November 5, 2015

Mr. W. L. Holladay III, Superintendent
Athens City Schools
455 U.S. Highway 31, North
Athens, AL 35611-2653

Dear Mr. Holladay:

Upon review of Athens City Schools Innovation/Flexibility Zone application, I approve your request for flexibility in scheduling in order to address course needs for mathematics and English language arts remediation and enrichment for students in Athens Middle School.

The attachment provides strong advisements and qualifications regarding steps to put into place for assurance that students continue to be involved in physical education opportunities during the school term. Additionally, it is advised that all required standards in the Alabama Course of Study: Physical Education for middle school students be achieved as you implement your plan for innovation and flexibility in education. I applaud your forward thinking as you strive to meet the needs of all the children in Athens City Schools and provide additional support toward graduation, college, and career.

Please remain in communication with Mrs. Karen Porter to share your successes, challenges, and lessons learned that will be valuable in providing helpful guidance to other school systems as they seek to develop innovative plans and in moving our state forward.

Sincerely,

Thomas R. Bice
State Superintendent of Education

TRB:KWP:DK

Attachment

cc: Mrs. Sherrill W. Parris
    Mrs. Shantia Washington
    Mrs. Karen Porter
Qualifications and Recommendations for Approval of the Athens City Schools 2015 Innovation Plan

1. Concerning the request to allow for flexibility in scheduling in order to address course needs for mathematics and English language arts remediation and enrichment currently with a five (5) block schedule for one semester and physical education for one semester, it is allowable with these strong recommendations:

   a. It is strongly advised that Athens City Schools – in its desire to be innovative and understanding that just as all learning is not confined to traditional school hours or to a brick and mortar building, neither is physical fitness – should develop a plan to assure that each student who is not involved in daily physical education for middle school students during the normal school hours is involved in physical activity outside of the school day during the semester in which the student is involved in remediation or enrichment electives.

   b. It is strongly advised that Athens City Schools actively and formally communicate its understanding of the above, encouraging the participating students and the parents/caregivers, teachers, and counselors of these students to look for ways these students can become involved in physical fitness activities outside of the normal school day (like, but not limited to, organized sports through city recreation programs, dance class, gymnastics class, swim team, running, walking, hiking, aerobics, etc.). Athens City Schools should provide written information regarding physical activity opportunities available to students and to the others named above in advance of the semester in which the student is involved in remediation or enrichment electives.

   c. It is strongly advised that Athens City Schools should require students to provide to their physical education teacher, advisor, or counselor any documentation deemed appropriate by Athens City Schools demonstrating participation in physical fitness activities for their student records during the semester the student is involved in remediation or enrichment electives.

2. It is advised that at the end of the 2015-2016 school term the district look at innovative scheduling for remediation and enrichment opportunities that might also not be confined to traditional hours or brick and mortar buildings in order to allow for students to receive with more frequency across the entire school term opportunities for physical education instruction, thus keeping a balance between a sound mind and body.
June 16, 2015

Dr. Thomas R. Bice  
State Superintendent of Education  
50 N. Ripley Street  
PO Box 302101  
Montgomery, AL 36104

Dear Dr. Bice:

The purpose of this letter is to inform you of the Athens City School System's intent to pursue an innovation/flexibility contract. Our physical education waiver request will provide flexibility for scheduling that will benefit students at Athens Middle School.

Thank you for your consideration.

Sincerely,

W.L. Holladay, III  
Superintendent, Athens City Schools

Board of Education  
Russell Johnson, President ~ Beverly Malone, Vice-President  
Scott Henry ~ Tim Green ~ James Lucas ~ Chris Paysinger ~ Jennifer Mansville
INNOVATION ZONE

Alabama State Department of Education
Dr. Thomas R. Bice, State Superintendent of Education

INNOVATION ZONE/FLEXIBILITY APPLICATION

Provide greater flexibility in meeting the educational needs of a diverse student population

Improve educational performance through greater school autonomy and managerial flexibility to administer programs and budgetary matters

Provide greater control to local decision making

Leverage new methods and tools to improve outcomes and solve persistent problems

Challenge to make important choices

Enable an entirely new way of thinking
An Innovative School System

Pursuant to the Alabama Accountability Act 2013-64, to be considered as an innovative school system, a local school system shall successfully comply with the requirements and procedures set forth by the State Department of Education regarding school flexibility contracts.

Innovative School System Components

Flexibility Contract: “A flexibility contract between the local school system and the State Board of Education wherein a local school system may apply for programmatic flexibility or budgetary flexibility, or both, from state laws, regulations, and policies, including regulations and policies promulgated by the State Board of Education and the State Department of Education.”

Innovation Plan: “The request of a local school system for flexibility and plan for annual accountability measures and five-year targets for all participating schools within the school system.”

The Flexibility Contract and the Innovation Plan - The Flexibility Contract sets forth the local school system’s request for relief from specific mandates in state law, regulations, and policies. In exchange for the requested flexibility, the local school system proposes an Innovation Plan to meet annual accountability benchmarks and its five-year targets.

Flexibility Contract and Innovation Plan Requirements

Contract Requirements:
The proposed Innovative School System shall:
1. Submit to the Alabama State Department of Education (ALSDE) a letter of intent to pursue a flexibility contract.
2. Submit to the ALSDE a Resolution adopted by the local board supporting the intent to pursue a Flexibility Contract, the proposal, and the anticipated timeline of the local school system. (The submitted resolution indicates that an opportunity for full discussion and public input, including a public hearing, was provided before submitting a Flexibility Contract proposal to the ALSDE.)
3. Submit to the ALSDE a document of assurance stating the local board shall provide consistency in leadership and a commitment to the state standards, assessments, and academic rigor.
Innovation Plan Requirements:

The proposed Innovative School System shall:

1. Submit to the ALSDE the school year that the local school system expects the Flexibility Contract to begin.
2. Submit to the ALSDE the list of state laws, regulations, and policies that the local school system is seeking to waive in its Flexibility Contract.
3. Submit a list of schools included in the innovation plan of the local school system.
4. Submit to the ALSDE the final Innovation Plan, as recommended by the local superintendent of education and approved by the local board of education.

Upon receipt of the Innovation Plan/Flexibility Contract by the ALSDE, a letter of confirmation of receipt will be sent to the local superintendent and the process for review will begin. Within 60 days, the innovation plan will be placed on an Alabama State Board of Education work session and regular meeting agenda for discussion and final determination. The school system will receive written notification of approval or non-approval. Should the innovation/flexibility plan be denied, an outline of procedures and necessary steps to amend and resubmit will be communicated to the local superintendent.

Innovation Plan Assurances

The following are requirements that cannot be waived:

- Those imposed by federal law
- Those related to the health and safety of students or employees
- Those imposed by ethics laws
- Those imposed by open records or open meetings laws
- Those related to financial or academic reporting or transparency
- Those designed to protect the civil rights of students or employees
- Those related to the state retirement system or state health insurance plan
- Those that would compensate an employee at an annual amount that is less than the amount the employee would otherwise be afforded through the State Minimum Salary Schedule
- Those that would involuntarily remove any rights or privileges acquired by any employee under the Students First Act of 2011, Title 16, Chapter 24C, Code of Alabama 1975
- Those that would deny any right or privilege granted to a new employee pursuant to the Students First Act of 2011
- Those that would authorize the formation of a charter school

Certifying Signatures of the Local Superintendents and Local Board President

To be considered as an Innovative School System, we certify that we comply with the requirements of Act 2013-64 and procedures set forth by the Alabama State Department of Education regarding Flexibility Contract requirements and Innovation Plan requirements.

Please sign below:

Local Superintendent (Date)  

Local Board President (Date)
Section 1 - Applicant Information

Indicate the intended school year for implementing the Innovation/Flexibility Plan: 

Please complete the following information:
School System Applying: Athens City Schools
School System Superintendent: Mr. Trey Holladay
School System Contact’s Name & Title (if different than superintendent): Chris Pennington, AMS A.P. over Curriculum & Instruction.
Contact’s Telephone Number: 256-239-1754
Contact’s E-Mail Address: chris.pennington@acs-k12.org

Please complete the chart below for system leaders responsible for supporting the plan (add rows as needed):

<table>
<thead>
<tr>
<th>Name of Team Member</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr. Trey Holladay</td>
<td>Superintendent, Athens City Schools</td>
</tr>
<tr>
<td>Mr. Garner Ezell</td>
<td>Curriculum &amp; Instruction, Athens City Schools</td>
</tr>
<tr>
<td>Mr. Mike Bishop</td>
<td>Principal, Athens Middle School</td>
</tr>
<tr>
<td>Mr. Chris Pennington</td>
<td>Assistant Principal, Athens Middle School</td>
</tr>
</tbody>
</table>

Please complete the chart below for each school involved/impacted by the plan (add rows as needed):

<table>
<thead>
<tr>
<th>Name of School</th>
<th>Principal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Athens Middle School</td>
<td>Mr. Mike Bishop</td>
</tr>
</tbody>
</table>
## Section 2 - Specific Waiver Requests

Indicate the specific type(s) of policy or code that prohibit or constrain the plan from which you wish to request a waiver.

Indicate in the table below the waiver request type(s) that apply:
- **ALSDE Policy Waiver Request** (Specify memorandum, etc., outlining policy)
- **Alabama Administrative Code (AAC) Statute Waiver Request** (Specify AAC Rule No., etc.)
- **Code of Alabama 1975 Waiver Request** (Specify law, etc.)

(Insert additional rows as needed):

<table>
<thead>
<tr>
<th>Waiver Request Type</th>
<th>Flexibility Requested</th>
<th>Impact of the Waiver</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physical Education</td>
<td><strong>Code of Alabama, 1975, (§16-28-1)</strong> “shall carry out a system of physical education, the character of which shall to conform to the program or course outlined by the Alabama Department of Education.”</td>
<td>A waiver that does not require physical education every day in order to provide flexibility for alternative scheduling (5 Block Schedule). This would create the ability to address course needs for both remediation and enrichment of content for math and language arts, thus lengthening the amount of instructional time. This would also allow the ability to utilize an additional elective geared toward both enrichment and remediation needs.</td>
</tr>
<tr>
<td></td>
<td><strong>Chapter 290-3-1 (2) “No other substitutions are authorized unless written authorization for such substitutions is secured from the State Superintendent of Education.”</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Time Requirements for Grades K – 8:</strong> “Daily physical education is required in Grades K-8: No exceptions, no substitutions. Recess or lunch time activities should not be substituted for the physical education program . . . A minimum daily instructional period of at least 30 minutes in elementary physical education is required (2009 Alabama Course of Study: Physical Education).”</td>
<td></td>
</tr>
</tbody>
</table>
Section 3 - Vision

Creative Vision for the Plan
Please describe the plan’s vision, goals, and innovative features for student success that will be addressed. Share the purpose and expected outcome for students. Also include the intended impact of the flexibility requested in the innovation plan. Include how the proposal reflects Alabama’s PLAN 2020 and/or the system’s strategic plan. If applicable, share data, best practices, and any community and stakeholder support that support the plan.

The purpose of the plan is to switch to a five-block schedule at Athens Middle School. This would allow for an addition 30 minutes of instruction in mathematics and language arts classes for both seventh and eighth grades. In order to provide this opportunity, as well as to create an additional elective opportunity for remediation and enrichment, room in the schedule needs to be created. By only requiring one semester of physical education per grade level, Athens Middle School will be able to provide both an increase in instructional time and additional elective resources for enrichment and intervention opportunities.

Section 4 - Goals, Evaluation, and Sustainability

Aspirations, Expectations, and Communicating Outcomes
Please specify measurable goals, objectives, activities, and a timeline for meeting the identified outcomes of the plan. Please specify any alternative accountability measures/benchmarks to be put in place as a result of the flexibility requested. Share how the Innovation Plan will be monitored and evaluated, and how results will be reported. Indicate how the impact on increasing student success and/or other stated goals and objectives will be shared within your school system and beyond (e.g., students, teachers, parents, community, MEGA, CLAS). Share how implementation of this Innovation Plan will be sustained by current leadership.

Goals:
1. Increase amount of instruction time for core academic classes.
2. Increase level of achievement for all AMS students.
3. Provide enrichment opportunities for all AMS students that promote application of core class content.

Objectives:
1. Alter daily class schedule from a seven period to a five period day to provide additional time for mathematics and language arts instructional delivery.
2. Create additional academic electives for student enrichment opportunities, as well as remediation for content mastery that affect students identified as "learning deficient" by the Athens Middle School Student
Support Team (SST).
3. Peripheral to the previous objectives, any additional time would be utilized for lab time in science, NASA class, and engineering classes.

Activities:
1. Alter daily schedule from a seven period day to a five period day.
2. Increase time in core class daily instruction (Math and ELA primary, with additional consideration to lab time)
3. Provision of enrichment time to gifted cohort.
4. Administration of remediation to students identified as needing additional support identified by SST.

Timeline: June, 2015 - July, 2016 (Alteration of schedule, implementation, progress-monitoring, and end evaluation of effectiveness based on summative assessment of student achievement, as well as teacher, student and parent feedback via survey and ongoing communication.

Monitor & Evaluation:
Progress monitoring and evaluation of activities will come from the following:
2. Global Scholar Achievement Series assessment for common assessment/benchmarks that will be periodically administered over the course of the school year.
4. Assessment of data regarding effectiveness of intervention for "learning deficiencies".
5. Ongoing communication of instruction efficiency and effectiveness via data PLC, and PLT reviews.
6. Stakeholder surveys

Reporting of Results:
Results of effectiveness will be reported in the form of SST reports and general student class grades every nine weeks to Mr. Garner Ezell (ACS Curriculum Coordinator), as well as continuous data updates to be done at district data meetings (GS findings), teacher data meetings, and any other measures deemed necessary by the Alabama State Department of Education.

Communication of Results:
Effectiveness of results will be shared at MEGA Conference presentation (per approval of Mr. Holladay and ALSDE), SSIP presentation (Dr. Rizzuto representative coach), ACS school board meetings, system-wide data meetings, faculty meetings, SST meetings, PLC & PLT meetings, and in a creation of the "good things happen" section of the AMS newsletter for the school website (general statistical information of results only, no specific information that would identify any child would be shared and would not violate student or employee rule).
Section 5 - Assurances, Documentation, Submission

Flexibility and Innovation Plan Submission Requirements
In order to assure that the application is complete, verify that:

- All assurances, documents, resolutions, and certifying signatures, or any other requirement as specified in the Alabama Accountability Act 2013-64, and any outlined within the application, are included (pages 2 and 3, An Innovative School System).
- Specific waiver requests for relief from rules, policies, code, etc., have been included (page 5, Specific Waiver Requests).
- The innovation plan reflects the vision and goals of Alabama PLAN 2020 and/or the school system strategic plan (page 5, Waiver Summary).
- Any data collected or disseminated does not violate the privacy rights of any student or employee.

Submitting the Innovation Plan:
- It is requested that the Innovation Plan/Flexibility Contract be submitted electronically. The superintendent will receive a letter confirming the date of receipt of the Innovation Plan. Within 60 days, the approval or non-approval status will be communicated to the local superintendent.
- Communication and collaboration during the process is welcomed and encouraged. All questions regarding the Innovation Plan/Flexibility Waiver should be directed to Mrs. Karen Porter (kporter@alsde.edu or 334-242-8154).
Items of Discussion Regarding a PE request for Athens Middle School

On Monday, April 13, 2015, at 2:00 pm stakeholder members were invited to attend a discussion forum at Athens Middle School regarding a request for a waiver from daily physical education at AMS. The following is a summary of that meeting:

* A 10 minute power point was presented regarding the purpose of the PE waiver. In the presentation, the need for a change in the schedule justified the request for the PE waiver.

* It was presented to the stakeholders that additional time for math and reading was the primary purpose for the daily PE waiver consideration.

* Additional consideration would be given to the creation of more electives from the implementation of a block schedule.

* It was mentioned that consideration would also be given to the possibility of providing extra time in science for a true laboratory experience.

Everyone in attendance provided feedback to the proposal. This included:

* Teachers commented on how excited they were about the potential for more time to address content requirements in math and Language Arts. Many comments were targeted toward the realignment of pacing guides and the additional demands on time created as a result.

* Parents were supportive, but were concerned about making the most of the additional time created from the block schedule. They wanted to make sure that teachers did not teach for an hour and then give a 30 minute homework/worksheet session. I assured them our teachers would be very appreciative of the opportunity and would develop lessons that promoted both collaboration and creativity within the classroom. The four teachers attending the meeting sincerely agreed to this comment. They began discussing how the lesson would change in their class if this switch to a block schedule were to happen. The parents were very pleased to hear these comments.

* The two students in attendance replied as well. The 8th grade student commented on how frustrated and stressed out the class was in Algebra I. She mentioned that they needed more time each class to understand the enormous amount of instructional content being thrown at them. She felt that additional time could only create great things that would eliminate this problem in the future. The 7th grade student commented on how it would allow them to cover all content standards that were tested on both Global Scholar and the ASPIRE test. Everyone was very impressed with her insight, to say the least.

The meeting concluded after everyone had the opportunity to write “yes”, or “no” next to their signature on the sign in sheet, indicating whether or not they supported the idea of requesting a PE waiver. The response was a unanimous “yes”.

Recorded on April 13, 2015 respectfully by:

Chris Pennington, Ed. S.
Assistant Principal
Athens Middle School
## AdvancED

### Meeting to Consider Schedule Change for 2015/2016

**April 13, 2015**

<table>
<thead>
<tr>
<th>Print Name</th>
<th>Stakeholder Type (Print)</th>
<th>Yes or No to PE Waiver</th>
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<tbody>
<tr>
<td>Leslie Schnars</td>
<td>Leslie Schnars</td>
<td>Yes (Teacher)</td>
</tr>
<tr>
<td>Pam Corde</td>
<td>Pamela A. Corde</td>
<td>Yes (Teacher)</td>
</tr>
<tr>
<td>Salena Rain</td>
<td>Salena Rain</td>
<td>Yes (Parent)</td>
</tr>
<tr>
<td>Tammie Malone</td>
<td>Tammie Malone</td>
<td>Yes (Teacher)</td>
</tr>
<tr>
<td>Amber Enlace</td>
<td>Amber Enlace</td>
<td>Yes (Student)</td>
</tr>
<tr>
<td>Janine Hollis</td>
<td>Janine Hollis</td>
<td>Yes (Parent)</td>
</tr>
<tr>
<td>Cheyenne Jackson</td>
<td>Cheyenne Jackson</td>
<td>Yes (Student)</td>
</tr>
<tr>
<td>Vickie Hays</td>
<td>Vickie Hays</td>
<td>Yes (Teacher)</td>
</tr>
<tr>
<td>Christopher Whit</td>
<td></td>
<td>Yes (AHS Admin)</td>
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<tr>
<td>Chris Rainwater</td>
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# AdvancED

**Meeting to Consider Schedule Change for 2015/2016**

**April 13, 2015**

<table>
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<th>Yes or No to PE Waiver</th>
</tr>
</thead>
<tbody>
<tr>
<td>1  Leslie Schnars</td>
<td>Leslie Schnars</td>
<td><strong>YES (Teacher)</strong></td>
</tr>
<tr>
<td>2  Pam Harder</td>
<td>Pamela Harder</td>
<td><strong>YES (Teacher)</strong></td>
</tr>
<tr>
<td>3  Salena Currin</td>
<td>Currin</td>
<td><strong>YES (Parent)</strong></td>
</tr>
<tr>
<td>4  Tammy Malone</td>
<td>Malone</td>
<td><strong>YES (Teacher)</strong></td>
</tr>
<tr>
<td>5  Amber Enloe</td>
<td>Amber Enloe</td>
<td><strong>YES (Student)</strong></td>
</tr>
<tr>
<td>6  Danielle Hollis</td>
<td>Danielle Hollis</td>
<td><strong>YES (Teacher)</strong></td>
</tr>
<tr>
<td>7  Cheyenne Jackson</td>
<td>Cheyenne Jackson</td>
<td><strong>YES (Teacher)</strong></td>
</tr>
<tr>
<td>8  Vickie Hays</td>
<td>Hays</td>
<td><strong>YES (Teacher)</strong></td>
</tr>
<tr>
<td>9  Christopher Whitfield</td>
<td>Whitt</td>
<td><strong>YES (Teacher)</strong></td>
</tr>
<tr>
<td>10 Chris Remington</td>
<td>Remington</td>
<td><strong>YES (Teacher)</strong></td>
</tr>
</tbody>
</table>
This meeting was conducted in full compliance with Alabama Code 13A-14-2 commonly referred to as the “Alabama Open Meeting Law”. Present were approximately forty two (42) members of the public. Rebecca Croomes from Athens News Courier and Bayne Hughes from the Decatur Daily were present.

CALL TO ORDER: Russell Johnson, President called the meeting to order at 6:50 P.M. in the central office board room.

ROLL CALL: Members Present: Russell Johnson, President
Beverly Malone, Vice President
Chris Paysinger
James Lucas
Tim Green
Jennifer Manville
Mr. W.L. Holladay, III, Superintendent
Scott Henry

1. Mr. Green opened the meeting with prayer.

2. Mrs. Malone led the pledge of allegiance.

3. Dr. Paysinger moved that the board approve the agenda. Mr. Henry seconded the motion. The vote was unanimous.

4. No one from the public addressed the board.

5. Mrs. Manville moved that the board approve the Budget Amendment Request. Mr. Lucas seconded the motion. The vote was unanimous.

6. Mrs. Malone moved that the board approve the consent agenda. Mr. Henry seconded the motion. The vote was unanimous.
A. Consent Items Approved:
   1. Approval of Minutes – March 19, 2015
   2. Financial Statement – February 2015
   3. Paid Payables – March 2015
   4. Facility Use Request – Cowart & Athens High School
   5. Personnel
   6. Volunteers
   7. Non-Resident Student Admissions Applications
   8. Contract for 2015 Summer Feeding Program
   10. Field Trip – Athens Middle School
   11. Physical Education Waiver
   12. Cowart Elementary Playground

B. Personnel Items Approved:
   a. Retirement:
      1. Mary Grace Clark – Science Teacher AHS (21 years Athens)
      2. Sherry Heintzleman – ESL Teacher CE (24 years Athens)
      3. Deborah Johnston – Special Education Teacher AE (25 years Athens 7 previous)

   b. Resignations:
      1. Bob Hagood – Custodian of Funds/Internal Auditor Central Office

   c. Transfers:
      1. Rae Ann Aderholt – Personnel Coordinator to Personnel Coordinator/Executive Assistant Central Office
      2. Sharla Birdsong – Part-time Elementary Teacher and part-time Assistant Principal at JN to part-time Assistant Principal at JN and CE
      3. Mike Bishop – Principal at AMS to part-time Assistant Principal at AE and BH
      4. Sara Booco – Kindergarten Teacher at CE to Teacher at AIS
      5. Alison Hogan – Kindergarten Teacher at JN to System Wide Instructional Pre-K Aide

   d. Employment:
      1. Andrew Campbell – Science Teacher AHS
      2. Alyson Carpenter – Instructional Technology Specialist Central Office
      3. Jada Gilbert – Special Education Teacher AMS
      4. Darius Gilbert – Teacher/Student Supervision AMS
      5. Seth Griffith – Temporary Maintenance Worker ACS
      6. Brandon Herring – PE Teacher AHS
      7. John Malone – Math Teacher AMS
      8. Dana Pressnell – Media Specialist AIS
      9. Amanda Tedford – Athens High School Cheerleading Coordinator/ Varsity Head Coach.

   e. Maternity Leave:
      1. Sara Booco – Teacher CE
7. Superintendent's Report was presented in the work session. A copy of the report is attached.

ADJOURNMENT: There being no further business, the meeting adjourned at 7:35 p.m. on motion by Dr. Paysinger.

W.L. Holladay, III, Superintendent

Russell Johnson, President
TO: Board Members

FROM: Mr. W.L. Holladay, III, Superintendent

SUBJECT: Physical Education Waiver

I recommend the board accept the attached Physical Education Waiver from the Alabama State Department of Education.

Board of Education
Russell Johnson, President ~ Beverly Malone, Vice-President
Scott Henry ~ Tim Green ~ James Lucas ~ Chris Paysinger ~ Jennifer Manville