Appendix A – Flexibility Component of Contract

Under O.C.G.A. § 20-2-80 and State Board Rule 160-5-1-.33, Emanuel County is seeking flexibility for all schools included in this Contract from the following state laws, rules, and regulations in exchange for greater accountability.

O.C.G.A. § 20-2-82 mandates that the goal for each waiver and variance shall be the improvement of student performance. This Appendix delineates the specifically identified state laws, rules, regulations, policies, and procedures for which a waiver is requested and the expected impact of such waivers on student performance.

Pursuant to O.C.G.A. § 20-2-84, the SWSS must request a waiver or variance of at least one of the following areas:

- Class size requirements in O.C.G.A. § 20-2-182;
- Expenditure controls in O.C.G.A. § 20-2-171 and categorical allotment requirements in Article 6 of Title 20;
- Certification requirements in O.C.G.A. § 20-2-200; or
- Salary schedule requirements in O.C.G.A. § 20-2-212.

Waiver areas selected:

Class size requirements in O.C.G.A. § 20-2-182
Expenditure controls in O.C.G.A. § 20-2-171 and categorical allotment requirements in Article 6 of Title 20
Certification requirements in O.C.G.A. § 20-2-200
Salary schedule requirements in O.C.G.A. § 20-2-212

Academic Programs Flexibility Rationale:
Located in a rural area of east central Georgia, Emanuel County has a population of approximately 22,500. Our county seat is Swainsboro and our communities include Twin City, Adrian, Garfield, Summertown, Oak Park, Stillmore, and Nunez. We border Bulloch, Burke, Candler Jefferson, Jenkins, Laurens, Tattnall, Toombs, and Treutlen counties. The Emanuel County School System student population is 3,981 and all six schools are Title I schools. Our post-pandemic student population hovers around 4000 annually. Our county and district are poised for the growth associated with the new Hyundai plant located in nearby Bryan County. The approved academic flexibility waivers that our system currently utilizes affords the LEA the opportunity to provide innovative instructional programming and activities based on student need to increase student achievement and achieve our system's Strategic Plan goals. The allowable waivers, specific to state laws, rules, and regulations pertaining to academic programs will allow the Emanuel County School System to continue to offer innovative academic programming and offerings that are personalized to the diverse needs of our student population, which will increase student performance in literacy, numeracy, and post-high school readiness. Our priority is to increase students achievement and success.

ACADEMIC PROGRAMS FLEXIBILITY		Implementation Details
General and career education programs	§20-2-151	The Emanuel County School District requests flexibility to allow the district to create alternate routes to graduation through creative scheduling options such as a compacted 4 x 4 schedule, a hybrid schedule, and dual enrollment with local technical colleges/post-secondary institutions.
Competencies and Core Curriculum, Online Learning	§20-2-142	The Emanuel County School may use this waiver to provide support to individual students based on needs. Flexibility will allow the district and schools to revise courses of study and sequencing of curriculum around locally developed competencies, while exempting students from the requirement that a certain percentage of graduates must complete at least one online course.
Competencies and Core Curriculum, Online Learning	§20-2-140.1	The Emanuel County School District may use this waiver to provide support to individual students based on needs. Flexibility will allow the district and schools to revise courses of study and sequencing of curriculum around locally developed competencies, while exempting students from the requirement that a certain percentage of graduates must complete at least one online course.
Driver education courses	§20-2-151.2	The Emanuel County School District requests flexibility in staffing, class size, and program delivery/time requirements and models in order to ensure that services are provided to students based upon their individual needs. This will allow the district to expand its advanced content model to gifted elementary pupils, to serve additional pupils in the Early Intervention and Remedial Education programs, and to receive credit for six segments for each middle and high school alternative program student. Additionally, this waiver could allow the district to create alternate routes to graduation through creative scheduling options such as a compacted 4 x 4 schedule, a hybrid schedule, and dual enrollment with local technical colleges/post-secondary institutions.
School climate management program	§20-2-155	The Emanuel County School District requests flexibility to create its own school climate management program aligned to PBIS and MTSS program goals and objectives.
Instruction in social graces and etiquette may be waived	§20-2-187(b)	The Emanuel County School District requests flexibility to embed instruction in social graces and etiquette in other course offerings.

Public School Choice	§20-2-2131	The Emanuel County School District requests flexibility, without violating federal law, to exempt all or some of the school choice requirements outlined by HB 251, including but not limited to: providing parentsthe option of intra-district transfers, defining available classroom space, or apportioning a limited number of seats by means other than a random lottery.
Alternative education program	§20-2-154.1	For the purpose of graduating students on time, the Emanuel County School District requests flexibility to create alternate routes to graduation through self-paced credit recovery options.
Promotion & Retention	§20-2-283	School District requests flexibility to align the promotion and retention procedure to the Response to Intervention team process. For grades 3, 5, and 8, promotion would be based upon local requirements, which include a totality of evidence rather than a single standardized test score. Moreover, schools could develop instructional placement meetings based on initial standardized test scores rather than waiting for the summer re-test results.
Promotion & Retention	§20-2-284	School District requests flexibility to align the promotion and retention procedure to the Response to Intervention team process. For grades 3, 5, and 8, promotion would be based upon local requirements, which include a totality of evidence rather than a single standardized test score. Moreover, schools could develop instructional placement meetings based on initial standardized test scores rather than waiting for the summer re-test results.
School Attendance, Compulsory Attendance	§20-2-690.2	The Emanuel County School District requests flexibility to devise protocols for managing student attendance. Additionally, the district could allow students who complete work or participate in class online during the school day to be counted as physically present at school.
School Councils	§20-2-85	The Emanuel County School System seeks flexibility in how school councils are developed and implemented. Increasing flexibility in the management and operation of School Councils will increase parent, family, and community engagement.
School Councils	§20-2-86	The Emanuel County School System seeks flexibility in how school councils are developed and implemented. Increasing flexibility in the management and operation of School Councils will increase parent, family, and community engagement.

Graduation Requirements	160-4-2-.48	The Emanuel County School District requests flexibility to award credit based on the mastery of standards, regardless of seat time, allowing students to move on when ready.
Awarding Credit	160-5-1-.15	The Emanuel County School District requests flexibility to award credit based on course competency using locally developed assessments, those listed in the SBOE Rule guidance document, and state-mandated assessments.

Human Resources Flexibility Rationale:

The Emanuel County School System is the largest employer in Emanuel County. The Human Resources Department's mission is to attract, retain, and develop a highly qualified and highly effective workforce that will enable the Emanuel County School System to fulfill its mission of preparing and inspiring all students for college and career success through personalized learning and relevant experiences. Three of the Emanuel County School System's Strategic Plan performance goals focus on recruiting, developing, and retaining a high quality workforce. The approved human resources programs flexibility waivers that our school system is currently utilizing affords the LEA the opportunity to provide innovative instructional programming, staffing, competitive compensation, and activities based on student need to increase student achievement and achieve the goals of our system's Strategic Plan. Our school system's strategic plan has a focus on improving the efficiency of recruitment strategies, enhancing professional learning for all employees, and improving employee retention. The allowable waivers, specific to state laws, rules, and regulations pertaining to human resources will allow the Emanuel County School System to continue to provide innovative academic programming and offerings that are personalized to the diverse needs of our student population and adequate staffing, which will increase student performance and strengthen our community one student at a time.

HUMAN RESOURCES FLEXIBILITY		**Implementation Details**
School Day and Year for Students and Employees	§20-2-151	The Emanuel County School District requests flexibility to waive the allotted requirements of instructional time at each grade span to allow schools to focus time on areas that are a priority for improving student achievement. The district would like to base instruction upon students' needs, enabling them to move on when ready without penalty. Moreover, the allotted number of hours required of each grade level could be modified for students who demonstrate mastery of content. The district also requests flexibility from the required

		180 day school calendar to permit time and space for professional development to support data-driven instruction and workforce development.
School Day and Year for Students and Employees	§20-2-160(a)	The Emanuel County School District requests flexibility to waive the allotted requirements of instructional time at each grade span to allow schools to focus time on areas that are a priority for improving student achievement. The district would like to base instruction upon students' needs, enabling them to move on when ready without penalty. Moreover, the allotted number of hours required of each grade level could be modified for students who demonstrate mastery of content. The district also requests flexibility from the required 180 day school calendar to permit time and space for professional development to support data-driven instruction and workforce development.
School Day and Year for Students and Employees	§20-2-168(c)	he Emanuel County School District requests flexibility to waive the allotted requirements of instructional time at each grade span to allow schools to focus time on areas that are a priority for improving student achievement. The district would like to base instruction upon students' needs, enabling them to move on when ready without penalty. Moreover, the allotted number of hours required of each grade level could be modified for students who demonstrate mastery of content. The district also requests flexibility from the required 180 day school calendar to permit time and space for professional development to support data-driven instruction and workforce development.
Professional Learning	§20-2-182(h)	The Emanuel County School District requests flexibility to develop a District budget based on the needs of students, rather than current categorical allotments.
Instructional Extension	§20-2-184.1	The Emanuel County School District is requesting flexibility to address the academic needs of low-performing students with programs including, but not limited to instructional opportunities for students beyond the regular school day, Saturday classes, intersession classes, summer school classes, online classes, and additional instructional programs during the regular school day. In the event all funds are not expended for additional days of instruction, the funds will be used to support whole child development.
Certification Requirements	§20-2-200	The Emanuel County School District requests flexibility from state certification requirements to allow for the selection of qualified applicants based on content knowledge and expertise. This waiver could be used for CTAE and difficult-to-fill positions.

Certification Requirements	§20-2-201	The Emanuel County School District requests flexibility from state certification requirements to allow for the selection of qualified applicants based on content knowledge and expertise. This waiver could be used for CTAE and difficult-to-fill positions.
Certification Requirements	§20-2-204	The Emanuel County School District requests flexibility from state certification requirements to allow for the selection of qualified applicants based on content knowledge and expertise. This waiver could be used for difficult-to-fill positions.
Professional Learning	§20-2-204	The Emanuel County School System seeks to to waive the requirements relative to the allotment of funding utilized and activities for professional learning.
Multi-year Contracts	§20-2-211	Emanuel County Schools seeks flexibility in issuing multi-year contracts.
Salary Schedule Requirements	§20-2-212	The Emanuel County School System would like flexibility from the required use of the current state salary schedule to provide compensation based on teacher skills and system needs.
Professional Learning	§20-2-217	The Emanuel County School System seeks flexibility to provide professional and staff development stipends.
Employment, Conditions of Employment	§20-2-218	The Emanuel County School District requests flexibility from duty-free lunch periods in exchange for a lunch period for compensation or another benefit.
Professional Learning	§20-2-86	The Emanuel County School System seeks flexibility in the required operation of school councils, training programs, membership, management; roles and responsibilities will increase parent, family, and community engagement.
Personnel Required	160-5-1-.22	Emanuel County School System seeks flexibility for assigning personnel based on system needs rather than State requirements. Utilizing funds to hire necessary personnel based on the unique needs of schools will improve school culture and climate and increase our high performing workforce.

HUMAN RESOURCES FLEXIBILITY		**Student Improvement Outcomes**
Competencies and Core Curriculum, Online Learning	§20-2-142	Students will be able to earn credit once standards have been mastered at any time during the semester/year and students will not be denied a diploma if they have not successfully completed an online course
Certification Requirements	§20-2-200	Enabling the hiring the best-qualified staff for the roles needed will improve our high-performing workforce and improve student achievement.

Certification Requirements	§20-2-201	Enabling the hiring the best-qualified staff for the roles needed will improve our high-performing workforce and improve student achievement.
Certification Requirements	§20-2-204	Hiring the best-qualified staff for the roles needed will improve our high-performing workforce and improve student achievement.
Professional Learning	§20-2-204	Allowing flexibility in prioritizing funding used for professional and staff development will enhance the skills of all employees and directly impact student achievement
Multi-year Contracts	§20-2-211	Allowing flexibility in issuing multi-year contracts will give the executive officer the ability to retain high-quality employees, which will improve the high performing workforce thereby improving student achievement.
Salary Schedule Requirements	§20-2-212	Allowing Human Resources to recognize experience outside of the terms listed in this rule--examples would be practitioners working as teachers which will enable our system to improve our high performing workforce and improve student achievement.
Employment, Conditions of Employment	§20-2-218	Allowing flexibility in Duty Free Lunch and teacher planning periods will increase opportunities for meeting time and work requirements at school sites, enhancing our high performing workforce's ability to personalize learning.

Financial Flexibility Rationale:
The Emanuel County School System seeks financial flexibility allowing the LEA the opportunity to ensure operational efficiency and organizational effectiveness based on student need and the Emanuel County School System's Strategic Plan. Ensuring the financial stability of the school system despite the unstable and unpredictable revenue growth is a system priority. The system will leverage the reduction in spending constraints to support the core business of teaching and learning. The allowable waivers, specific to state laws, rules, and regulations pertaining to finances will allow the Emanuel County School System to continue to align spending priorities with the school system's Strategic Plan to increase student performance.

FINANCIAL FLEXIBILITY		Implementation Details
Scheduling for Instruction/Program Enrollment & Appropriations	§20-2-160	The Emanuel County School District requests flexibility to schedule based upon individual student needs, without programmatic restrictions tied to state funding. The district could use this flexibility to offer summer courses for initial credit.

QBE Financing	§20-2-161	The Emanuel County School District requests flexibility to maintain the district's earnings while providing flexibility in its application for services as provided through SWSS.
Categorical Allotment requirements	§20-2-167	The Emanuel County School District requests flexibility to develop a District budget based on the needs of students, rather than current categorical allotments.
Categorical Allotment requirements	§20-2-184	The Emanuel County School District requests flexibility to develop a District budget based on the needs of students, rather than current categorical allotments.
Categorical Allotment requirements	§20-2-185	The Emanuel County School System seeks flexibility to develop a system budget based on the system strategic plan to fund the to pay for the beginning salaries of assistant principals as well as the salaries of secretaries essential for the efficient and effective management of the instructional and supportive educational programs of an appropriate base size school.
Categorical Allotment requirements	§20-2-186	The Emanuel County School District requests flexibility to develop a District budget based on the needs of students, rather than current categorical allotments.
Common Minimum Facility Requirements	§20-2-260	The Emanuel County School District requests to the extent that square footage requirements are not waived in situations where the health and safety of students is jeopardized and only after consultation with Georgia Department of Education Director of Facilities Services, and to the extent that the waiver does not affect state capital outlay funding determinations. An example of this waiver would be not having to add-on to a currently facility to areas such as the media center, lunchroom, etc. when we add classrooms to a current facility.
Direct Classroom Expenditure Control	§20-2-171	The Emanuel County School District requests flexibility to expend earnings in support of the district's Strategic Plan and student needs.
Categorical Allotment requirements	§20-2-183	The Emanuel County School District requests flexibility to develop a District budget based on the needs of students, rather than current categorical allotments.