
2. Please indicate whether this is a: New Petition X or a Renewal Petition		3. How many schools in total are you proposing to include in your IE2 system? 8	
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)	5	High school(s)	1
5. On July 1 of what year do you want your IE2 contract to be effective? 2016			
6. IE2 System Street Address 555 Sunset Blvd		7. City Jesup	8. State GA
		9. Zip 31545	
10. Contact Person Dr. Jay Brinson		11. Title Superintendent	
12. Contact Street Address 555 Sunset Blvd		13. City Jesup	14. State GA
		15. Zip 31545	
16. Contact's telephone number (912) 427-1000		17. Contact's fax number (912) 427-1004	18. Contact's E-mail Address JBrinson@wayne.k12.ga.us

In accordance with the State of Georgia in Article 4, O.C.G.A. 20-2-84, the Wayne County School System intends to operate as a Strategic Waiver School System through the development of the IE2 partnership between our school district and the State Board of Education. The following components consist of the current planning for completing the application and developing the contract necessary to take effect on July 1, 2016.

Wayne County School System Overview

The Wayne County School System is driven by a vision that ensures an excellent and equitable education for all students; a mission that charges staff to provide a high quality education for all students, which is aligned with the vision; and, a set of beliefs regarding staff and stakeholder responsibilities. The Wayne County Strategic Plan provides direction for how the ideals set forth in the Vision, Mission, and Beliefs will be accomplished.

Vision

Our vision is that the Wayne County School System will be a progressive system where all students acquire the knowledge and skills to be productive, responsible, and successful citizens in a rapidly changing world.

Mission

Our mission is to empower all students to reach their highest level of achievement.

Beliefs

- Every person is worthy of respect.
- Every person has the right to learn and work in a safe, nurturing environment.
- Every child learns when actively involved in educational experiences that reflect the uniqueness of each student's abilities.
- Every child will be encouraged and supported to become a lifelong learner in preparing for a rapidly changing world.
- Everyone learns best when they are engaged participants in their learning.
- Literacy is the foundation of education.
- Family, school, and community are responsible for the growth, development and the success of its students.

Description of the School System

Wayne County is 641.78 square miles located in the lower coastal plain of southeast Georgia approximately 75 miles south of Savannah and 45 miles from the coast of Brunswick. The 2012 census data indicates Wayne County's estimated population is slightly more than 30,000. The county seat is Jesup which based on 2012 census data has a population of 10,268. Two other municipalities exist in the county-Screven, with an estimated population of 702 and Odum, with an estimated population of 414. Additional information from the 2012 census indicates that the median household income is \$36,496 as compared to the Georgia median income of \$49,604; 20.6% of the population lives below the poverty level as compared to 17.4% for the state of Georgia. The demographic makeup of the county includes 76.3% White alone, 20.6% Black alone, and 1.9% Mixed Race. Additionally, 6.2% of the population is Hispanic/Latino. These statistics indicate that there have been no significant changes over the past three

years. The county's largest employer is Rayonier, an international company whose core business is forest resources and performance fibers which employs an estimated 900 employees. The school system is the second largest employer in Wayne County.

The school system is comprised of eight schools-five elementary schools (PreK-5), two middle schools (6-8), and one high school. Three of the elementary schools are located inside the city limits of Jesup-James E. Bacon Elementary, Jesup Elementary, and Martha R. Smith Elementary. Each of the municipalities of Odum and Screven has a PreK-5 elementary school within their city limits. Students from these outlying schools join students from the three Jesup area schools in middle school. Students from Screven Elementary attend middle school at Arthur Williams Middle School as do students from Jesup Elementary and approximately 2/3 of the students from Martha R. Smith Elementary. Students from Odum Elementary, James E. Bacon Elementary, and approximately 1/3 of Martha R. Smith Elementary School students attend middle school at Martha Puckett Middle School. The middle schools offer a traditional middle school curriculum. There is one high school-Wayne County High School which serves grades 9-12.

The student population is approximately 5500 with slightly less than 1500 attending high school, approximately 1250 attending middle school, approximately 680 attending the rural elementary schools (Odum and Screven Elementary) and approximately 2150 divided between the three elementary schools located within the Jesup city limits. Based on free and reduced lunch participation, approximately 58% of our students are designated as economically disadvantaged. Sixty five percent of the student population is White, 23% Black, 7% Hispanic, 3% Multi-racial, and 1% Asian. There are 91 English Language Learners (ELs) with 99% of those students speaking Spanish as their first language. Thirteen percent of the students are identified as Students with Disabilities.

The two middle schools successfully completed all criteria to become Title I schools in 2011/12 thereby making all schools in Wayne County Title I schools. Each of our schools offer a challenging

curriculum based on the Common Core Georgia Performance Standards (CCGPS) and Georgia Performance Standards (GPS).

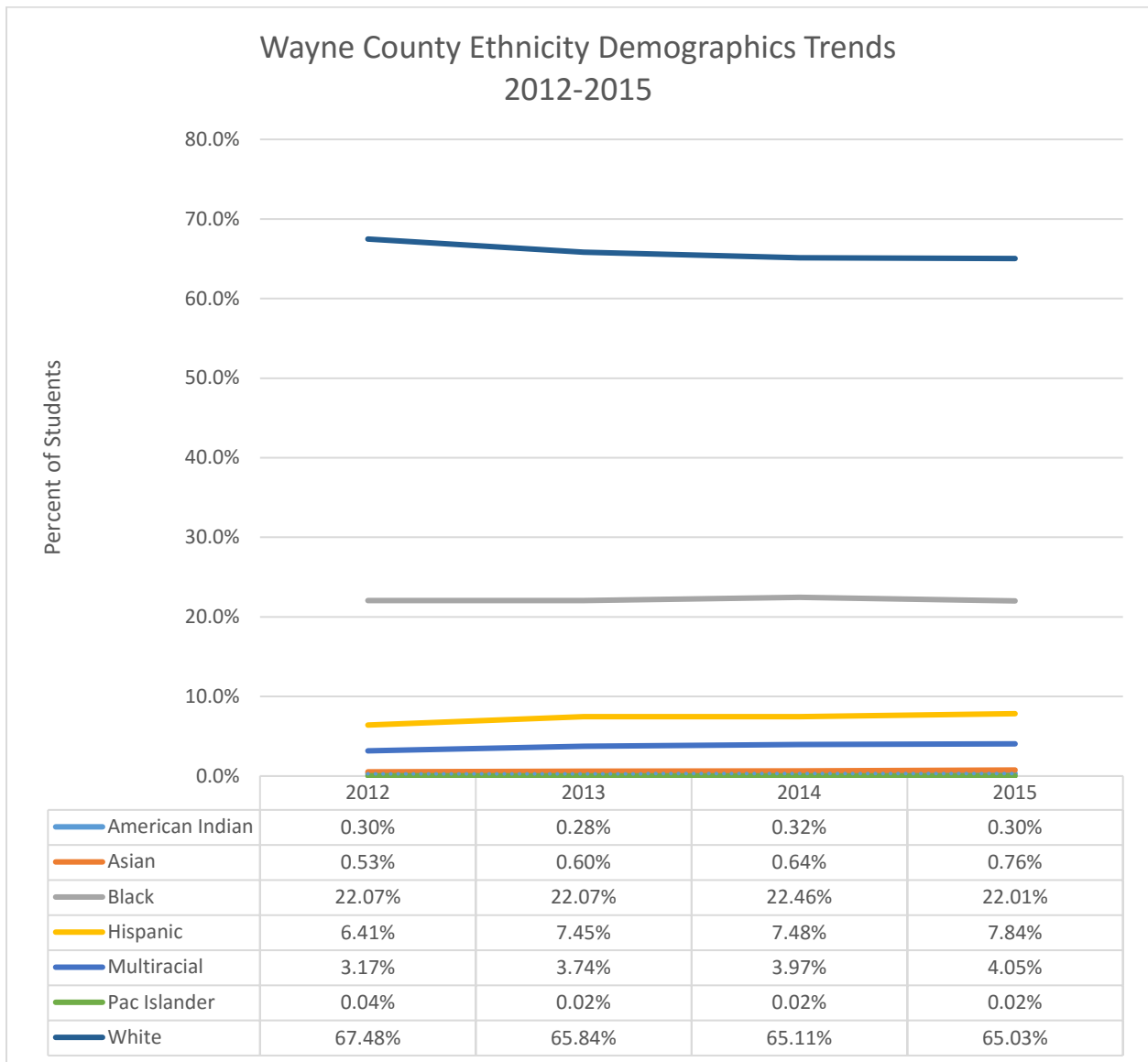
The school system employees 440 certified personnel and 118 paraprofessionals. Ninety-nine percent of teachers are highly qualified and 100% of paraprofessionals are highly qualified as defined by Title II-A. The WCSS is operating with a \$42.3 million budget with a \$8.6 million fund balance. The current millage rate is 18, two mills below the state cap. The per pupil expenditure is \$8,405.30. The WCSS continues to face challenges as it seeks to overcome the effects of the decline in the economy over the past five years. Due to the decreased funding over the past five years, the WCSS has seen a reduction in staff which has included reductions in middle school Connections classes, discontinuing elementary technology and fine arts classes, decreased number of grade level and content area teachers at all grade levels, discontinuing of JROTC at the high school, and a reduction in school and central office administration

**Wayne County School System
Student Population 2015
Total Number of Students=5,410**

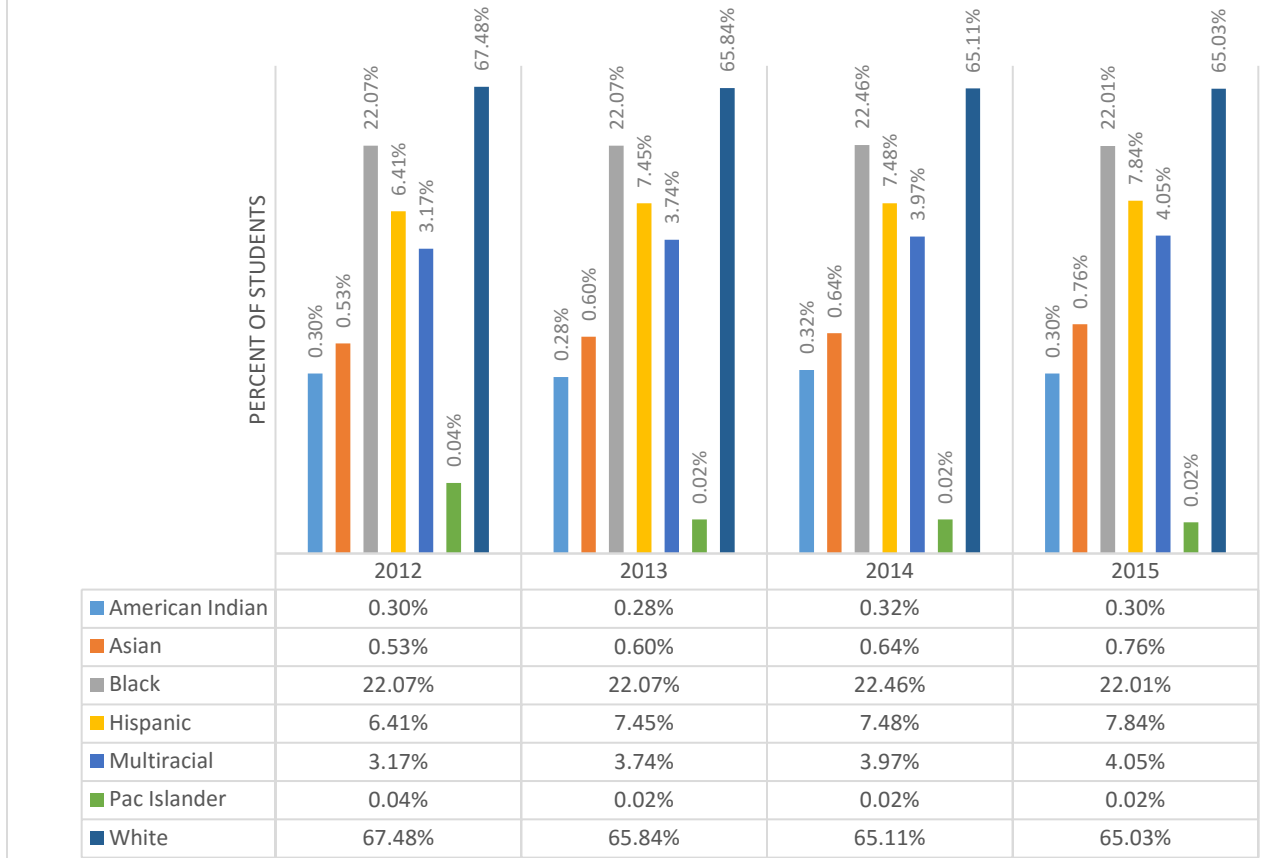
American Indian	16	.30%
Asian	41	.76%
Black	1,191	22.01%
Hispanic	424	7.84%
Multiracial	219	4.05%
Pacific Islander	1	.18%
White	3,518	65%

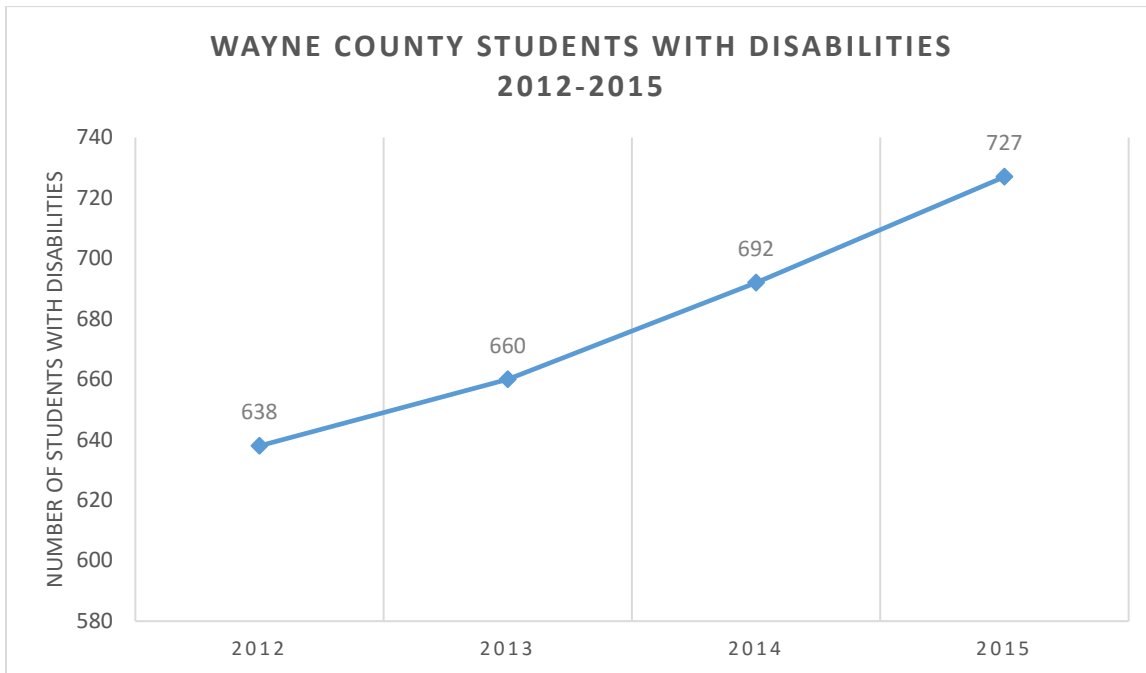
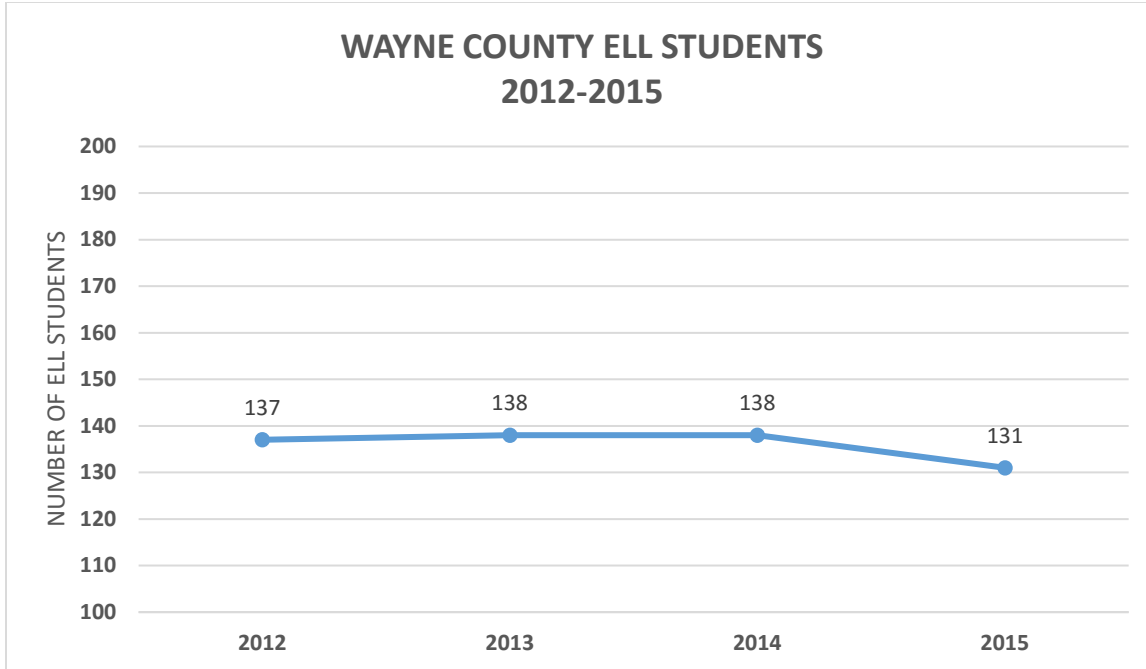
**Wayne County School System
Students Served by Program Area 2015**

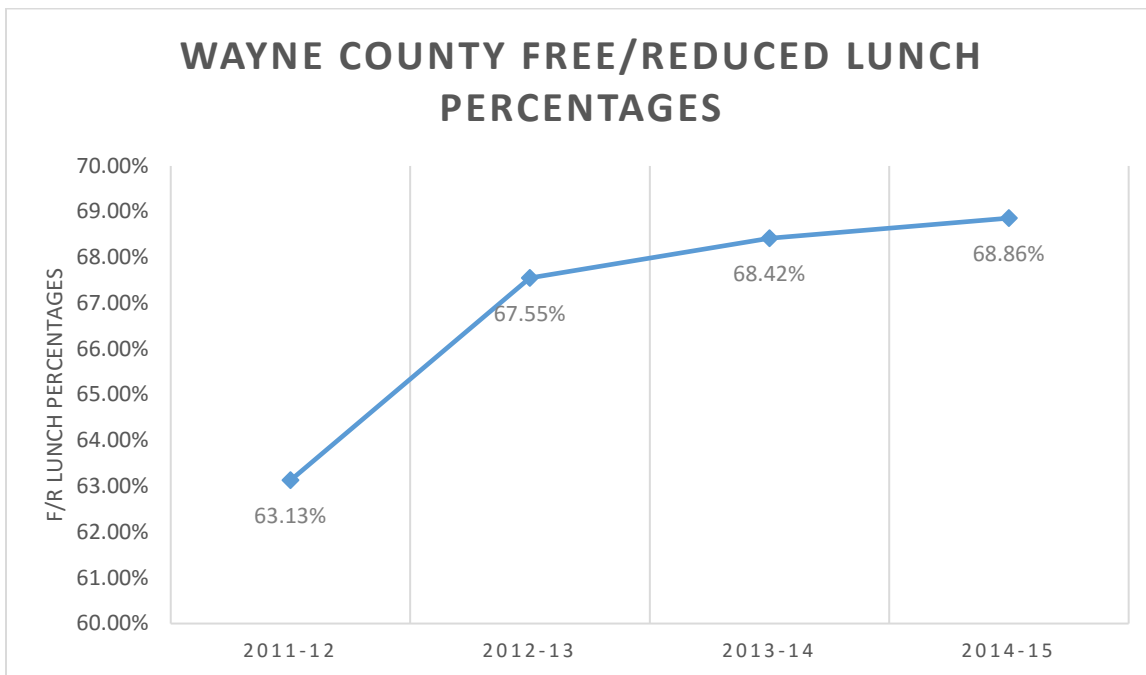
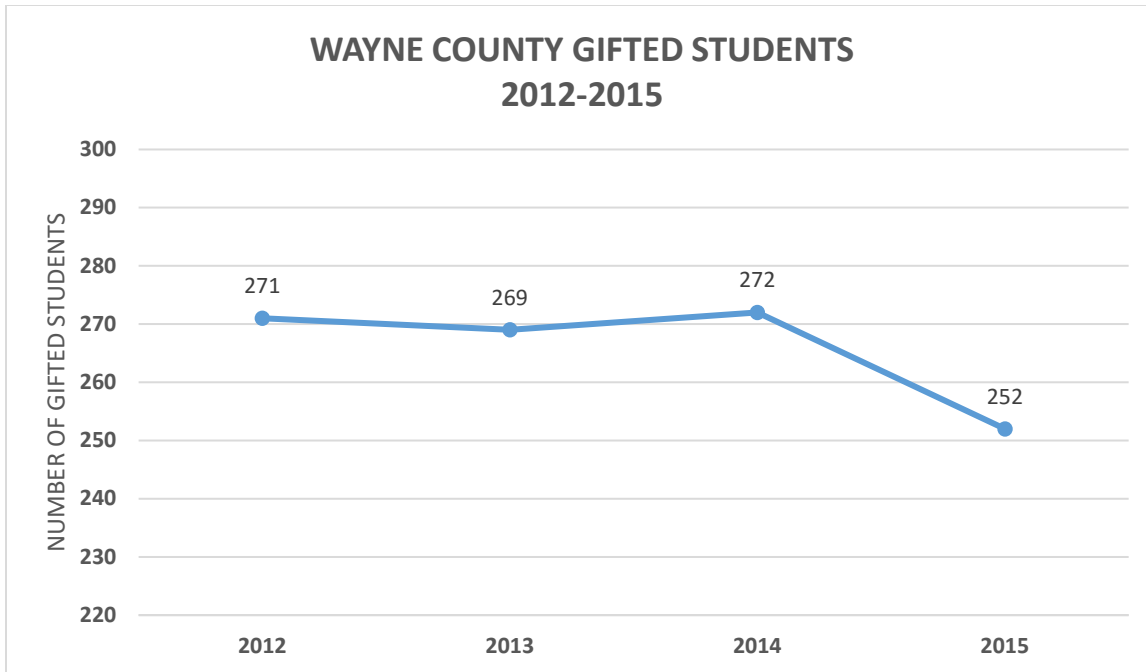
ELL	131	2.42%
Free/Reduced Lunch	3,928	64.6%
Gifted	252	4.66%
Students with Disabilities	727	13.44%



WAYNE COUNTY ETHNICITY DEMOGRAPHICS 2012-2015







The Case Component

“We are Wayne”, the theme for the Wayne County School System, exemplifies the District’s commitment to meeting the needs of ALL students to foster high academic achievement. Therefore, the Strategic Waiver System Partnership will enable the district to focus on the various needs of the population as flexibility is utilized and granted by the State Board of Education.

Through collaborative efforts among stakeholders, prioritized challenges for the Wayne County School System were determined along with high-impact strategies and action steps to target the challenges. Specific Title 20 Law and State Board of Education Rules which place limits on the District’s ability to focus on individual student’s needs were reviewed and identified. The greatest challenges faced by the district include: meeting the needs of each individual student, technology used and resources, and financial ability to provide resources necessary to increase student achievement. Flexibility with the Title 20 Law and State Board of Education Rules requested through the Strategic Waivers Partnership will allow the district to be innovative with the use of best practices to optimize the effectiveness of instruction. The chart below describes the prioritized challenges affecting the Wayne County School System. Action steps are included to explain how the District will utilize waivers to address challenges and increase student achievement. Finally, the necessary waivers requested by Wayne County School System application will alleviate the constraints of the Title 20 Law and State Board of Education Rules, thus allowing the District and schools to focus on individual student needs in order to increase academic achievement.

Exhibit A- Summary of Challenges Aligned with Necessary Waivers

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

Challenges in Prioritized Order	Specific Initiative/Action and Explanation	Waiver(s) Requested
<p>Ensuring the financial stability of Wayne County schools despite the unstable and unpredictable revenue growth.</p>	<p>The Wayne County School System will align all spending priorities with the district's strategic plan to improve student achievement. The state revenue source currently contributes to a decreasing percentage of the actual cost of operating schools at a high level and therefore, the district will leverage the reduction in spending constraints to support the core business of teaching and learning.</p>	<p>Class-size and Reporting requirements (O.C.G.A. § 20-2-182 as related to class size, staffing allotments, & utilization)</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, O.C.G.A. § 20-2-165)</p> <p>Promotion and Retention Requirements (O.C.G.A. § 20-2-283 & 20-2-284 as related to the timeline for decision making while preserving due process rights)</p>
<p>Ensuring that Wayne County can increasingly personalize the learning experience and environment for all students to close the achievement gaps and increase advanced opportunities as indicated by student achievement measures.</p>	<p>The Wayne County School System will address the challenge of closing the achievement gap for all students, and continue to focus on students with disabilities and economically disadvantaged students through innovative course design that accounts for varied paces of students learning and unique student interests. Through the increased use of digital resources, embedded courses, innovative instructional</p>	<p>Educational Programs (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)</p> <p>Education Program for Gifted Students (SBOE Rule 160-4-2-.38)</p> <p>Organization of Schools; Middle School Programs; Schedule</p>

	<p>models, curriculum interventions, transition programs and pathways and advanced learning opportunities, the district will facilitate new thinking about engaging instructional experiences, and environments for students' learning needs today.</p>	<p>(O.C.G.A. § 20-2-290, as related to time requirements and delivery models)</p> <p>Competencies and Core Curriculum, Online Learning (O.C.G.A. § 20-2-140.1, O.C.G.A. § 20-2-142)</p> <p>Graduation Requirements (SBOE Rule 160-4-2-.48, SBOE Rule 160-4-2-.47)</p> <p>School Day and School Year for Students and Employees (O.C.G.A. § 20-2-151, 20-2-160(a), 20-2-168(c))</p> <p>Personnel Required (SBOE Rule 160-5-1-.22 & O.C.G.A. § 20-2-218)</p> <p>School Attendance, Compulsory Attendance as it relates to the attendance protocol (O.C.G.A. § 20-2-690.2)</p> <p>Health and Physical Education Program except as prohibited by O.C.G.A. § 20-2-82(e) (SBOE Rule 160-4-2-.12)</p>
<p>Ensuring that Wayne County can attract and retain effective teachers, leaders, and professional personnel to meet the projected student growth for Wayne County, the aging workforce, and current staffing deficits.</p>	<p>The Wayne County School System highly regards the traditional preparation of school educators and intends to consider the additional value that could be added to classroom instruction and student supports by expanding employment practices to consider professional practitioners in specialty fields such as</p>	<p>Salary Schedule requirements (O.C.G.A. § 20-2-212)</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. §</p>

	<p>technology, science, and engineering, and child support roles. Additionally, Wayne County desires to ensure that all employees are compensated at competitive rates while valuing prior non-teaching responsibilities associated with an employee's teaching or support assignment.</p>	<p>20-2-204, O.C.G.A. § 20-2-167(a)(3))</p> <p>Public School Choice/Intra-district Transfers & Categorical Allotment requirements, Article 6 of Chapter 2 of Title 20 (O.C.G.A. § 20-2-167, O.C.G.A. § 20-2-182(h), O.C.G.A. § 20-2-183, O.C.G.A. § 20-2-184, O.C.G.A. § 20-2-184.1, O.C.G.A. § 20-2-185, 20-2-186) (O.C.G.A. § 20-2-2131)</p>
<p>Ensuring that Wayne County can meet the unique academic, resource, and support needs of all schools.</p>	<p>The Wayne County School System is comprised of 8 schools-5 Elementary, 2 Middle, and 1 High School. The district values the unique strengths and specific needs of each of the schools and will leverage flexibility</p>	<p>Awarding Units of Credit (SBOE Rule 160-5-1-.15)</p> <p>Graduation Requirements (SBOE Rule 160-4-2-.48, SBOE Rule 160-4-2-.47)</p> <p>Statewide Passing Score (SBOE Rule 160-4-2-.13(2)(a) and (2)(c))</p> <p>Scheduling for Instruction (O.C.G.A. § 20-2-168(c))</p>

Exhibit B – Flexibility Component of Contract for Wayne County School System

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

Academic Flexibility

- Competencies and Core Curriculum, Online Learning (O.C.G.A. § 20-2-140.1, O.C.G.A. § 20-2-142)
- Educational Programs such as Early Intervention Program, Remedial Education, Alternative Education, English Language Learners, and School Climate (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) as related to staffing, class size, program delivery/time requirements/models
- Program Enrollment & Appropriation except to the extent it relates to funding (O.C.G.A. § 20-2-160, O.C.G.A. § 20-2-165)
- Categorical Allotment requirements, Article 6 of Chapter 2 of Title 20 (O.C.G.A. § 20-2-167, O.C.G.A. § 20-2-182(h) (except to the extent it relates to funding), O.C.G.A. § 20-2-183 to 20-2-186) as related to social graces and etiquette
- Promotion and Retention Requirements (O.C.G.A. § 20-2-283, O.C.G.A. § 20-2-284) as related to the timeline for decision making while preserving due process rights
- Organization of Schools; Middle School Programs; Schedule (O.C.G.A. § 20-2-290) as related to time requirements and delivery models
- 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, SBOE Rule 160-4-2-.47)
- School Attendance, Compulsory Attendance as it relates to the attendance protocol (O.C.G.A. § 20-2-690.2)
- School Day and School 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))
- Class-size and Reporting requirements (O.C.G.A. § 20-2-182) as related to class size, staffing allotments, & utilization
- Awarding Units of Credit 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 160-5-1-.15)

- Statewide Passing Score (SBOE Rule 160-4-2-.13(2)(a) and (2)(c))
- Scheduling for Instruction (O.C.G.A. § 20-2-168(c))
- Health and Physical Education Program except as prohibited by O.C.G.A. § 20-2-82(e) (SBOE Rule 160-4-2-.12)
- Education Program for Gifted Students (SBOE Rule 160-4-2-.38)
- Public School Choice/Intra-district Transfers (O.C.G.A. § 20-2-2131)

Financial Flexibility

- Direct Classroom Expenditures and Expenditure Controls (O.C.G.A. § 20-2-171)
- QBE Financing except to the extent it relates to funding (O.C.G.A. § 20-2-161)
- Personnel Required (SBOE Rule 160-5-1-.22)
- Conditions of Employment as it relates to Duty Free Lunch (O.C.G.A. § 20-2-218)
- Salary Schedule requirements (O.C.G.A. § 20-2-212)
- Certification requirements (O.C.G.A. § 20-2-108, O.C.G.A. § 20-2-200, O.C.G.A. § 20-2-201, O.C.G.A. § 20-2-204)
- Funding for 20 additional days of instruction; programs for low-performing students; transportation costs (O.C.G.A. § 20-2-184.1)

Revised 3/15/2016

Academic Flexibility-Examples

Academic Flexibility (Some examples of how Wayne County could use this flexibility)

- Flexibility with regards to Competencies and Core Curriculum, On Line Learning (O.C.G.A. § 20-2-140.1, O.C.G.A. § 20-2-142). *An example of how Wayne County Schools could use this waiver would be to provide more opportunities for on-line, home-based courses for students who need more flexible scheduling during the day.*
- Flexibility with regards to Educational Programs (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, & 20-2-156) EIP, Remedial Program, ELL, and Alternative Program- *An example of how Wayne County Schools could use this waiver would involve flexibility in staffing, class size, and program delivery/time requirements and models. The goals would be to ensure that services are equitably provided, and to allow the system an opportunity to provide support to individual students based on need. Another example would be to serve ELL students with Level 1 or Level 2 language proficiency via additional segments.*
- Flexibility with regards to Program Enrollment & Appropriation except to the extent it relates to funding (O.C.G.A. § 20-2-160, O.C.G.A. § 20-2-165). *Wayne County could use this flexibility to*

schedule for instruction based upon the individual needs of students and believes students should be able to move on when ready.

- Flexibility with regards to Categorical Allotment requirements, Article 6 of Chapter 2 of Title 20 (O.C.G.A. § 20-2-167, O.C.G.A. § 20-2-182 (h), 20-2-183, 20-2-184, 20-2-184.1, 20-2-185, 20-2-186). *Wayne County Schools seek flexibility to develop a system budget based on the system strategic plan and the needs of our students, rather than basing the system budget on current categorical allotments.*
- Flexibility with regards to Promotion and Retention Requirements (O.C.G.A. §20-2-283 & 20-2-284). *An example of how Wayne County Schools could use this flexibility would be the immediate development of instructional plans for students who did not meet standards in grades 3, 5, and 8 as soon as the initial assessment results are received, rather than waiting until the end of the summer following a retest.*
- Flexibility with regards to Organization of Schools; Middle School Programs; Schedule (O.C.G.A. 20-2-290). *Wayne County Schools would like to waive the requirement of 5 hours of instructional time. An example of how this waiver could be used is to allow our two middle schools an opportunity to offer a more focused advisement time for all 6-8 students during the day based upon best practices and built-in time for interventions/enrichment and/or the creation of individualized instructional plans as needed.*
- Flexibility with regards to Graduation Requirements (SBOE Rule 160-4-2-.48, SBOE Rule 160-4-2-.47). *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. An example of how Wayne County Schools could use this waiver would be to allow the flexibility for additional math credits for classes at the post-secondary level to meet graduation requirements for level 3 and 4 math classes.*
- Flexibility with regards to School Attendance, Compulsory Attendance as it relates to the attendance protocol (O.C.G.A. § 20-2-690.2). *Wayne County Schools seeks flexibility from the requirements for making charges against students who miss more than 10 days of school annually. An example of how it could be used is to have the autonomy to take individual student needs into account.*
- Flexibility with regards to School Day and School Year for Students and Employees (O.C.G.A. § 20-2-151, 20-2-160 (a), 20-2-168 (c)). *Wayne County would like to waive the allotted requirements of instructional time at each level to allow the schools to focus time on areas that are a priority based upon data for improving student achievement. We would like the flexibility in the structure of providing 180 days for students. An example of how Wayne County could use this waiver would be to offer varying schedules for specific educational programs.*
- Flexibility with regards to Class-size and Reporting requirements (O.C.G.A. § 20-2-182). *Wayne County would like the flexibility on class size requirements for Gifted, ESOL, EIP, Special Education, and classes that may exceed state class size rules.*
- Flexibility with regards to Awarding Units of Credit (SBOE Rule 160-5-1-.15). *Wayne County would like the flexibility to award credit for students that demonstrate competency/mastery of standards instead of requiring seat time to gain unit/credits.*
- Flexibility with regards to Statewide Passing Score (SBOE Rule 160-4-2.13 Section 2(a) and 2(c)). *Wayne County would like the flexibility to be able to determine a student passing 3rd, 5th, and 8th grades based on the required Georgia Milestones and Lexile score proficiency, if one or both are not at the required passing level for those grade levels.*

- Flexibility with regards to Scheduling for Instruction: (O.C.G.A. § 20-2-168 (c). *Wayne County is seeking a waiver which would allow some high school courses to be divided into two units with the EOC being administered at the end of unit two.*
- Flexibility with regards to Health and Physical Education Program except as prohibited by O.C.G.A. §20-2-82(e) SBOE Rule 160-4-2-.12). *Wayne County would like the flexibility to count other classes for P.E. or Health credits such as CTAE Healthcare classes.*
- Flexibility with regards to the Education Program for Gifted Students (SBOE Rule 160-4-2.38)
- Flexibility with regards to Public School Choice/Intra-district Transfers (O.C.G.A. § 20-2-2131).

Financial Flexibility (Some examples of how Wayne County could use this flexibility)

- Flexibility with regards to Direct Classroom Expenditures and Expenditure Controls (O.C.G.A. §20-2-171). *Wayne County would like the flexibility to spend those dollars where they most support the system's strategic plan rather than in required categories.*
- Flexibility with regards to QBE Financing (O.C.G.A. § 20-2-161). *Wayne County would like to maintain the system's earnings while providing expenditures flexibility in its application for services as provided through the SWSS.*
- Flexibility with regards to Personnel Required SBOE Rule (160-5-1-.22 & O.C.G.A. § 20-2-2181). *An example of how Wayne County could use this flexibility is in regards to emergency situations as related to duty free lunch.)*
- Flexibility with regards to Salary Schedule requirements (O.C.G.A. §20-2-212). *An example of how Wayne County could use this waiver is for flexibility from the current salary schedules in order to provide more compensation to teachers based on both skills and/or system needs.*
- Flexibility with regards to 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. §20-2-167 (a), (3). *Wayne County Schools would like flexibility from state certification requirements for certified staff to allow for the selection of qualified applicants based on content expertise and knowledge.*

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

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

Goal 1: Each Wayne 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 Wayne 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, Wayne County School District will employ the following interventions or sanctions at all non-performing schools under the Wayne 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 Wayne 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 Wayne County School District will apply, in the 2022-2023 school year, the consequences recommended by GOSA and approved by the State Board of Education.

Exhibit E- System Financial Audit

[Audit FY14 Wayne County BOE.pdf](#)



**WAYNE COUNTY
BOARD OF EDUCATION
JESUP, GEORGIA**

ANNUAL FINANCIAL REPORT
FOR THE FISCAL YEAR ENDED
JUNE 30, 2014

(Including Independent Auditor's Reports)

Exhibit F- SACS/ CASI Final Report

[SACS Exit Report Wayne County Exit.pdf](#)

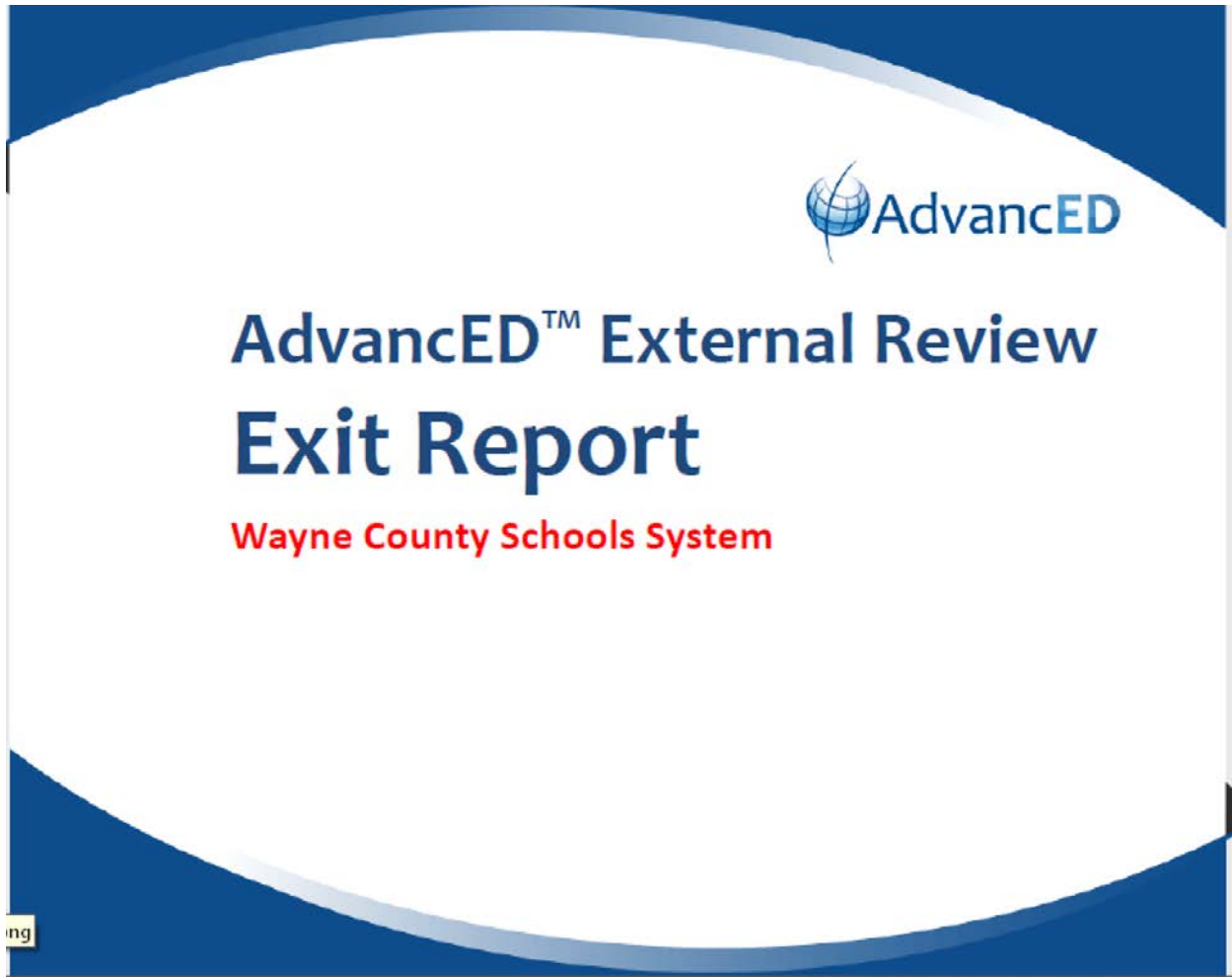


Exhibit G- Wayne County School System Strategic Plan

Wayne County Strategic Plan 2015 -FINAL.docx

Target Area 1 – Student Achievement

Goal 1.1: Expand the understanding of skilled trades to make students more Workforce Ready for jobs in Wayne County.

Objective 1.1.1: By 2017, a Work Ready Task Force, comprised of members from local industry and the school system, will be formed and active collaboration will occur regarding skills needed employment in local industries.

Goal 1.2: Students will show growth during the academic year via student growth models as measured by Georgia Milestones and SLOs (Student Learning Objectives).

Objective 1.2.1: Progress percentages in ELA, Mathematics, Science and Social Studies in each EOG/EOC course will increase by 2% each year.

Objective 1.2.2: Progress percentages in SLO courses will increase by 3% each year. (Percent of increase will be determined after baseline data has been established.)

Goal 1.3: Teachers will promote literacy in all content areas.

Objective 1.3.1: CCRPI Lexile indicators will increase by 3% each year.

Objective 1.3.2: Wayne County students will perform at or above the state average on the ELA portion of the Georgia Milestones test in grades 3-8 and on the ELA End of Course Test.

Goal 1.4: Improve student attendance at all Wayne County Schools.

Objective 1.4.1: Ensure coordination and cooperation among officials, agencies, and programs involved in compulsory attendance issues in order to reduce the number of unexcused student absences by 3% each year. (% will be calculated after baseline data is gathered in 1.4.2.)

Objective 1.4.2: Each Wayne County School will provide incentives to improve student attendance by the 2016-2017 school year.

Target Area 2 – Stakeholder Involvement

Goal 2.1: Create systemic and effective communication in the school system and throughout Wayne County.

Objective 2.1.1: By the spring of 2016 School System will communicate two or more times with all stakeholders.

Objective 2.1.2: All School web pages will remain in current and updated status at all times.

Goal 2.2: Increase partnerships with all stakeholders.

Objective 2.2.1: By 2017 the number of functioning partnerships will increase by 10 % as compared to the baseline data from spring 2015.

Goal 2.3: Create a higher level of understanding and awareness among stakeholders and community members in Wayne County about our schools.

Objective 2.3.1: Wayne County Schools will increase the number and frequency of information distributed (press releases/news articles to the community.)

Objective 2.3.2: Increase the involvement and exposure of the Wayne County Schools in local business/post-secondary institutions.

Goal 2.4: Increase parental involvement in the schools/system.

Objective 2.4.1: Increase the number of parent interactions at the schools by 2% per year through the 2019-2020 school year.

Target Area 3 – Budget and Operations

Goal 3.1: Wayne County School System facilities will be current and maximize student learning and activities.

Objective 3.1.1: By spring 2016 a 5 year Facility Plan will be developed and adopted by the Wayne County School System.

Objective 3.1.2: Complete facility work and purchase new equipment to support student learning as evidenced by the updated Facilities Plan by 2020.

Goal 3.2: Increase instructional effectiveness through adequate funding of personnel and other necessary resources.

Objective 3.2.1: By Fall of 2017 a plan to recruit and retain a diverse and highly qualified staff for the Wayne County Schools will be developed and implemented.

Goal 3.3: Instruction and operation of the Wayne County School System will be supported by having adequate technology resources.

Objective 3.3.1: Update system-wide technology plan to support system goals by 2016.

Objective 3.3.2: Provide adequate technology tools to support student learning by 2019-2020 school year.

Objective 3.3.3: Increase broadband and wireless services to support all areas of the school system.

Target Area 4 – Professional Learning

Goal 4.1: Provide high quality, job-aligned professional learning for all personnel.

Objective 4.1.1: All (100%) Wayne County personnel participate in the needs assessment process.

Goal 4.1: Provide high quality, job-aligned professional learning for all personnel.

Objective 4.1.2: All Wayne County personnel will be technology literate as it pertains to their particular roles/job description by 2018.

Goal 4.2: Establish a system for monitoring and supporting all professional learning to ensure that we are preparing our personnel to perform their job at optimal capacity.

Objective 4.2.1: By spring 2016, develop a protocol for evaluating the impact of professional learning on job performance.

Objective 4.2.2: By 2016 a system-wide teacher induction program and mentoring program will be developed and implemented.

Goal 4.3: Build capacity in system/school/department leaders to ensure that all professional learning is purposeful, job-aligned, and promotes student achievement.

Objective 4.3.1: Provide support for administrators through ongoing professional learning by 2016.

Objective 4.3.2: Establish a Mentor Program for Administrators by June 2016.