

B. Timeline for Consolidation

Please indicate the school year by which the districts anticipate completion of consolidation (pick one, please):

- School Year/Fiscal Year 2020-21
 School Year/Fiscal Year 2021-22
 School Year/Fiscal Year 2022-22

C. Certification

The chair of the local board of trustees and the superintendent for the districts listed in this application certify that the districts choose to consolidate, and – if approved – will utilize funds allocated according to the final plan to pursue and complete the consolidation.

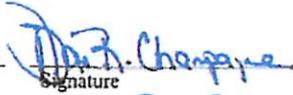
<u>Clarendon One</u> District	<u>Barbara R. Champagne</u> Superintendent	 Signature	<u>1-16-2020</u> Date
<u>Clarendon One</u> District	<u>Tony Junious</u> Board Chair	 Signature	<u>1-16-2020</u> Date
<u>Clarendon Three</u> District	<u>Dr. Connie Dennis</u> Superintendent	 Signature	<u>1-16-2020</u> Date
<u>Clarendon One</u> District	<u>Jason Newsome</u> Board Chair	 Signature	<u>1/16/2020</u> Date

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A. Identifying Information

Item	Description
District 1:	Clarendon 1
Main Application Contact:	Barbara Champagne
Contact's Email:	bchampagne@clar1.k12.sc.us
Superintendent:	Barbara R. Champagne
Board Chair:	Tony Junious
Accountability-Testing Officer:	Dr. Dean Bryant
ADEPT Coordinator:	Robert Collar
CFO/Business Official:	Russell Zimmerman
Chief Academic Officer:	Barbara R. Champagne/ Dr. Holness Samuels
CTE Director:	Joaquin Brown
Federal Program Official(s) ¹ :	Dr. Dean L. Bryant and Barbara R. Champagne
Food Service Director:	Annie Taylor, Interim Director
Personnel/HR Director:	Wesley Terrill
Technology Director:	Russell Zimmerman
Legal Representation:	Ralph Smiley, The Smiley Firm, LLC
Audit Firm:	Mauldin and Jenkins
District 2:	Clarendon 3
Main Application Contact:	Dr. Connie J. Dennis
Contact's Email:	connie.dennis@clarendon3.org
Superintendent:	Dr. Connie J. Dennis
Board Chair:	Jason Newsome
Accountability-Testing Officer:	Dr. Dennis/Tamara Alston-Hunter
ADEPT Coordinator:	Dr. Connie J. Dennis
CFO/Business Official:	Laura Fleming
Chief Academic Officer:	Dr. Connie Dennis / Laura Fleming
CTE Director:	Jason Cook
Federal Program Official(s):	Kim Lineberger
Food Service Director:	Gwen Phillips
Personnel/HR Director:	Laura Fleming
Technology Director:	N/A
Legal Representation:	White and Story, LLC
Audit Firm:	Lawrimore and Lawrimore Certified Public Accountants

¹ Title programs under ESSA, IDEA/special education, Perkins.
 Proviso 1.88(A)

B. Timeline for Consolidation

Please indicate the school year by which the districts an anticipate completion of consolidation (pick one, please):

- School Year/Fiscal Year 2020-21
- School Year/Fiscal Year 2021-22
- School Year/Fiscal Year 2022-22

C. Certification

The chair of the local board of trustees and the superintendent for the districts listed in this application certify that the districts choose to consolidate, and – if approved – will utilize funds allocated according to the final plan to pursue and complete the consolidation.

<u>Clarendon One</u> District	<u>Barbara R. Champagne</u> Superintendent	_____ Signature	_____ Date
<u>Clarendon One</u> District	<u>Tony Junious</u> Board Chair	_____ Signature	_____ Date
<u>Clarendon Three</u> District	<u>Dr. Connie Dennis</u> Superintendent	_____ Signature	_____ Date
<u>Clarendon One</u> District	<u>Jason Newsome</u> Board Chair	_____ Signature	_____ Date

D. Vision for Students

Directions: In this section, please describe the districts' vision for how consolidation will improve the educational outcomes for students. Examples might include increased educational opportunities, improved quality of services, or decreased administrative expense that can be redirected to educational programs. Please provide the preliminary plans, timelines, and needs for addressing this vision.

Some topics for consideration:

1. How will the districts handle continuity of instruction and programming during the summer of consolidation? (E.g., summer reading camps, summer schools, credit recovery, extended year)
2. What career and technology programs are currently offered by each district, and how can the combined district increase opportunities for all students?
3. Which EEDA majors are currently offered by the districts, and what opportunities will be available to students in the consolidated district?
4. What does the data from each district indicate that the instructional priorities should be?
5. Which EEDA majors are currently offered by the districts, and what opportunities will be available to students in the consolidated district?

Preliminary Question One: How will the districts handle continuity of instruction and programming during the summer of consolidation? (E.g., summer reading camps, summer schools, credit recovery, extended year).

Response to Preliminary Question One: Vision for Students: The vision for the students will be clearly articulated through actions centered directly on student achievement. Whether through consolidation or shared services, the district and campus personnel will pivot on continuous improvement in all systems. With such visionary approach on improvement, student achievement will be the resulting outcome. In brief, the two partnering districts will mitigate any negative repercussions related to student services and opportunities during 2020-2021(referred to as the transitional period) by the following means:

- Ensuring that all programmatic components as stipulated in funding project are adhered and performed as required; and
- When seeking competitive grants, the two consolidating districts will apply as participating partners.
- Number of students that qualify for summer reading camps, summer schools, extended school year, summer arts camps, and any other summer enrichment programs during Summer 2021 will determine if summer programming will be offered at one or multiple locations.

Follow-Up Questions Part D. Question B: There will be minor or no modifications to “operational procedures” in connection with a question about continuity of services and programs. Does this mean that both districts’ operational procedures are identical? **Please explain in your final plan.**

Final Response: During the period of transition to consolidation (July 2021), continuity of services will not be disrupted. All current and future programs and services prior to consolidation will continue to be operated in an efficient and timely manner. As a means of ensuring that the intent and objectives of all programs are met and remain in compliance, there will be minor or no modifications to standard operational procedures (SOPS). Specifically, the SOPs will adhere to Generally Accepted Accounting Practices (GAAP) and the Government Accounting Standards Board (GASB). All SOP’s will originate from the superintendents, principals, directors, and other supervisory personnel who are responsible for ensuring their compliance.

Standard operating procedures will be clearly delineated and adopted by both districts in twenty-five areas.

These include:

1. Communications; 2. Human Relations; 3. Workers Compensation; 4. Payroll Procedures;
5. Purchasing; 6. Receiving; 7. Travel Procedures; 8. Student Travel;
9. Accounts Payable; Processing; 10. Budget Revisions; 11. Account Reconciliations; 12. Bank Reconciliations; 13. Adjusting Journal Entries; 14. Collection and Meal Accounting;
15. Student Activities; 16. Fund Raising Activities; 17. Loaning School Equipment; 18. Equipment Inventory; 19. Disposal of School Property; 20. Consultants Contracts – MOAs;
21. State Student Data Reporting; 22. Food Service; 23 Grants Purchasing Procedures; 24. Grants Reporting Requirements; and 25. Facility Use.

Persons and timelines for revising any SOPS are indicated in Table A below:

Table A- Standards Operating Procedures- Activities; Persons Responsible, and Timelines

Number Referenced Above	Activities	Person(s) Responsible	Timeline
1	Communications	Champagne/Dennis	January 2020-June 2020
2	Human Relations	Terrill/Fleming	January 2020-June 2020
3	Workers Compensation	Terrill/Fleming	January 2020-June 2020
4	Payroll Procedures	Fleming/ Zimmerman	January 2020-June 2020
5	Purchasing	Fleming/ Zimmerman	January 2020-June 2020
6	Receiving	Fleming/ Zimmerman	January 2020-June 2020
7	Travel Procedures	Dennis/ Champagne	January 2020-June 2020
8	Student Travel	Richardson	January 2020-June 2020
9	Accounts Payable Processing	Fleming/ Zimmerman	January 2020-June 2020
10	Budget Revisions	Dennis/ Champagne	January 2020-June 2020
11	Account Reconciliations	Fleming/ Zimmerman	January 2020-June 2020
12	Bank Reconciliations	Fleming/ Zimmerman	January 2020-June 2020
13	Adjusting Journal Entries	Fleming/ Zimmerman	January 2020-June 2020
14	Collection and Meal Accounting	Gist/ Phillips	January 2020-June 2020
15	Student Activities	Collar/ Fleming	January 2020-June 2020
16	Fund Raising Activities	Dennis/ Champagne	January 2020-June 2020
17	Loaning School Equipment	Zimmerman	January 2020-June 2020
18	Equipment Inventory	Zimmerman	January 2020-June 2020
19	Disposal of School Property	Zimmerman	January 2020-June 2020
20	Consultants Contracts – MOAs	Champagne/Dennis	January 2020-June 2020
21	State Student Data Reporting	Zimmerman/ Fleming	January 2020-June 2020
22	Food Service	Gist/ Phillips	January 2020-June 2020
23	Grants Purchasing Procedures	Zimmerman/ Fleming	January 2020-June 2020

24	Grants Reporting Requirements	Zimmerman/ Fleming	January 2020-June 2020
25	Facility Use	Dennis/ Champagne	January 2020-June 2020

Follow-Up Question Part D. Question C: “contracted personnel will be retained during the transition period.” How are the districts defining “transition period”? Does this mean the districts are promising staff that they will remain in their exact positions within the consolidated district in 2021?

Final Response: In addition, if recommended and approved by each Board of Trustees, current campus and district level personnel will remain in their respective positions for the 2020-2021 school year. This academic year is defined or labelled as the transition period. Any district level position that may become vacant either through retirement, non-contractual offer, or resignation, that occurs prior to consolidation (July 1, 2021) will be filled through shared services. Likewise, any district level or campus administrative positions occurring after the election of the new Board of Trustees will be filled by the newly appointed superintendent and elected Board. Skills, credentials, experience, and other factors will be considered for new assignments in the consolidated district. Positions will not be duplicated in the consolidated district.

Preliminary Question Two: What career and technology programs are currently offered by each district, and how can the combined district increase opportunities for all students?

Final Response to Preliminary Question Two: Table B indicates course offerings that are provided to middle and secondary students in Clarendon 1 and Clarendon 3.

Table B: Career and Technology Program Offerings:

District	Middle School Offerings	Secondary School Offerings
Clarendon One	<input type="checkbox"/> Google Basics <input type="checkbox"/> Computer Applications <input type="checkbox"/> Digital Literacy <input type="checkbox"/> Digital Information <input type="checkbox"/> Gaming <input type="checkbox"/> Coding <input type="checkbox"/> Career Explorations	<input type="checkbox"/> Google Applications <input type="checkbox"/> Fundamentals of Computing <input type="checkbox"/> Digital Arts and Design <input type="checkbox"/> PLTW Computer Science <input type="checkbox"/> Integrated Business Applications <input type="checkbox"/> Cyber Security <input type="checkbox"/> Web Page Design <input type="checkbox"/> Personal Finance
Clarendon Three	<input type="checkbox"/> Career Explorations <input type="checkbox"/> PLTW intro to Engineering <input type="checkbox"/> Digital Literacy *	<input type="checkbox"/> Agriculture Mechanics <input type="checkbox"/> Landscaping and Design <input type="checkbox"/> Soils (deleted from the final plan) <input type="checkbox"/> Introduction to Agriculture

		<input type="checkbox"/> Integrated Business Applications <input type="checkbox"/> AP Computer Science Principles <input type="checkbox"/> PLTW Principles of Engineering <input type="checkbox"/> Introduction to Computer Science <input type="checkbox"/> Web page Design <input type="checkbox"/> Natural Resource Management <input type="checkbox"/> Personal Finance <input type="checkbox"/> Fundamentals of Computing <input type="checkbox"/> IT Fundamentals <input type="checkbox"/> Digital Multimedia* <input type="checkbox"/> Equipment Operations Maintenance* <input type="checkbox"/> Environment and Natural Resources*
FE DuBois Center (serves both districts)		<input type="checkbox"/> Cosmetology <input type="checkbox"/> Culinary Arts <input type="checkbox"/> Automotive <input type="checkbox"/> Welding <input type="checkbox"/> Carpentry <input type="checkbox"/> Early Childhood <input type="checkbox"/> Applied Health Sciences <input type="checkbox"/> Law Enforcement <input type="checkbox"/> EMT

Note: Highlighted courses indicate commonality between the two districts.

*Courses added after submission of the preliminary draft

Preliminary Question Three: Which EEDA majors are currently offered by the districts, and what opportunities will be available to students in the consolidated district?

Final Response to Preliminary Question Three: According to data extracted from the 2017-2018 comprehensive report on EEDA, statistical data reveals that both Clarendon One and Three offer nine of sixteen career clusters (A link to the comprehensive report may be found at the following link:

<https://www.scstatehouse.gov/reports/DeptofEducation/Final%20%20EEDA%20Report%2012.1.18.pdf>). EEDA majors offered by the consolidating districts are delineated in Table C.

Table C: EEDA Majors

District	EEDA Major
Clarendon One	<input type="checkbox"/> Business, Management, and Administration <input type="checkbox"/> Information Technology <input type="checkbox"/> Science, Technology, Engineering, and Math (STEM)
Clarendon Three	<input type="checkbox"/> Agriculture, Food, and Natural Resources <input type="checkbox"/> Business, Management, and Administration <input type="checkbox"/> Information Technology

<p>FE Dubose Career Center (serves both districts)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Architecture and Construction <input type="checkbox"/> Education and Training <input type="checkbox"/> Health Science <input type="checkbox"/> Hospitality and Tourism <input type="checkbox"/> Human Services <input type="checkbox"/> Law, Public Safety, and Security <input type="checkbox"/> Marketing, Sales, and Service
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Clarendon One offers career path clusters in Business Assistance, Information Technology, and Engineering; however, has no “completers.” It should be noted that Clarendon One will endeavor to offer relevant and student-interest clusters that are currently being offered by Clarendon Three within the first year of consolidation.

Follow-Up Question Part D. Question E: In your final plan please identify what clusters/majors currently exist in Clarendon 1. As to both districts please identify whether more opportunities will be available to students in the consolidated district and how EEDA transfers will be handled.

Final Response: Career and technology programs are being offered by both school districts. The overarching purpose of the CTE program offerings is to provide students with hands-on and reality-based training in order to be college and career ready for cutting-edge careers. Collectively, the career and technical education (CTE) courses offered by both districts are designed to help students gain the skills they need to compete for in-demand, high-wage jobs.

Given the disparity and inequity of available courses, both districts will offer the same CTE or similar courses to middle and secondary students. Expanded offerings will be finalized no later than April 2020, with courses listed on appropriate registration documents by the stated time. CTE teachers, guidance counselors, members of each local CTE advisory committee, as well as district level instructional personnel will make recommendations of courses to be offered.

In direct response to the question posed from the SCDE and as initially stated, Clarendon School District One does offer career clusters in business, engineering, JROTC, and several courses in information technology. Although noted on the preliminary plan, the consolidating districts will continue with its course offerings in Clarendon One, Clarendon Three, and the Career Center. Other clusters to be

considered either at the latter location or on each secondary site may include: (1) architecture and construction; (2) arts, audio-video technology, and communications; (3) education and training; (4) finance; (5) hospitality and tourism; (6) human services; (7) manufacturing; (8) government and public administration; (9) marketing, sales, and service; (10) science, technology, engineering, and mathematics; and (11) transportation, distribution, and logistics. Subsequent course offerings will ultimately be decided by district and school administration along with members of the CTE advisory board.

Preliminary Question Four: What does the data from each district indicate that the instructional priorities should be?

Table D: Instructional Priorities

District	Instructional Priorities
Clarendon One	<ul style="list-style-type: none"> <input type="checkbox"/> Literacy <input type="checkbox"/> Numeracy <input type="checkbox"/> Integration of Instructional Technology <input type="checkbox"/> Soft Skills <input type="checkbox"/> Writing Across Content <input type="checkbox"/> Lack of AP Courses
Clarendon Three	<ul style="list-style-type: none"> <input type="checkbox"/> Geometry, Measurement, and Data Strand K-12 <input type="checkbox"/> Literacy <input type="checkbox"/> Writing Across Content <input type="checkbox"/> Vertically Aligned Science Curriculum <input type="checkbox"/> Soft Skills <input type="checkbox"/> EL Subgroup Growth <input type="checkbox"/> Socio-Economic Gap

Follow-Up Question Part D. Question D: Responses to D.4 indicate that there are at least three areas (literacy, Soft Skills, and writing across content areas) that have common achievement issues for the districts. Do the districts plan to work on these together? Is someone assigned to work across districts on these instructional priorities? How can the districts pool resources to focus on common instructional goals? Is this something you would want to the state-level consultant to work with you on?

Final Response: Clarendon School Districts One and Three have implemented many proven practices to close gaps in student achievement. These promising practices include providing an effective teacher in every class and an effective administrator on every school campus. Likewise, the two local

educational agencies have systems to collect relevant data for decision making in adopting effective instructional and curriculum programs. Whether through a multi-tiered system or an extended learning program, additional time is made available for struggling students.

The instructional priorities for the consolidated district will articulate the presumed cause-and effect relationships between the actions the consolidated district will take and the outcomes for student achievement. A careful analytical review of data from the two districts indicated similarities as well as dissimilarities of instructional priorities. Soft skills, literacy and writing across content were identified as areas of priorities for Clarendon One and Three. Secondary and elementary math courses were also identified as instructional priorities. Additional combined priorities include insufficient offerings of AP courses and vertically aligned science curriculum. Although Caucasian students perform at a higher level, student performance gaps are evident in subgroups in Clarendon Three that include English Language Learner (ELL), African American, and students of poverty. Disparities in performance, services and resources for these subgroups will be a high priority for the consolidated district. It is anticipated that the district level instructional personnel, campus administrators, and a teachers from both districts will address the mentioned gaps beginning in January 2020.

It is expected that the instructional team, comprising of positions of members listed in the preceding paragraph will develop a set of SMART goals, identify gaps between the desired goals and the district's current condition, and perform root cause analysis on those gaps. The committee, working over a period of six months (January 2020- July 2020) will develop strategies and examine resources needed to close those gaps. Accordingly, the district will identify particular programmatic, organizational, talent management, and revenue practices that it wants to implement its "instructional priorities." Although the districts will utilize the services of a state consultant for the analysis, consultation, and decision-making input regarding common curriculum decisions for the consolidated district, the ultimate decisions will rest with the transition board and superintendents.

Table E: Clarendon School District One Current Curricula

Grade Level	ELA	Writing		Math		Science
Grades K-2	F & P	WriteScore				Amplify Science*
Grades 3-5	Book Worms	WriteScore				Amplify Science
Grades 6-8	StudySyn	ThinkCERA	eDynamic	Open Up Resource		Amplify Science
Grades 9-12	StudySyn	ThinkCERA	eDynamic	Math Vision Project	Open Up Resource	

***Presented in the preliminary plan but was not purchased.**

Clarendon Three: K-5: Fountas and Pinnell; State Standards; Letterland; Learning A-Z; Local Curricula; TE21; Flocabulary; Reflex Math. 6-12: State Standards; NEWSELA; Local Curricula; Edmentum (PLATO); Flocabulary; USA Test Prep; Reflex Math.

Consolidation: The following list comprises programs that have been discussed in recent meetings. These programs are either offered by both districts or would easily transfer to both districts because one district already implements the programming. More programming options will materialize as planning continues and is available through funding. Programs: Fountas and Pinnell, Learning A to Z, TE21, Renaissance Learning, Letterland, USA Test Prep, Reflex Math, AVID, and other curricula currently being used by Clarendon One as listed above.

Follow-Up Question Part D. Question H and Preliminary Question 5: Who is assigned to aligning curriculum as indicated in D.5 and what is the timeline? Please note that the preliminary plan appears to have very little consolidation or alignment; currently only Fountas & Pinnell K-2 overlap. The response indicates that most of the curriculum currently in use in Clarendon 3 will be used, plus all “the curricular currently being used by Clarendon One listed above”; in other words, the SCDE questions whether instruction is being aligned and consolidated. In addition, it lists two programs on neither district’s list: AVID and Renaissance Learning. Please note that the SCDE has taken the position that programs new to both districts cannot be funded under 1.88(A) without explanation of how it is necessary to complete consolidation. Please advise how this is being handled.

Final Response: AVID and Renaissance Learning programs have been used for more than five years in Clarendon One. As a point of reference, Fountas and Pinnell, Learning A to Z, TE21, Renaissance

Learning, Letterland, USA Test Prep, Reflex Math, are either technology-embedded enrichment or assessment programs. These programs have also been incorporated in the instructional programs of both districts during and prior to the current academic year. All instructional programs provided in the chart for Clarendon One are defined curricula and have been approved by the local board. The consolidating districts will examine current and other curricula including areas where there are currently no viable or relevant curricula.

It is anticipated that the process for adopting common curricula will commence on January 2020, and the adoption, development, and/or alignment of the curriculum will be effectuated by December 2020. Professional development on the approved curricula will be offered during the months of July and August 2021. Throughout the curricular and adoption process, the districts would utilize the services of a state consultant for the analysis, consultation, and decision-making input regarding common curriculum decisions.

Follow-Up Question Part D. Question I:
 1.88 funding lists \$125,000 for common curricular with embedded technology. By email we received a request for \$185,000. Could you please advise which figure is correct? If the districts decide to use 1.88 funding for this, more detail should be in the final plan on what is included in that request.

Final Response: Realistically, the estimated cost for common curricular is \$184, 000.00. Table F details the amount of each curriculum. Given the increase in student population with the consolidation of the two district, the estimated cost for the technology-embedded curricular for a period of one year is as indicated below:

<i>Table F: Clarendon School District Current Curricular with Projected Budgetary Cost</i>						
Grade Level	ELA	Writing	Distance Education Learning	Math	Math	Appropriate Cost
Grades K-2	F & P	WriteScore				\$27,000.00
Grades 3-5	Book Worms	WriteScore				\$27,000.00
Grades 6-8	StudySyn	ThinkCERA	eDynamic	Open Up Resource		\$65,000.00

Grades 9-12	StudySyn	ThinkCERA	eDynamic	Math Vision Project	Open Up Resource	\$65,000.00
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E. Transition Leadership, Community Input, and Facilitation

Directions: In this section identify any staff or contractors who will be necessary to facilitate and complete the consolidation, how the districts’ anticipate funding those positions, and when the districts propose hiring-contracting with them. In addition, identify how the districts will include the communities served in discussions around consolidation, receive public input, and report out on decisions made related to consolidation. For any actions that are listed but not yet complete, please provide the following:

- (1) The anticipated timeline for completion;
- (2) The name and contact information on the staff members responsible for completion of the tasks within that timeline.

Some questions for consideration:

- (1) How will the local boards of trustees operate, and what will be the transition to a new board for the consolidated district?
- (2) Who will compare the board policies and procedures for the districts and recommend consolidated or revised policies for the consolidated district?
- (3) When will public meetings be held and how will they be advertised?
- (4) Will there be a consolidation committee or work group, and what would be its composition, charter, deadlines, and tasks?
- (5) Is an interim superintendent or leader necessary for the consolidated district during the transition and before its formal existence? If so, how will that position be funded, where will the person be based, and what authority will that person have?
- (6) Should the districts retain a facilitator to lead discussions on certain topics or to chair community meetings?

If the districts plan to seek Proviso 1.88(A) funding for any of these activities, please include:

- (1) The amount of the request;
- (2) The purpose for the funding;
- (3) The impact and alternatives if the request is not funded; and
- (4) The contact information of the staff responsible for that activity.

Preliminary Question 1: How will the local boards of trustees operate, and what will be the transition to a new board for the consolidated district?

Final Response to Preliminary Question 1:

The current local boards will operate in their current functions of overseeing each district. When the consolidated board meetings begin, Clarendon One's board will meet once per month instead of twice.

Each district already held their initial Public Awareness meeting during their regular July board meetings. The meetings will be publicized in the local paper and district websites. A joint meeting was held at FE Dubose Career Center on July 18, 2019.

Proposed Transitional Board – There will be no transitional board. Rather, the local delegation will appoint a seven-member consolidated board. This board will assume responsibilities accorded to the governance of a local educational agency by July 1, 2020. Compensation of each board member will be determined by the consolidated board or local delegation.

New Board –

Clarendon 1 Recommendation: 9 members, all elected at-large; each board member compensated at \$450, monthly.

Clarendon 3 Recommendation - 7 members; 3 from Clarendon 1 and 4 from Clarendon 3; all singled elected member districts with one regularly scheduled meeting per month and a 4-year term. Compensation set at \$50/meeting. Justification for C3 having 1 extra board member is that the two districts have similar population densities, but C3 has greater student population and high population of citizens with school aged children and approximately 15% out-of-district students needing representation.

Follow-Up Questions or Comments from SCDE to Question 1: The responses to E.1 present two conflicting proposals for transition leadership. How will this be resolved, who is assigned to lead this task, and what is the timeline for completion? Please include this information in your final plan.

Clarendon 1 Current: 9-member board - 5 elected (4-year term), 4 appointed (2-year term); compensated as follows per month: Board Chair (\$550); Vice Chair (\$500); Other Board Members (\$450).

Clarendon 3 Current: 7-member board - single member districts (3-year term); compensated \$60 annually.

New Consolidated Board (based on meeting with local delegation on December 12, 2019, and January 9, 2020):

A new consolidated board will be appointed no later than July 1, 2020. The board will comprise of seven appointed members. Four members will represent the current CSD3 area, with three members representing CSD1. A subsequent election for school board seats will occur in 2023. The election process will be determined by the local delegation.

Preliminary Question 2: Who will compare the board policies and procedures for the districts and recommend consolidated or revised policies for the consolidated district?

Initial Response to Preliminary Question 2:

2. Transitional guiding body, current superintendents and leadership teams and contract with SC School Boards Association for a flat contracted rate.
3. As it pertains to consolidation, the following has been completed: meetings have been advertised in *The Manning Times*, district websites, and district social media platforms.
4. July 11, 2019 - Clarendon 3 (Reg. Board Meeting)
July 15, 2019 - Clarendon 1 (Reg. Board Meeting)
July 18, 2019 - Joint Board Meeting

Future plans: same advertising as referenced above. During the consolidation process and prior to the transitional board and ultimately consolidated board being elected, both districts would like to hold joint quarterly meetings to inform the public. Once the transitional board is established and later the consolidated board elected, those meetings will occur at least monthly. School newsletters and/or websites for later meetings (quarterly) – also suggest that both C1 and C3 maintain a webpage for consolidation where public can view current news and updates. Both will be updated as necessary.

Clarendon 1 Current: 9-member board - 5 elected (4-year term), 4 appointed (2-year term); compensated as follows per month: Board Chair (\$550); Vice Chair (\$500); Other Board Members (\$450).

~~**Proposed Transitional Board—**~~

~~A subcommittee composed of both Board Chairs, both Board Vice Chairs, 2 school board members (one from each Districts), both District Superintendents (ex-officio), and 2 community members (one selected from each District) and an Independent Facilitator (chosen by both boards and compensated at a contracted rate, TBD)~~

There will be no transitional board.

Clarendon 3 Current: 7-member board - single member districts (3-year term); compensated \$60 annually.

Each district already held their initial Public Awareness meeting during their regular July board meetings. The meetings will be publicized in the local paper and district websites. A joint meeting was held at FE Dubose Career Center on July 18, 2019.

Proposed Transitional Board –

~~10-member board; 5 from each district (1 board chair, 2 admin (ex-officio), 2 community members (appointed by current school boards and recommend a background in education); Compensation yet to be determined~~

Final change based on meeting with local delegation, board chairmen and superintendents from Clarendon One and Clarendon Three on December 12, 2019, there will be no transitional board.

New Board –

Clarendon 1 Recommendation: 9 members, all elected at-large; each board member compensated at \$450, monthly.

Clarendon 3 Recommendation - 7 members; 3 from Clarendon 1 and 4 from Clarendon 3; all singled elected member districts with one regularly scheduled meeting per month and a 4-year term. Compensation set at \$50/meeting. Justification for C3 having 1 extra board member is that the two districts have similar population densities, but C3 has greater student population and high population of citizens with school aged children and approximately 15% out-of-district students needing representation

Follow-Up Question to Preliminary Response 1: The responses to E.1 present two conflicting proposals for transition leadership. How will this be resolved, who is assigned to lead this task, and what is the timeline for completion? Please include this information in your final plan.

Clarendon 1 Current: 9-member board - 5 elected at-large; 4 appointed by local delegation; compensated monthly as follows: chairman \$550; vice chairman \$500; other board members \$450
Clarendon 3 Current: 7-member board - single member districts (3-year term); compensated \$60 annually.

~~**New Consolidated Board – Elections in November 2020 and meetings to begin January 2021**
7-9 members; 3-4 from Clarendon 1 and 4-5 from Clarendon 3; one regularly scheduled meeting per month with a 4-year term. The candidate vying for the positions will be elected from single member districts. The proposed amount for compensation is \$200/monthly. However, the consolidated board will make the final decision regarding compensation and frequency of meetings. Local delegation will make the final decision on the new school board composition.~~

Preliminary Question 2: Who will compare the board policies and procedures for the districts and recommend consolidated or revised policies for the consolidated district?

Response to Preliminary Question 2: Transitional guiding body, current superintendents and leadership teams and contract with SC School Boards Association for a flat contracted rate

Follow-Up Comment to Preliminary Question 2 from SCDE:

As to E.2, the SCDE is negotiating with the South Carolina School Boards Association (SCSBA) to perform policy alignment services for the eight consolidating districts at a reduced group rate.

Follow-Up Response to Preliminary Question 2: SCDE is negotiating with the SCSBA to perform policy alignment services for the eight consolidating districts at a reduced group rate of approximately \$10,000.

Preliminary Question 3: When will public meetings be held and how will they be advertised?

Response to Preliminary Question 3: As it pertains to consolidation, the following has been completed: meetings have been advertised in *The Manning Times*, district websites, and district social media platforms.

- July 11, 2019 - Clarendon 3 (Reg. Board Meeting)
- July 15, 2019 - Clarendon 1 (Reg. Board Meeting)
- July 18, 2019 - Joint Board Meeting

Future plans: same advertising as referenced above. During the consolidation process and prior to the transitional board and ultimately consolidated board being elected, both districts would like to hold joint quarterly meetings to inform the public. Once the transitional board is established and later the consolidated board elected, those meetings will occur at least monthly. School newsletters and/or websites for later meetings (quarterly) – also suggest that both C1 and C3 maintain a webpage for consolidation where public can view current news and updates. Both will be updated as necessary.

Follow-Up Question Part E. Question C: For the public meetings mentioned in response to E.3, the SCDE asks that the final plan include the timeline/list of dates for the proposed meetings.

Final Response to Preliminary Question 3:

Each district held its initial public awareness meeting during its regular July board meetings. Further, a joint meeting was held at F.E. Dubose Career Center on July 18, 2019. The SCDE is allowing consolidating districts to participate in a pilot program for web hosting. Both districts have notified the assigned person for the SCDE, Brian Pratt, of their desire to participate. All

meetings pertaining to consolidation will be publicized in the local paper, *Manning Live*, each district's website and social media platforms. Public Information meetings will be held quarterly (July/August 2019, November/December 2019, February 2020, May 2020, August 2020, November 2020, February 2021, May 2021). The meetings will be held prior to individual and/or joint Boards of Trustees meetings.

Preliminary Question 4: Will there be a consolidation committee or work group, and what would be its composition, charter, deadlines, and tasks?

To minimize financial considerations, the districts would propose using both current Superintendents as part of the interim transition and possibly pay them a stipend for this extra work. Their roles and responsibilities will be divided based on current strengths and resources. In the event a third party is necessary, hire a Transitional Facilitator - Keith Callicut (if necessary). It is apparent that a number of current district leaders will be assisting with the transition, doing work for both the current districts and the consolidated districts; to that end, those leaders will need financial compensation rather than paying an interim, outsider, a full salary. Use proviso funding for supplements and hiring a facilitator as needed.

Final Response to Question 4:

A transition committee will be not be organized. Additionally, the consolidating districts will not secure the services of an external consultant; namely, a facilitator.

Preliminary Question 5: Is an interim superintendent or leader necessary for the consolidated district during the transition and before its formal existence? If so, how will that position be funded, where will the person be based, and what authority will that person have?

Preliminary Response to Question Five: To minimize financial considerations, the districts would propose using both current Superintendents as part of the interim transition and possibly pay

Comments Part E. Question F: Section E.5 indicates Keith Callicutt would be selected as a transitional facilitator if needed, and 1.88 item 8 requests \$150,000 for the facilitator and other items. The SCDE requests a breakdown of planned spending under this request. Is this an estimate of Mr. Callicutt's costs?

them a stipend for this extra work. Their roles and responsibilities will be divided based on current strengths and resources. In the event a third party is necessary, hire a Transitional Facilitator - Keith Callicut (if necessary). It is apparent that a number of current district leaders will be assisting with the transition, doing work for both the current districts and the consolidated districts; to that end, those leaders will need financial compensation rather than paying an interim, outsider, a full salary. Use proviso funding for supplements and hiring a facilitator as needed.

Final Response to Question 5: An interim superintendent will not be necessary. See final response in Question 6 on the selection and proposed cost for a facilitator.

Final Response to Preliminary Question 5 and Comments from the SCDE: ~~An RFP for a Consolidation Facilitator will be released November 2019. The current superintendents will make a candidate recommendation to the two boards at a joint December 2019 board meeting. The facilitator will assume responsibilities January 2020 and work until a new superintendent for the consolidated district is appointed. The facilitator will work primarily with the transition committee as discussed in the final response for Question Four. Both districts will also use any consultant suggested or provided by the SCDE.~~

Please note: A facilitator will not be contracted.

Preliminary Question 6: Should the districts retain a facilitator to lead discussions on certain topics or to chair community meetings?

The two consolidating districts will not engage in contractual services for a facilitator.

If the districts plan to seek Proviso 1.88(A) funding for any of these activities, please include:

- (1) The amount of the request;
- (2) The purpose for the funding;
- (3) The impact and alternatives if the request is not funded; and
- (4) The contact information of the staff responsible for that activity.

Preliminary Response to Use of *Proviso 1.88 (A)* funding:

1. \$125,000 to supplement current district leadership staff to assist with consolidation (approximate, may need more) Purpose of funding is to provide income as a supplement to those working on consolidation.
2. Impact/alternatives: if employees are not fairly compensated, they will suffer a decline in morale and be less productive.
3. \$150,000 to cover the costs of contracting with a Facilitator to guide transitional board and cover costs of additional consulting, studies, surveys for decision-making on salaries, facilities, and other consolidation matters.
4. \$250,000.00 recovery of lost federal funds.

Follow-up Questions and Comments from SCDE on Proviso 1.88 (A) funds: As to funding request E.1.88-6 (page 12), the SCDE would appreciate a breakdown of which staff are anticipated to receive what amounts of money for how many additional days/hours above their current contract payments for services related to consolidation. In addition, would those stipends be guaranteed payment, bonus payment, or payment upon receipt of deliverables related to the consolidation? Please note the cap of \$150,000 on payments to consultants, attorneys, and staff.

- i. Generally, the State Superintendent is reluctant to authorize expenditures to existing staff who are working within normal hours expected under their contracts.
- ii. The Superintendent is also concerned about timing of payments.
- iii. In section K you reference work by data coordinators. Would those staff be working additional days beyond the typical contract, and paid from this \$125,000?
- iv. Please provide additional information if the districts select this item for payment under 1.88

Final Response:

If the districts plan to seek Proviso 1.88(A) funding for any of these activities, please include:

(1) The amount of the request; \$150,000.00

(2) The purpose for the funding;

- a. \$30,000 each for legal fees for both consolidating districts
- b. \$30,000 for consultants (including fringe)
- c. \$30,000 for each district's staff supplemental pay for work that extends beyond the regular 37.5-hour week. Each district will determine the amount of each supplement per employee based on extra time worked and services rendered.
- d. \$50,000 for stipends for members of the transition board (The exact amount will be determined by the consolidated board or local delegation).
- e. \$10,000 SCSBA fee for developing and revising policies

*Final decisions in board selections and elections will be in collaboration with the local delegation.

F. Personnel

- (a) The preliminary plan has two different proposals for how current manuals and policies would be aligned (F.1). The final plan will need one proposal identifying responsible staff and listing timelines.
- (b) Alignment of personnel is another matter that the State Superintendent believes could be handled more efficiently by having one consultant work with all eight districts.
- (c) Section F.2 (salaries) references a Table 1 that is not included in the preliminary plan.
- (d) Section F.2 also lists a Table 2, which estimates \$75,000 in legal fees for “Equalization/Competitive Cost.” If this is a request under 1.88, please provide more detail on what would be included in this in the final plan, and note the \$150,000 cap.
- (e) Section F.2 states that the salary differentials “will be equalized to the highest neighboring District.” How will the districts determine that the job duties, qualifications, and length of service are similar? Are you talking about neighboring districts other than Clarendon 1 and 2? Can the districts afford this?
- (f) F.4 (days assigned to positions) has two different and inconsistent recommendations. The final plan will need one statement, identifying responsible staff and timelines.
- (g) Section F.5 related to duplicative staff lists Clarendon 1 administrative positions and a general (and practical) statement from Clarendon 3 but does not include a plan other than the it “will be work in progress.” Please include a plan, identification of responsible staff, and a timeline. Please also include whether and how the districts will review teaching positions, class sizes, etc. to improve opportunities for students.
- (h) F.6 requests information on retirements and vacancies between plan approval and implementation. Clarendon 1 lists “Positions with Retirees,” but it is not clear whether these are people who will be leaving by July 1, 2021, or whether these are staff already retired who have returned to work. Do the districts have plans to coordinate positions between now and when consolidation is completed? If so, how will that work and who is responsible?
- (i) As to F.7 (organizational chart) is it correct to assume that the timeline would be after selection of a consolidated board? Please explain in the final plan.
- (j) As to the statement in F.8 about purchasing vehicles, please remember that state law would not allow use of regular passenger vehicles to transport students (S.C. Code 56-5-195). Please also provide information on why this is necessary to complete consolidation.

Personnel

Preliminary Response to Question 1: review of the districts human resources policy manuals for limitations and procedures, and proposals for alignment

Initial Response to Preliminary Question 1:

Clarendon 1 Recommendation: Review of the districts human resources policy manuals for limitations and procedures, and proposals for alignment. The Human Resource Director for Clarendon School District One will work in tangent with the appropriate personnel who has limited similar job responsibilities from Clarendon Three. Both persons will review the following areas:

1. Policies to examine(See Appendix A for details)
 - Purpose of Policies and Procedures
 - Equal Employment Opportunity
 - Employee Conduct
 - Employee Classification and Status Changes
 - Recruitment and Selection
 - Personnel Records
 - Hours of Work and Compensation
 - Benefits
 - Performance Evaluation
 - Communicable Diseases
 - Separation of Service

Clarendon 3 Recommendation: Policies will be determined and aligned based upon recommendations by SCSBA and approval of consolidated board.

Follow-Up Question(s)/Comment(s) from the SCDE: The preliminary plan has two different proposals for how current manuals and policies would be aligned (F.1). The final plan will need one proposal identifying responsible staff and listing timelines.

Final Response to Question 1:

SCDE is negotiating with the SCSBA to perform policy alignment services for the eight consolidating districts at a reduced group rate. Practices and procedures will be developed by merging the two districts' human resources manuals. A draft plan of the manual will be completed by the two districts' HR Directors. Policies and procedures will address the topics listed in the preliminary plan. These topics are as follows:

- Purpose of Policies and Procedures
- Equal Employment Opportunity

- Employee Conduct
- Employee Classification and Status Changes
- Recruitment and Selection
- Personnel Records
- Hours of Work and Compensation
- Benefits
- Performance Evaluation
- Communicable Diseases
- Separation of Service

Timeline for completion of the preliminary manual is June 2020. Legal issues and policies will be addressed by the districts' attorneys and a consultant appointed by the SCDE. Once completed and having a final review by both district's attorneys, the manual will be presented to the current boards for approval. Any additional revisions to the manual after boards' approval will be done after the appointment of the consolidated board (July 2020).

Preliminary Statement Two: salary schedules among the districts and whether funds are necessary for "equalization"

Preliminary Response to Statement Two:

Salary Schedules to be examined: *(See Table 1 and Table 2 below)*

Salaries among the districts are skewed across each salary schedule. Differential of salaries will be equalized to the highest neighboring District. Current C1 and C3 HR Directors will meet in August to determine values.

- Certified Personnel
- Classified Personnel
 - Instructional
 - Non-instructional
- Administrative Personnel
- Transportation Personnel
- Maintenance Personnel
- Food Service Personnel
- Office Personnel

Follow-Up Response or Comment from the SCDE for Question 2: Alignment of personnel is another matter that the State Superintendent believes could be handled more efficiently by having one consultant work with all eight districts. Section F.2 also lists a Table 2, which estimates \$75,000 in legal fees for “Equalization/Competitive Cost.” If this is a request under 1.88, please provide more detail on what would be included in this in the final plan, and note the \$150,000 cap.

(e) Section F.2 states that the salary differentials “will be equalized to the highest neighboring District.” How will the districts determine that the job duties, qualifications, and length of service are similar? Are you talking about neighboring districts other than Clarendon 1 and 2? Can the districts afford this?

Final Response to Statement Two: Based on current salary schedules and contract days, it will take \$1,871,091 to equalize Clarendon 3 to that of Clarendon 1. This amount does not take into account future years of experience step increases or cost of living increases. Additionally, this preliminary equalization analysis does not include merging of job responsibilities or positions. Both districts currently stop years of experience step increases at 23 years. It is yet to be determined if this will continue in the newly consolidated district or if years of experience step increases will be added.

Differentiation of salaries will be equalized based upon the new operating budget and local millage. Initial proviso funds will not be used due to the ongoing need for funding of salaries. Reference Table F1 explains the figures for equalization of salary. The proposed funding model could leverage the salary equalization cost. If the SC General Assembly allocates additional funding, some may be used for salary equalization the first year and then in subsequent years, salaries will be paid from the local tax base.

To offset recruiting and retention deficits in the rural consolidated district, salaries will be competitive when compared to other Pee Dee, Santee-Lynches and Midlands school districts.

Table G for Salary Equalization

Employee Category	Salary Equalization	Benefits Equalization	Total Cost
Certified Teachers	\$615,803	\$184,741	\$800,544
Administration	\$132,886	\$39,866	\$172,752
Administrative Assistants	\$34,620	\$10,389	\$45,019
ParaPro (Instructional Assistants)	\$209,998	\$62,999	\$272,997
Food Service Operators	\$129,626	\$38,888	\$168,514
Food Service Managers	\$17,405	\$5,222	\$22,627
Custodial	\$122,295	\$36,689	\$158,984
Bus Drivers	\$20,046	\$6,014	\$26,060
RN	\$12,856	\$3,857	\$16,713
Other Personnel	\$143,755	\$43,126	\$186,881
Total	\$143,755	\$43,126	\$1,871,091

Preliminary Question 3: salary supplements that differ, and whether funds are necessary for equalization;

Preliminary Response to Question 3: Funds will be needed based on the preliminary evaluation of the salary scales listed above and based upon a new operating budget and local millage.

Final Response to Question 3: Salary supplements have not yet been evaluated. However, supplements will be equalized and paid through local tax revenue and any applicable grants. Nevertheless, Proviso funds will not be used due to the ongoing need.

Preliminary Statement Number 4: whether days assigned to positions are aligned among the districts;

Preliminary Response to Question 4: The proposed alignment is as follows:

Clarendon 1 Recommendation: However, we are proposing District Administration i.e. Maintenance, Technology, etc., Campus Administration, Administrative Assistance and Clerical Staff will work 240 days. Transportation Director, District RN, and will work 225 days to ensure proficient operations. Parent Educators based on District One will work 190 along with teachers.

Clarendon 3 Recommendation: This will also be discussed at August HR manager meeting to ensure that positions for consolidation will be equal across the board for both districts.

Follow-up Question(s) or Comment(s) from the SCDE: F.4 (days assigned to positions) has two different and inconsistent recommendations. The final plan will need one statement, identifying responsible staff and timelines.

Final Response to Statement Number 4: An analysis of the various positions, district and school level, reflect similar contractual days. During the pre-consolidation period, there will be no reduction in days for current employees. After January 2021, and before the commencement of a new fiscal year (July 1, 2021), the newly elected consolidated board will determine the contractual days assigned.

Preliminary Statement 5: any duplication of staff;

Response to Preliminary Statement 5: Current Clarendon District One has the following staff:

- Superintendent
- Director of Special Service/Student Support/Alternative School/SCTS 4.0/CATE
- Director of HR/Special Projects/Benefits/Title IX
- Director of Testing/GT/Instruction/Federal Programs
- Director of Transportation
- Director of Food Service
- Director of Maintenance
- Director of Technology
- Other Positions:
 - Family Community Engagement Coordinator
 - Power School Coordinator
 - IT/Textbook Coordinator

Clarendon 3: Districts will review employees' skill sets, credentials, and qualifications to determine if they will qualify for another appropriate placement if jobs become duplicative and/or redundant. This will be a work in progress to some degree during the shared services year(s) and based upon natural attrition.

Follow-Up Comments to Preliminary Question 5 from the SCDE:

Section F.5 related to duplicative staff lists Clarendon 1 administrative positions and a general (and practical) statement from Clarendon 3 but does not include a plan other than the it “will be work in progress.” Please include a plan, identification of responsible staff, and a timeline. Please also include whether and how the districts will review teaching positions, class sizes, etc. to improve opportunities for students

Response to Follow-Up Comments for Question 5:

Table G illustrates the current positions of the two consolidating districts.

Table H: Current Position of Consolidating Districts

Clarendon One	Clarendon Three
Superintendent	Superintendent
Finance/IT Director	Finance/Human Resource/GT Director
Special/ Student Services Director	Special Services / Federal Programs Director
Accountability/GT/Testing Director	Accountability/Parenting/Testing Director
Food Services Director	Food Services Director/ Claims Manager
Human Resources/ Grants Director	
Payroll Clerk	Payroll/AP/ Benefits Coordinator
AP Clerk	
Social Worker	
Maintenance Director	
Transportation Director	Transportation Director
Parenting Coordinator	
Athletic Director /Drivers’ Ed teacher	Athletic Director/ Physical Education Teacher

The positions which are of duplication will be addressed in one of the numbers listed below:

1. Staff in a duplicate position will be interviewed to determine the best candidate. Those not selected for the position will be considered and/or offered a vacant position commensurate of their experience, education and/or certification.
2. Retirees who are filling one of the positions above will only be considered by applying for the position if there are no viable current personnel in a duplicate position to assume the job.
3. Positions that encompass more than one position would be separated to allow a person holding a duplicate position to transfer, if qualified. Positions such as: Finance and Information Technology in CSD1 and Finance and Human Resources in CSD3 would be separated to have one of each position. This would yield three positions once segregated.

Districts will not review teaching positions until consolidation.

The new Consolidated Board will hire a Superintendent. The Superintendent will appoint current staff and/or hire Senior Level Cabinet members, if necessary. The composition of the senior cabinet will be determined by the consolidated board. The organizational chart is subject to change based on the newly consolidated district board and Superintendent.

Preliminary Statement 6: retirements and vacancies anticipated between the plan approval and final consolidation.

Preliminary Response to Question 6:

Clarendon 1 Current Positions with Retirees

- Administration
 - Director of Transportation
 - Family and Community Engagement Coordinator
 - District Social Worker
 - Front Receptionist (District Office)
- Teachers
 - Read To Succeed Reading Coach
 - 3 Certified Teachers
- Classified
 - 2 Maintenance

Clarendon 3: This cannot be determined until letters of intent are issued in January of 2020; once that is identified, plans will be made accordingly and in compliance with Department regulations.

Follow-Up Comments to Question 6 from the SCDE: F.6 requests information on retirements and vacancies between plan approval and implementation. Clarendon 1 lists “Positions with Retirees,” but it is not clear whether these are people who will be leaving by July 1, 2021, or whether these are staff already-retired who have returned to work. Do the districts have plans to coordinate positions between now and when consolidation is completed? If so, how will that work and who is responsible?

Final Response to Question 6: According to data collected, and as indicated in Table I: District Level Retired Personnel, each position as listed is currently being filled with a retired employee. It is anticipated that persons assigned to these positions will remain for the 2020-2021 school year. However, if any person requests or desires to retire prior to the stated year, the position will be filled through shared service. After 2020-2021, the selected superintendent will be authorized to hire retired employees to work in the district on an as needed basis when their employment would serve the best interests of the school system. In such cases,

the superintendent will notify the employee of the at-will status of his/her employment. The continued employment of retired employees will be at the discretion of the superintendent who will make such decisions in the best interests of the district. The decision to employ or not employ retired employees will not be subject to the district’s grievance procedures.

Table I: District Level Retired Personnel

District	Position
Administration	
Clarendon One	Director of Transportation
Clarendon One	Family and Community Engagement Coordinator
Clarendon One	District Social Worker
Clarendon One	Front Receptionist (District Office)
Teachers	
Clarendon One	Read To Succeed Reading Coach
Clarendon One	3 Certified Teachers
Classified Staff	
Clarendon One	2 Maintenance

Preliminary Statement Number 7: a proposed organizational chart for the consolidated district

Preliminary Response to Number 7: The potential to improve student achievement is based on the belief that a larger district can provide more varied opportunities for students. The consolidation of Districts One and Three may provide cost-savings by economies of scale in student support, equalization/competitive salaries, and purchasing while allowing each school community to maintain its own historical identity. Moreover, it may eliminate the cost of consultants, software licensing, and vendors. The new organizational chart will be based upon the recommendations of the transitional board and adopted/approved by the newly elected consolidated board along with the consolidated district superintendent.

Follow-Up Comments on Question 7 from the SCDE: As to F.7 (organizational chart) is it correct to assume that the timeline would be after selection of a consolidated board? Please explain in the final plan.

Final Response to Question 7: An organizational chart will be developed by the consolidated board and is subject to change based on the newly consolidated district leadership.

Preliminary Question 8: initial proposed administrative staff and budget, and analysis of whether the consolidated district will meet the 75 percent threshold in proviso 1.25 for fiscal flexibility.

Preliminary Response to Question 8: Staff will be determined by transitional board, consolidated board, and new superintendent - during the shared services year, it will be crucial for C1 and C3 to make a determination as to what positions can be combined and removed based upon the needs of both districts, geographical considerations, and volume of workload - the goal would be for the budget to be equalized based on these “new” positions and responsibilities and as competitively as possible based on neighboring districts; we would also consider purchasing one or two multi-passenger vehicles to minimize transportation costs across the two districts, as individual mileage reimbursements will exceed two vehicle payments.

Follow-Up to Question 8: As to the statement in F.8 about purchasing vehicles, please remember that state law would not allow use of regular passenger vehicles to transport students (S.C. Code § 56-5-195). Please also provide information on why this is necessary to complete consolidation.

Final Response to Question 8: More data will be collected in order to adequately investigate if the consolidated district will meet the 75% threshold.

Purchasing two or three multi-passenger vehicles in addition to a maintenance vehicle will minimize transportation costs across the two districts, as individual mileage reimbursements will exceed two vehicle payments. The annual estimated mileage reimbursement cost for five district level administrators is approximately \$27,000. Therefore, within a three-year period of time the vehicles would have paid for themselves. The lifespan of the vehicle is estimated to be 8-10 years. The long-term savings could be upward of \$200,000. These vehicles will also be utilized for transportation to professional development

opportunities. The life cycle cost of the vehicles is anticipated to be less than mileage reimbursement. It should also be noted that the two districts are geographically separated by another school district.

Preliminary Question 9: how the consolidation of staff will improve opportunities for students or reduce overall costs

Preliminary Response to Question 9: With the new delineation of duties, district officer personnel will be more efficient in their roles, which will provide more efficient programming, curricular alignment, and resource allocation. Fiscal consolidation will provide for financial fidelity.

Follow-Up Response or Comments from the SCDE: No comments were made.

Preliminary Question 10: anticipated funds necessary for completion of the consolidation, and whether any of those funds are requested under Proviso 1.88(A).

Preliminary Response to Question 10: At this time, we do not anticipate using proviso money for personnel; rather it would be locally funded.

Follow-Up Response or Comments from the SCDE: No comments were made.

Final Response to Question 10:

Analysis that is not yet complete and included in this submission, please provide the following:

- (1) *The anticipated timeline for completion;* June 30, 2021

Category	Anticipated Timeline	Staff Member Responsible
Policies and Procedures	TBD	SC School Boards Association and Human Resources Directors (Wesley Terrill and Laura Fleming)
Equalization of Salary Schedules	December 2020 in advance of the 2021-22 budget preparation	Finance Directors, HR Directors, Superintendents
Salary Supplements	December 2020 - June 2021	Finance, HR and Athletic Directors
Contract / Agreement Days Determination	December 2020 in advance of the 2021-22 budget preparation	Board of Trustees, Finance Directors, HR Directors,

		Superintendents
Duplication of Staff; Retirement and Vacancies	January 2020 - June 2021	Current Operating Board of Trustees, HR Directors, Superintendents
Organizational Chart	Ongoing	Consolidated Board
Proposed Administrative Staff	Ongoing Based on Funding Model	
Improved Student Opportunities and Ongoing Cost Analysis	Ongoing	Board of Trustees, Superintendents, Senior Leadership, Consolidated Board

(2) *The name and contact information on the staff members responsible for completion of the tasks within that timeline.* Laura Fleming and Wesley Terrill

G. Consolidated Financials and Millage

Directions: In this section please provide information on the districts’ combined revenues by source of funds, analysis of the projected combined expenditures, details of the districts’ outstanding debt and debt service, and a breakout of existing millage, future millage requirements, and any equalization issues.

For any analysis that is not yet complete and included in this submission, please provide the following:

- (1) The anticipated timeline for completion;
- (2) The name and contact information on the staff members responsible for completion of the tasks within that timeline.

If the districts plan to seek Proviso 1.88(A) funding in connection with this topic, please include:

- (1) The amount of the request;
- (2) The purpose for the funding;
- (3) The impact and alternatives if the request is not funded; and
- (4) The contact information of the staff responsible for that activity.

Some questions for consideration:

- (1) What will be the combined poverty percentage of the consolidated district? Does this rate impact eligibility for any existing state or federal programs (e.g., Title I, flexibility proviso, CERDEP, capital funds)?
- (2) Do the districts participate in the U.S. Department of Agriculture’s Community Eligibility Program (CEP)? Will the combined district’s census poverty impact CEP eligibility?
- (3) What debt is outstanding, with what terms and for how long?

Note: In the year of consolidation, the merging districts will need their audit firm(s) to provide audits by December 1 through the end of the prior fiscal year (June 30), and the consolidated district will need to retain an audit firm to provide the next year’s December 1 audit.

Preliminary Question 1: What will be the combined poverty percentage of the consolidated district? Does this rate impact eligibility for any existing state or federal programs (e.g., Title I, flexibility proviso, CERDEP, capital funds)?

Preliminary Response to Question 1: Tax year used should fall in-line with year of consolidation. Consultation must be made with the Clarendon County Tax Auditor for guidance. Approximately 80% based current poverty rates and percentages of students within each district. Title I funding will be impacted and is estimated to be approximately \$150,000 less in total than currently held by both districts. It is unknown to know how much other state and federal programs will be impacted. The index of taxpaying ability will likely increase but will still be lower than an index of .009.

Follow-Up Response or Comments from the SCDE: No comments were made.

Preliminary Question 2: Do the districts participate in the U.S. Department of Agriculture's Community Eligibility Program (CEP)? Will the combined district's census poverty impact CEP eligibility?

Preliminary Response to Question 2: Clarendon 1 currently participates in the CEP and Clarendon 3 does not. However, this merger will likely impact eligibility. Clarendon 1 schools will most likely still qualify for CEP. It is unknown if entire consolidated district will be eligible.

Follow-Up Response or Comments from the SCDE: Please advise whether you would like someone from our Office of Health & Nutrition to consult on CEP.

Final Response to Question 2: Clarendon School District One participates in the U.S. Department of Agriculture's Community Eligibility Program (CEP). It can be assumed that the combined district's census poverty will impact CEP eligibility. Both consolidating districts would like assistance from the SCDE's Office of Health & Nutrition.

Preliminary Question 3: What debt is outstanding, with what terms and for how long?

Preliminary Response to Question 3: Clarendon 1 has a debt service of approximately \$5.65 million after December 2020. Debt service extends through 2025. Clarendon 3 currently has no debt.

District	Using 2018 TY Assessed Value (Before Consolidation)	2018 TY Value	Proposed Assessed Value (After Consolidation) (SD1 + SD3 Assessed Value)	Assessed Value Difference (+/-)
Clarendon One				
With LR-4	33,253,620		43,797,598	(+)10,543,978
Without LR-4	23,606,643		30,158,635	(+) 6,551,992
Clarendon Three				
With LR-4	10,543,978		43,797,598	(+)33,253,620
Without LR-4	6,551,992		30,158,635	(+)23,606,643

DISTRICT	2018TY OPERATING BUDGET NEEDS	2018TY CURRENT MILL VALUE	PROPOSED OP MILL VALUE (Tax Needs/ Assessed Value)	MILL VALUE DIFF. (+/-)
District One	\$3,083,964	139.2 ^{SEP} (98% collection rate)	156.1 (4,710,249/30,158,635) (100% collection rate) 159.2 (4,710,249/30,158,635*.98) (98% collection rate)	(+)20.0
District Three	\$1,626,285	299.5 ^{SEP} (98% collection rate)	156.1 (4,710,249/30,158,635) (100% collection rate) 159.2 (4,710,249/30,158,635*.98) (98% collection rate)	(-)140.3
COMBINED BUDGET NEEDS	\$4,710,249			

Charts above have been provided by Patricia Pringle, Clarendon County Auditor

ESTIMATED CALCULATIONS OF TAX BEFORE AND AFTER CONSOLIDATION
TAXES ON A \$100,000 LR-4 HOME

SCHOOL DISTRICT ONE		SCHOOL DISTRICT THREE	
BEFORE CONSOLIDATION	\$855.60	BEFORE CONSOLIDATION	\$664.00
AFTER CONSOLIDATION	\$655.60	AFTER CONSOLIDATION	\$664.00
NET TAXES DUE DIFFERENCE	(\$191.60)	NET TAXES DUE DIFFERENCE	

TAXES ON A \$100,000 REG-6% HOME

SCHOOL DISTRICT ONE		SCHOOL DISTRICT THREE	
BEFORE CONSOLIDATION	\$2,219.40	BEFORE CONSOLIDATION	\$2,893.80
AFTER CONSOLIDATION	\$2,052.00	AFTER CONSOLIDATION	\$2,052.00
NET TAXES DUE DIFFERENCE	(\$167.40)	NET TAXES DUE DIFFERENCE	(\$841.80)

TAXES ON A \$10,000 VEHICLE

SCHOOL DISTRICT ONE		SCHOOL DISTRICT THREE	
BEFORE CONSOLIDATION	\$221.94	BEFORE CONSOLIDATION	\$289.38
AFTER CONSOLIDATION	\$205.20	AFTER CONSOLIDATION	\$205.20
NET TAXES DUE DIFFERENCE	(\$16.74)	NET TAXES DUE DIFFERENCE	(\$84.18)

2018TY SCHOOL DEBT REDUCTION

(affects School Districts Debt Millage Only)

ENTITY	PROJECT LOST FY 18-19	FUNDS AVAILABLE	TOTAL FUNDS	DEBT SERVICE NEEDS	TAX NEEDS	2018 TY DEBT MILLS
DISTRICT ONE	409,264	37,512	446,776	2,007,128	1,560,350	47.9
DISTRICT THREE	694,319	806,597	1,500,915	437,650	0	0

Charts above have been provided by Patricia Pringle, Clarendon County Auditor

Final Response to Preliminary Question 3: The amount of the request: The districts are requesting a total of \$5.65 million via an upfront trust.

Since the original, Proviso 1.88 plan submission, the consolidation date of Fiscal and School Year 2021-22 has been concretely decided. Delaying the consolidation date to the 2021-22 school year allows more time for the natural pay schedule and debt reduction. With no additional bonds purchased between November 2019 - June 2021, and if the current level of debt millage revenue continues to be collected, the Clarendon District 1 debt service balance on June 30, 2021, will be approximately \$3.5 million. With FY 2019-20 Proviso 1.88 funds, \$2.2 million will be used to reduce Clarendon 1 debt obligations. Therefore, the debt obligation on June 30, 2021, would be approximately \$1 million. It is the hope and request to the SC General Legislation that Proviso 1.88 funds become recurring; the final \$1 million can be paid off by June 2021. If Proviso funding does not become recurring, Clarendon 1 and Clarendon 3 will work collaboratively with the local delegation, Clarendon County Council, the Clarendon County Treasurer, and the Clarendon County Tax Assessor to develop a solution for the payoff of any remaining debt obligations.

It should be noted that a new operating millage rate will be determined once a new salary scale has been approved. The current discrepancy between the per pupil expenditures will somewhat reconcile itself when all faculty and staff are paid on the same scale. When preparing the consolidated district budget, several areas will be addressed to help with funding equality among all sites. These areas include but are not limited to student: teacher / instructional staff ratios, per pupil materials allocation, facilities and maintenance and instructional programming. Comparability studies will be conducted annually.

As further reference, if current proviso does not provide adequate funds to pay off Clarendon One's debt, the districts will request that the local delegation submit a proviso to ensure that the

debt is full paid. Currently, C3's financial planning has not included capital building projects or improvements in an effort to avoid debt service millage to the public. However, there is concern that after Clarendon One's debt is paid, debt will be incurred by the consolidating district for renovation to Clarendon Three's gym and the additional of classrooms, needs as expressed by the leadership team of the district under discussion and explicitly stated in Section I of the preliminary plan. Any debt occurred after consolidation will certainly have a direct and substantial impact to local citizens on their annual taxes.

A final notation in this section should include all responsible parties for the consolidate financials and millage. These persons will include District Superintendents, Finance Directors, District Boards, County Treasurer, County Assessor, County Auditor, County Attorney, County Financial Controller. Although Clarendon Three recommends that it be manager of proviso funds, no funds will be expended by any of the districts without the approval of both boards and eventually the consolidated board.

H. Assets, Inventory, and Contractual Obligations

Directions: In this section please provide information on the districts' assets and inventory, as well as any contractual obligations (e.g., equipment leases, software licenses, food service contracts, special education services, technology obligations, or operations and planning contracts). For any analysis that is not yet complete and included in this submission, please provide the following:

- (1) The anticipated timeline for completion;
- (2) The name and contact information on the staff members responsible for completion of the tasks within that timeline.

If the district's plan to seek Proviso 1.88(A) funding in connection with this topic, please include:

- (1) The amount of the request;
- (2) The purpose for the funding;
- (3) The impact and alternatives if the request is not funded; and
- (4) The contact information of the staff responsible for that activity.

Some questions for consideration:

- (1) Do the districts use the same financial accounting and payroll software?
- (2) Do the districts use the same personnel software?
- (3) Do the districts operate on the same school nutrition software (both brand and version)?

- (4) Are the districts on the same networking hardware and operating systems?
- (5) Do the districts have any bond debt?
- (6) Are any of the districts anticipating major purchases or construction in the near future? Do the districts have major procurements underway?
- (7) Are the districts using the same vendor(s) for services? What are the contract terms and termination dates?
- (8) Do any of the districts have grant obligations that would extend beyond the consolidation date?

Questions 1-9	Response	If No, Elaborate	Timeline of Addressing the Differences	Projected Cost	Persons Responsible
1. Do the districts use the same financial accounting and payroll software?	No	Clarendon One- iVisions Clarendon Three-Smart Fusion	January 2020	\$75,000.00	Zimmerman and Fleming
2. Do the districts use the same personnel software?	No	Clarendon One- iVisions Clarendon Three- Smart Fusion	January 2020	As projected above	Zimmerman and Fleming
3. Do the districts operate on the same school nutrition software (both brand and version)?	Yes	N/A	N/A	N/A	Gist and Phillips
4. Are the districts on the same networking hardware and operating systems?	No	Clarendon One- HP; Aruba; and Maraki Clarendon Three- Cisco; HP; Maraki	May 2020, or year of consolidation Hardware is needed to combine the two districts together	\$25,000	Zimmerman
5. Other software needs				\$150,000	
6. Do the districts have any bond debt?	Yes	Clarendon has bond debt in the amount \$5,190,079.00	December 2020	\$5,600,000	Clarendon One Board of Trustees
7. Are any of the districts anticipating major purchases or construction in the near future? Do the districts have major procurements underway?	Yes	Clarendon One- An activity bus; interactive televisions and tables, and computers Clarendon Three – HVAC and athletic upgrades are planned; Activity Bus	June 2020 June 2020	\$210,000.00 Unknown	Superintendent and Board of Trustees Superintendent and Board of Trustees
8. Are the districts using the same vendor(s) for services? What are the contract terms and termination dates?	No				
9. Do any of the districts have grant obligations that would extend beyond the consolidation date?	Yes	Clarendon School District One- EEDA Dropout Preventions (2)- 2021 and 2022; Save the Children (2)- Annual; First Steps- Annual; South Carolina Arts Commission grant; 21 st CCLC (3)- Clarendon Three – Yes	Various dates Various dates	Not Applicable Not Applicable	Terrill C3 Leadership (various)

The table above shows preliminary responses to questions 1-9.

Preliminary Response to Question 1: See graphic illustration on the previous page.

Response from the SCDE to Preliminary Question 1: Could you please explain the differences between the request on page 23 for \$75,000 and the request on page 30 for \$10,000? (Both reference financial systems.)

Final Response to Preliminary Question One: *The amount of the request;* Determined after vendor showcases in December 2019 - January 2020 (iVisions, Smart Fusion, and PowerSchool).

Response from the SCDE to Preliminary Question 2: Please indicate which financial system has been selected as the one for the consolidated district or for shared services.

Final Response: The software that will be considered for purchased for the consolidation district will be Smart Fusion and the newest version of PowerSchool.

Response from the SCDE to Preliminary Question Please describe the other software being purchased for \$150,000, if this is to be purchased with 1.88 funds.

Final Response: A final decision on the data software will be made as a group; however, the cost for both iVisions and Smart Fusion is comparable of \$75,000. This cost will include the software, staff development and training, and licensing. The upgrade version twenty of PowerSchool and the cost for the merging of the Enrich systems are \$38,000 and \$37,000, respectively.

Response from the SCDE to Preliminary Question 2: Is the \$210,000 listed on page 23 a request under 1.88, or a statement of plans to use existing district funding? If it is a request, please break out the expenditures among the items listed if you plan on using 1.88 funds.

Purchases	Total
Activity Bus	\$ 96,000.00
Interactive Televisions and Tables	\$ 60,000.00
Computers	\$ 54,000.00
Total	\$ 210,000.00

Response from the SCDE to Preliminary Question Although you have listed “NA” because both districts have the same school nutrition software, a vendor for the Orangeburg districts (MealsPlus) is attempting to charge for a data file export that does not meet the needs for the PowerSchool “pupils in poverty” connector through LevelData. If that is your vendor you may want to explore what other charges may be incurred.

Final Response: The district will check in to additional costs associated with Meals Plus.

Response from the SCDE to Preliminary Question You also have a request in section K for \$6500 to merge “into one similar food service software”? If you have the same systems, why would you need a “similar” software

I. Facilities

Directions: In this section please provide information on the facilities and facilities’ needs of the combined districts. Please list in priority order the items that are in the districts’ capital improvement plans for the next five years, and the current status of each such project.

For any analysis that is not yet complete and included in this submission, please provide the following:

- (1) The anticipated timeline for completion;
- (2) The name and contact information on the staff members responsible for completion of the tasks within that timeline.

If the districts plan to seek Proviso 1.88(A) funding in connection with this topic, please include:

- (1) The amount of the request;
- (2) The purpose for the funding;
- (3) The impact and alternatives if the request is not funded; and
- (4) The contact information of the staff responsible for that activity.

Note: An additional \$37.5 million in funding is available for eligible districts under proviso 1.88(B) for funding certain shared school facilities construction and upgrades. The proviso states priority shall be “given to districts that submit a plan for a facility that *serves multiple school districts* with average daily membership counts of less than one thousand five hundred.” Information on applying for these funds will be available after July 1, 2019.

Districts’ Responses on Item I. Facilities

Clarendon Three: C3 would like to build a new gymnasium and additional classroom space for ECMHS by 2022. This project has not yet started but would be the first capital improvement project started after consolidation. Staff involved would be district administrations and contracted architects. Funding needed from 1.88(A) - \$8 - 10 million. Implementing this capital improvement project would provide additional physical education opportunities and increased health benefits for our students while also providing them with more learning space in alignment with the district Wellness Plan. This also provides an avenue for county recreation activities to benefit all children. This is being requested as C3 has avoided debt service millage by not entering into this capital improvement to date. If this is not funded

Districts' Responses on Item I. Facilities

by 1.88(A), the local taxpayers will have to absorb this cost in conjunction with any costs associated with clearing C1's debt service millage of \$5, 190,079.00 (as of July 1, 2019).

Clarendon One is requesting additional funds beyond payment to its debt service. The district has identified facility and maintenance needs that include the following:

- Re-roofing of Scott's Branch Middle/ High and Summerton Early Childhood
- Re-surfacing of parking lot at Scott's Branch High and resurfacing of tennis court for physical education class
- Replacement of windows at Saint Paul Elementary
- Renovation to bathroom facilities at the alternative/ Promise School setting, including handicapped accessibility
- Installation of lockers for physical education classes at Scott's Branch High School
- Ventilation system for fine arts classes
- Network connectivity through fiber optical cable between the consolidating districts
- Renovation to wing of high school to accommodate physical education and dance classes

Estimated cost of the above items: \$2.5- 3.0 million

Consolidation: Adding a performing arts wing to FE Dubose Career Center using funding from 1.88(B).

Date TBA. Staff involved would include leadership with consolidated district, FE Dubose Career Center leaders, and leadership from Clarendon 2, Clarendon County Council. Discussions have not yet involved FE Dubose Career Center and Clarendon 2, as we are showing initial interest now. This new wing would service all of Clarendon County, including students in all three districts. Funding needed - \$12 million.

Response from the SCDE: Part I — Facilities — See feedback in J.

J. Attendance Zones, School Configurations, Shared Facilities, and Transportation

Directions: In this section please provide information for the combined districts on anticipated change in attendance zones for schools, planned reconfiguration of schools or school closures, plans for sharing facilities (the consolidation district sharing with other districts), and transportation needs. Some questions for consideration include:

- (1) Will the grade bands at each school building remain the same?
- (2) What opportunities does the consolidated district have for dedicating some facilities to magnet or choice programs?
- (3) Will the consolidated district have an open enrollment policy?
- (4) What are the growth projections for the consolidated district over the next ten years?
- (5) Based on enrollment figures and projections, how many school facilities are needed and will any schools be closed in the next five years?
- (6) Are students' opportunities increased by sharing any facilities with other districts? (Note: Proviso 1.88(B) funds might be available for this purpose.)
- (7) Based upon these projections, what additional transportation resources might be needed?
- (8) Will the consolidated district have GPS routing for school buses?

For any analysis that is not yet complete and included in this submission, please provide the following:

- (1) The anticipated timeline for completion;
- (2) The name and contact information on the staff members responsible for completion of the tasks within that timeline.

If the districts plan to seek Proviso 1.88(A) funding in connection with this topic, please include:

- (1) The amount of the request;
- (2) The purpose for the funding;
- (3) The impact and alternatives if the request is not funded; and
- (4) The contact information of the staff responsible for that activity.

Districts' Responses on Item J: Attendance Zones, School Configurations, Shared Facilities, and Transportation

Question	Response	If no, elaborate	Projected Cost	Person Responsible
Will the grade bands at each school building remain the same?	Clarendon One-Yes Clarendon Three – Yes		N/A	Superintendent/ Board of Trustees
What opportunities does the consolidated district have for dedicating some facilities to magnet or choice programs?	Clarendon One- Yes, there is a possibility, but the same students will be served due to geographical location Clarendon Three – Would like to keep the same schools open as they exist today; however, we are open to exploring special schools or programs within special schools.		N/A	Superintendent/ Board of Trustees
Will the consolidated district have an open enrollment policy?	Clarendon One- Yes, but with limited transportation Clarendon Three – Not at this time, but open to consideration.		N/A	Superintendent/ Board of Trustees

What are the growth projections for the consolidated district over the next ten years?	See Table below.		N/A	
Based on enrollment figures and projections, how many school facilities are needed, and will any schools be closed in the next five years?	Clarendon One- No changes are anticipated. Three schools will continue to operate. Clarendon Three – We do not anticipate additional schools, and, at this time, we do not anticipate closing any schools in the next five years assuming enrollment rates are not affected by consolidation.		N/A	Superintendent/ Board of Trustees
Are students’ opportunities increased by sharing any facilities with other districts? (Note: Proviso 1.88(B) funds might be available for this purpose.)	Clarendon One- yes, if a joint facility is constructed with a different focus Clarendon Three – See above re FE Dubose Career Center		N/A	Superintendent/ Board of Trustees
Based upon these projections, what additional transportation resources might be needed?	Clarendon District One- additional drivers and buses Clarendon Three – Two buses and two drivers.		Estimated cost: Unknown	Superintendent/ Board of Trustees
Will the consolidated district have GPS routing for school buses?	Clarendon District One- No Clarendon Three – We would like to be part of the pilot program provided by the SDE Transportation Department.		N/A	

Growth Projections Table

135 Day ADM (not including pre-K)

	14-15	15-16	16-17	17-18	18-19	5 yr % Change
Clarendon 1	762.36	743.90	740.60	714.91	710.40	-6.8
Clarendon 3	1200.14	1184.12	1190.94	1212.55	1253.34	+4.4

For analysis that is not yet complete and included in this submission, please provide the following:

- (1) The anticipated timeline for completion; July 2021
- (2) The name and contact information on the staff members responsible for completion of the tasks within that timeline. Current Superintendents

If the districts plan to seek Proviso 1.88(A) funding in connection with this topic, please include:

- (1) **The amount of the request;** \$0; if part of the pilot program through SCDE
- (2) **The purpose for the funding;** GPS routing system for school buses
- (3) **The impact and alternatives if the request is not funded;** If not included in the pilot program additional responsibilities will be placed on district personnel; and
- (4) **The contact information of the staff responsible for that activity.**

Response or Comment from the SCDE: The data provided indicates the combined districts have a five-year increase in ADM of 1.24 students. The districts indicate no intention of changing attendance zones. Clarendon One indicates it might have open enrollment with limited transportation, but Clarendon Three does not. Please explain why the districts project a need for additional bus drivers and buses in the single consolidated district.

Final Response: There will be no need for additional bus drivers.

Questions/ Comments from the SCDE: Listed below is the 180-day head count by grade in the districts' schools. Are there plans to review the building capacity (numbers of classrooms, etc.) for each facility in terms of reducing expenditures and/or increasing opportunities for students?

	Total	PK	K5	1	2	3	4	5	6	7	8	9	10	11	12
Scotts Branch High	215	0	0	0	0	0	0	0	0	0	0	79	43	37	56
St. Paul Elem	166	0	0	0	0	50	47	69	0	0	0	0	0	0	0
Scott's Branch Middle	164	0	0	0	0	0	0	0	60	55	49	0	0	0	0
Summerton Early Childhood Ctr	195	36	53	51	55	0	0	0	0	0	0	0	0	0	0
East Clarendon Middle-High	731	0	0	0	0	0	0	0	100	92	110	109	113	108	99
Walker-Gamble Elem	579	55	80	95	90	79	76	104	0	0	0	0	0	0	0
	2050	91	133	146	145	129	123	173	160	147	159	188	156	145	155

Final Response: No schools are predicted to close but East Clarendon Middle High School will need to be expanded based on growth projections in the future.

K. Student Information Systems

Directions: In this section please provide information on how the districts will combine student information systems, including, but not limited to, PowerSchool or its successor, Enrich IEP, assessment data systems, food service systems, and the like.

For any analysis that is not yet complete and included in this submission, please provide the following:

- (1) The anticipated timeline for completion;
- (2) The name and contact information on the staff members responsible for completion of the tasks within that timeline.

If the districts plan to seek Proviso 1.88(A) funding in connection with this topic, please include:

- (1) The amount of the request;
- (2) The purpose for the funding;
- (3) The impact and alternatives if the request is not funded; and

- (4) The contact information of the staff responsible for that activity.

A review of the districts "Student Information Systems" (SIS) PowerSchool and enrich both are provided by SCDE. There will be a minimal cost associated with incorporating these systems minus the time it would take a data coordinator to re-number these systems. Example: if both district's start with 01 02 03, there would need to be a re-numbering of students and district ID not the Student's state ID, those would still stay the same. This would also be the case for Medicaid since the state/provider gives you free access to the system. Both financial systems would need to be merged eventually and student food services. Also, summer feeding programs are not the same, but C3 would use C1's programming. C3 uses MAP for assessment.

PowerSchool (merger completion status July 15, 2020) (cost associated with staff service time)

Enrich (merger completion status July 15, 2020) (Enrich captures PS data nightly) (cost associated with staff service time)

Financial Book of Record (merger completion status is still contingent on discussions that will take place in July 2019 with associated cost assembled by July 30, 2019)

Student Food Services Software (merger completion status is also still contingent on discussions that will take place in July 2019 with associated cost assembled by July 30, 2019)

1 & 2 – No cost associated with the merger of the PS and Enrich systems. Staff responsible for these mergers would be district level data coordinator particularly (Russell Zimmerman CSD1); however, new district would like to host PowerSchool for each student, for a total of \$10,000. The benefits of hosting are as follows: automatic updates, cloud storage, alleviates on the ground staffing, etc.

3. Requesting \$10,000.00 for the purchase and completion of merger into one similar financial book of record. (Laura Fleming CSD3)

4. Requesting \$6,500.00 for the purchase and completion of merger into one similar food service software.

(Annie Taylor CSD1, Gwen Phillips CSD3, Russell Zimmerman CSD1)

Russell Zimmerman CSD1 (803) 734-2505

Laura Fleming CSD3 (843) 659-2188

Annie Taylor CSD1 (803) 574-2120

Gwen Phillips CSD3 (843) 659-2188

Impact: Potential impact if the items above do not receive funding would be delay in services to students in both districts. Built into both requests for funding would be money allotted for technical support services to help provide assistance as to not have loss of services to the home district's students it serves.

Response or Comment from the SCDE: See question in H concerning \$75,000 requested for financial systems there and \$10,000 requested here. Please explain

Final Response: Determined after vendor showcases in December 2019 - January 2020 (iVisions, Smart Fusion, and PowerSchool)

Response or Comment from the SCDE: See question in H concerning same food service systems but request here for \$6,500 to merge to "one similar food service software." Please explain.

Final Response: There will be no additional cost as the districts will be using the same system. However, there will likely be a cost for the merging of the districts' information.

L. Technology

Directions: In this section please provide information on the districts' technology, including – but not limited to – network and infrastructure, information security, backup/recovery systems, status of 1:1 initiatives, status related to online testing, staffing, technology proficiency of technical and instructional staff, integration of technology in classroom instruction, and status of wireless access within buildings, especially capacity for all students to be on 1:1 devices at once.

For any analysis that is not yet complete and included in this submission, please provide the following:

- (1) The anticipated timeline for completion;
- (2) The name and contact information on the staff members responsible for completion of the tasks within that timeline.

If the districts plan to seek Proviso 1.88(A) funding in connection with this topic, please include:

- (1) The amount of the request;
- (2) The purpose for the funding;
- (3) The impact and alternatives if the request is not funded; and

- (4) The contact information of the staff responsible for that activity.

Response or Comment from the SCDE: Part L — Technology — No feedback.

M. Required Plans

Directions: Districts are required to maintain several state and federal plans. In this section please describe how the districts intend to consolidate and improve their plans. At a minimum, please include information on the consolidated district strategic plan, Read to Succeed plan, federal Title plans, IDEA plan, ADEPT plan, and individual school renewal plans.

For any analysis that is not yet complete and included in this submission, please provide the following:

- (1) The anticipated timeline for completion;
- (2) The name and contact information on the staff members responsible for completion of the tasks within that timeline.

If the districts plan to seek Proviso 1.88(A) funding in connection with this topic, please include:

- (1) The amount of the request;
- (2) The purpose for the funding;
- (3) The impact and alternatives if the request is not funded; and
- (4) The contact information of the staff responsible for that activity.

Districts' Responses on Item L: Technology
Backup recovery systems will be used by both Districts for the 19-20 school year and into consolidation. In the consolidated district, all students grades 6-12 are 1:1 with devices that are able to leave campus premises. Ideally, the consolidated district would have an Instructional Technologist, but this position could likely be created through the reduction of current admin and redistribution of duties. C1 currently uses online testing, and this would be adopted by C3 for the 19-20 school year and used by the consolidated district. Both districts are currently wireless, which would continue into consolidation.
Districts' Responses on Item M: Required Plans
Clarendon 3:

Districts' Responses on Item M: Required Plans

At this time, C1 and C3 agree that all current grants will run until grant deadlines and will run concurrently with consolidated grant awards. Current C1 and C3 program area directors will write the 2020-21 grant applications together, unless those have already been authorized by the current district administrations. Once the 18-19 report cards are released, the data can be utilized to write the grants.

Clarendon 1:

Plans	Anticipated Date	Contact Person
District Strategic Plan	Annually, 30 days before required due dates of the Consolidation School Year.	Champagne
Read To Succeed Plan	Annually, 30 days before required due dates of the Consolidation School Year	B. Hill/W. House
Federal Title Plans a. Title I b. Title II c. Title III d. Title IV	Annually, 30 days before required due dates of the Consolidation School Year	Champagne Bryant
CATE	Annually, 30 days before required due dates of the Consolidation School Year	R. Collar* reassignment after submission of preliminary Plan- J. Brown
IDEA Plan	Annually, 30 days before required due dates of the Consolidation School Year	R. Collar
SCTS 4.0 Plan (ADEPT)	Annually, 30 days before required due dates of the Consolidation School Year	R. Collar
School Renewal Plans a. Walker Gamble Elementary b. East Clarendon Middle High c. Summertown Early Childhood Center d. St. Paul Elementary e. Scott's Branch Middle High	Annually, 30 days before required due dates of the Consolidation School Year	Middleton Brown N. Nelson
Capital Improvement	Annually, 30 days before required due dates of the Consolidation School Year	Holliday and Frazier
AdvancED	In Year 2021, the two cited areas have been addressed.	Champagne

Response or Comments from SCDE: The districts' responses about plans do not appear to contemplate creating a merged district plan and resulting changes to school plans, grant applications, etc. Please address how plans will be created for the consolidated district, the staff responsible, and the timeline.

Final Response: Each individual district’s current grants/plans will run until grant deadline and will run concurrently with consolidated grant awards. Federal programs needs assessments will be conducted with both districts, then compiled and prioritized. This information will be utilized for writing the consolidated grants. In Spring 2020, program directors will collaborate to determine what needs are to be included in the 2020-2021 grant proposals, particularly for Federal funds. This includes collaborating on new grant opportunities such as 21st Century, EEDA, and other state and privately funded grants. C1 and C3 personnel will collaborate regarding Federal programs throughout the consolidating process. The newly named program director for the consolidated district will submit plans for approval by SCDE.

N. Outstanding Findings, Litigation, and Potential Liabilities

Directions: Please describe for each district any outstanding regulatory findings, audit findings, pending or anticipated litigation, and other potential liabilities that might impact consolidation.

For any analysis that is not yet complete and included in this submission, please provide the following:

- (1) The anticipated timeline for completion;
- (2) The name and contact information on the staff members responsible for completion of the tasks within that timeline.

If the districts plan to seek Proviso 1.88(A) funding in connection with this topic, please include:

- (1) The amount of the request;
- (2) The purpose for the funding;
- (3) The impact and alternatives if the request is not funded; and
- (4) The contact information of the staff responsible for that activity.

Districts’ Responses on Item N: Outstanding Findings, Litigation, Potential Liabilities
Clarendon Three: There are none.

FINDINGS					
Area or Program	Citations	By Whom?	Completion Date of Correction	By Whom	Projected Cost
Food Service	Propper Use of Management System and Quality of Meals	SCDE	Corrective actions have been taken	Gist	
Alternative School	Need for certified teachers to provide	SCDE	Currently in discussion with having students attend an alternative school in a neighboring district.	Collar	

	instructional services				
Special Services	Documentation; certification, and services	SCDE	Corrective actions have been taken	Collar	
Finance	Audit findings	SCDE	Receiving technical assistance from SCDE. However, need a full-time finance director until shared services can be rendered at least twice weekly.	Champagne/Zimmerman/Board	

LITIGATION		
Case	Parties Involved	Disposition Date
Hawkins vs CSD1	Defendant and CSD1	TBD
Witherspoon vs CSD1	Plaintiff and CSD1	TBD
Chandler vs CSD1	Plaintiff and CSD1	TBD * an additional case after preliminary plan

O. Other Factors Necessary for Consolidation

Directions: Please describe the districts plans for other factors determined to be necessary for consolidation.

For any analysis that is not yet complete and included in this submission, please provide the following:

- (1) The anticipated timeline for completion;
- (2) The name and contact information on the staff members responsible for completion of the tasks within that timeline.

If the districts plan to seek Proviso 1.88(A) funding in connection with this topic, please include:

- (1) The amount of the request;
- (2) The purpose for the funding;
- (3) The impact and alternatives if the request is not funded; and
- (4) The contact information of the staff responsible for that activity.

Districts' Responses on Item O: Other Factors
<p>Other factors to be considered are as follows:</p> <ul style="list-style-type: none"> • Geographic location • Director of Transportation (New District will not consist of adjacent areas) • Technology Upgrades (District Three) • Common Instructional Calendar • Common Standards-based Curriculum • Common Informative Assessment System (Benchmarks, teacher-made assessments, etc.)

APPENDIX A-Proposed Personnel Manual

Category	Person(s) Responsible	Timeline	Projected Cost
Purpose of Policies and Procedures Administration Applications Revision Distribution of District Policies	Human Resources Director (W. Terrill) and CSD3 Designee	August 2019 – September 2019	TBD
Equal Employment Opportunity Nondiscrimination Complaint Procedure- Harassment/Discrimination/Title IX Americans with Disabilities Act Requesting and Accommodation Complaint Procedure Title IX Sexual Harassment/Harassment Workplace Harassment Sexual Harassment Define Hostile Work Environment Responsibilities Employment Eligibility	Human Resources Director (W. Terrill) and CSD3 Designee	September 2019- October 2019	TBD
Employee Conduct Workplace Violence Drug and Alcohol Employee Responsibility Management Responsibility Testing Procedure Conviction Requirements Good Faith Efforts Outside Employment Seat Belt Policy Conflict of Interest Student Confidentiality Absenteeism and Tardiness Dress Code Email and Internet Policy Confidential Information Restrictions Violations Telephone Usage Violations Computer Use Responsibilities Political Activity Professional Standards Obligations Chain of Command and Communication	Human Resources Director (W. Terrill) and CSD3 Designee	October 2019- November 2019	TBD

Reporting Child Abuse			
Employee Classification and Status Changes General Employee Classification Nonexempt and Exempt Status	Human Resources Director (W. Terrill) and CSD3 Designee	November 2019-December 2019	TBD
Recruitment and Selection General Job Announcement Application for Employment Qualifications Screening of Candidates Interviews Reference and Background Checks Disqualification Selection Required Documentation Employment Offers Acceptance of Employment Creating New Positions Promotions Job Assignment-Promotions and Transfers	Human Resources Director (W. Terrill) and CSD3 Designee	November 2019-December 2019	TBD
Personnel Records Personnel Records Confidentiality of Information Employees' Access Rights to Personnel File Information Accuracy of Employee Information	Human Resources Director (W. Terrill) and CSD3 Designee	January 2020-February 2020	TBD
Hour of Work and Compensation General Policy Standard Workweek Standard Workday Rest/Duty Free Periods Pay Period and Pay Day Time Reports Payroll Deductions Wages and Job Descriptions Overtime/Compensatory Time Expense Reimbursement Substitute Pay	Human Resources Director (W. Terrill) and CSD3 Designee	January 2020-February 2020	TBD
Benefits Insurance, Retirement, and Workers' Compensation Health Insurance Extended Health Coverage (COBRA) Retirement Benefit Dental Insurance Workers' Compensation Vacation Sick Leave Family Medical Leave Personal Leave Bereavement Leave Holidays	Human Resources Director (W. Terrill) and CSD3 Designee	February 2020-March 2020	TBD

Employees on Leave Civic and Charitable Duties			
Performance Evaluation General Evaluations Disciplinary	Human Resources Director (W. Terrill) and CSD3 Designee	February 2020- March 2020	TBD
Communicable Diseases General Policy Student/Employees Infected Blood Borne Pathogens	Human Resources Director (W. Terrill) and CSD3 Designee	March 2020-April 2020	TBD
Separation from Service General Procedures Return of District Property Resignation Un-notified Absence Retirement	Human Resources Director (W. Terrill) and CSD3 Designee	March 2020-April 2020	TBD

Appendix B-Feedback Comments from SCDE



STATE OF SOUTH CAROLINA
DEPARTMENT OF EDUCATION

MOLLY M. SPEARMAN
STATE SUPERINTENDENT OF EDUCATION

MEMORANDUM

TO: Barbara Champagne-Ragin, District Superintendent, Clarendon 1
Connie Dennis, District Superintendent, Clarendon 3

FROM: Betsy Carpentier
Deputy Superintendent

DATE: October 10, 2019

RE: Preliminary Plan for Consolidation, Timeline, and Application for Funds

Thank you for submitting the preliminary plan for consolidation of Clarendon 1 and 3. The South Carolina Department of Education (SCDE) offers the following feedback on the preliminary plan, requests for inclusion in the districts' final plan, and additional information on the funding applications.

Consultants

The State Superintendent is concerned with the number of requests from all districts related to hiring consultants. She is suggesting that one person/firm be retained to work with all consolidating districts at a "group rate" to reduce these costs. The proposed topics are:

- Facilities/facilities studies
- Curriculum and instruction alignment
- Policies (the SCDE has discussed a "group rate" with the SCSBA)
- Technology and systems
- Human Resources

If your districts have suggestions of other topics for which this might be a cost effective method, please let me know. If you have suggestions for possible consultants with whom we should negotiate, please pass those names along to me as well.

Website

The SCDE is piloting a new service to districts related to web hosting. We are giving consolidating districts priority related to this effort. If your districts are interested in having a new website for the consolidation transition, to which all other content could be moved on the effective date of consolidation, please contact our CIO, Brian Pratt, at BJPratt@ed.sc.gov.

Procedure

There is no deadline in the proviso for submission of the “final plan”; however, initial funding cannot be released until the SCDE has received and approved that plan. In addition, the legislative delegation will be interested in the final plan in connection with the legislation, passage of which is a condition to release of the rest of the funding. The districts may set their own timeline for completion of the final plan with those caveats in mind.

Part D — Vision for Students

- (a) None of the items in this section appeared to have a timeline for completion or designated staff assigned to ensuring completion. Please advise and add this to your final plan.
- (b) D.1 indicates that “there will be minor or no modifications to operational procedures” in connection with a question about continuity of services and programs. Does this mean that both districts’ operational procedures are identical? Please explain in your final plan.
- (c) D.1 also states that “contracted personnel will be retained during the transition period.” How are the districts defining “transition period”? Does this mean the districts are promising staff that they will remain in their exact positions within the consolidated district in 2021?
 - i. Please note that the State Superintendent recognizes that most small districts have staff who are “wearing many hats,” doing tasks that might in larger districts be split into multiple positions. When the quality of services to students can be improved by reshuffling job duties among existing positions, the Superintendent can support this. When multiple people are assigned identical tasks, or working as if still within a separate district, the Superintendent will not support it without specific justification for its being necessary in an unusual case.
 - ii. The SCDE cautions districts to take care in making statements about employment after consolidation, and to consult their attorneys about such statements.
- (d) As to D.2, are the districts looking at how the consolidation can increase career and technology offerings for students? If so, who is leading this effort, and what is the timeline?
- (e) As to D.3, please note that S.C. Code § 59-59-60 (the Education & Economic Development Act, or EEDA) requires district to organize high school curricula around a minimum of three clusters of study and cluster majors, which are defined in § 59-59-50. Section 59-59-110 asks districts to maximize the number of clusters offered and permits students to transfer to high schools offering the student’s cluster if not offered in the high school in the student’s attendance zone. In your final plan please identify what clusters/majors currently exist in Clarendon 1. As to both districts please identify whether more opportunities will be available to students in the consolidated district and how EEDA transfers will be handled.
- (f) Responses to D.4 indicate that there are at least three areas (literacy, Soft Skills, and writing across content areas) that have common achievement issues for the districts. Do the districts plan to work on these together? Is someone assigned to work across districts

on these instructional priorities? How can the districts pool resources to focus on common instructional goals? Is this something you would want to the state-level consultant to work with you on?

- (g) As to the “lack of AP credit courses” mentioned in D.4, is this a lack of students who are prepared to take AP, or lack of students willing to take AP courses through VirtualSC? (The 2017-18 VirtualSC report shows one student in Clarendon 1 taking an AP course. Please also note the requirement to offer AP courses in S.C. Reg. § 43-234.V.B.1 and 43-258.1)
- (h) Who is assigned to aligning curriculum as indicated in D.5 and what is the timeline? Please note that the preliminary plan appears to have very little consolidation or alignment; currently only Fountas & Pinnell K-2 overlap. The response indicates that most of the curriculum currently in use in Clarendon 3 will be used, plus all “the curricular currently being used by Clarendon One listed above”; in other words, the SCDE questions whether instruction is being aligned and consolidated. In addition, it lists two programs on neither district’s list: AVID and Renaissance Learning. Please note that the SCDE has taken the position that programs new to both districts cannot be funded under 1.88(A) without explanation of how it is necessary to complete consolidation. Please advise how this is being handled.
- (i) Page 9, 1.88 funding lists \$125,000 for common curricular with embedded technology. By email we received a request for \$185,000. Could you please advise which figure is correct? If the districts decide to use 1.88 funding for this, more detail should be in the final plan on what is included in that request.

Part E — Transition Leadership, Community Input, and Facilitation

- (a) The responses to E.1 present two conflicting proposals for transition leadership. How will this be resolved, who is assigned to lead this task, and what is the timeline for completion? Please include this information in your final plan.
- (b) As to E.2, the SCDE is negotiating with the South Carolina School Boards Association (SCSBA) to perform policy alignment services for the eight consolidating districts at a reduced group rate.
- (c) For the public meetings mentioned in response to E.3, the SCDE asks that the final plan include the timeline/list of dates for the proposed meetings.
- (d) The SCDE agrees that a website for the consolidation is a good idea (E.3). Please see the note above about SCDE resources.
- (e) Under 1.88 Funding in this section, requests listed start with the number “6.” On page 9 are requests 1 and 2; the SCDE does not see any requests numbered 3, 4, or 5. Is that what the districts intended?
- (f) Section E.5 indicates Keith Callicutt would be selected as a transitional facilitator if needed, and 1.88 item 8 requests \$150,000 for the facilitator and other items. The SCDE requests a breakdown of planned spending under this request. Is this an estimate of Mr. Callicutt’s costs?
- (g) As to funding request E.1.88-6 (page 12), the SCDE would appreciate a breakdown of which staff are anticipated to receive what amounts of money for how many additional

days/hours above their current contract payments for services related to consolidation. In addition, would those stipends be guaranteed payment, bonus payment, or payment upon receipt of deliverables related to the consolidation? Please note the cap of \$150,000 on payments to consultants, attorneys, and staff.

- i. Generally, the State Superintendent is reluctant to authorize expenditures to existing staff who are working within normal hours expected under their contracts.
- ii. The Superintendent is also concerned about timing of payments.
- iii. In section K you reference work by data coordinators. Would those staff be working additional days beyond the typical contract, and paid from this \$125,000?
- iv. Please provide additional information if the districts select this item for payment under 1.88

Part F — Personnel

- (a) The preliminary plan has two different proposals for how current manuals and policies would be aligned (F.1). The final plan will need one proposal identifying responsible staff and listing timelines.
- (b) Alignment of personnel is another matter that the State Superintendent believes could be handled more efficiently by having one consultant work with all eight districts.
- (c) Section F.2 (salaries) references a Table 1 that is not included in the preliminary plan.
- (d) Section F.2 also lists a Table 2, which estimates \$75,000 in legal fees for “Equalization/Competitive Cost.” If this is a request under 1.88, please provide more detail on what would be included in this in the final plan, and note the \$150,000 cap.
- (e) Section F.2 states that the salary differentials “will be equalized to the highest neighboring District.” How will the districts determine that the job duties, qualifications, and length of service are similar? Are you talking about neighboring districts other than Clarendon 1 and 2? Can the districts afford this?
- (f) F.4 (days assigned to positions) has two different and inconsistent recommendations. The final plan will need one statement, identifying responsible staff and timelines.
- (g) Section F.5 related to duplicative staff lists Clarendon 1 administrative positions and a general (and practical) statement from Clarendon 3, but does not include a plan other than the it “will be work in progress.” Please include a plan, identification of responsible staff, and a timeline. Please also include whether and how the districts will review teaching positions, class sizes, etc. to improve opportunities for students.
- (h) F.6 requests information on retirements and vacancies between plan approval and implementation. Clarendon 1 lists “Positions with Retirees,” but it is not clear whether these are people who will be leaving by July 1, 2021, or whether these are staff already-retired who have returned to work. Do the districts have plans to coordinate positions between now and when consolidation is completed? If so, how will that work and who is responsible?
- (i) As to F.7 (organizational chart) is it correct to assume that the timeline would be after selection of a consolidated board? Please explain in the final plan.

- (j) As to the statement in F.8 about purchasing vehicles, please remember that state law would not allow use of regular passenger vehicles to transport students (S.C. Code § 56-5-195). Please also provide information on why this is necessary to complete consolidation.

Part G — Consolidated Financials and Millage

- (a) The districts did a nice job on this section.
- (b) The final plan should include an alternative to having the state pay \$5.65 million up front to reduce debt. The total award is to be \$3,125,000, so additional plans are needed.
- (c) Please advise whether you would like someone from our Office of Health & Nutrition to consult on CEP.
- (d) Clarendon 3 has almost twice the students (1310) as Clarendon 1 (740), but a little over half of the “operating budget needs” (p. 19) (\$1.6 million versus \$3 million). Expenditures in 2018 were \$13.1 million for Clarendon 3 and \$15.2 million for Clarendon 1. The following is data you submitted for the 2019 report cards. Scotts Branch HS is spending more than twice per pupil (\$20,645) compared to East Clarendon (\$9,223). How will the districts address these disparities in spending?

Financial Data

Current year District level Financial Information

	Clarendon 1		Clarendon 3	
	Our District	Change from Last Year	Our District	Change from Last Year
Average teacher salary	\$43,291	Down from \$45,290	\$47,021	Down from \$47,830
Percent of expenditures for instruction	40.0	Down from 46.6	54.9	Up from 54.7
Percent of expenditures for teacher salaries	31.2	Down from 42.5	48.5	Down from 52.8
Average administrator salary	\$81,712	Up from \$79,458	\$75,325	Up from \$73,538
Dollars spent per pupil (Federal, State, & Local)	\$15,003	Up from \$14,087	\$10,049	Up from \$8,936
Percent of students in poverty (TANF, Medicaid, SNAP, foster child, homeless or migrant)	92.1	Up from 90.5	63.2	Up from 62.2

District	School Name	State & Local Personnel PPE	Federal Personnel PPE	State & Local Non-Personnel PPE	Federal Non-Personnel PPE	Total State & Local PPE	Total Federal PPE	Total PPE
Clarendon 1	Scott's Branch High	\$ 14,624.64	\$ 640.65	\$ 5,077.59	\$ 302.14	\$ 19,702.23	\$ 942.79	\$20,645.02
Clarendon 1	St. Paul Elementary	\$ 7,990.99	\$1,114.62	\$ 3,236.17	\$ 601.01	\$ 11,227.17	\$ 1,715.63	\$12,942.80
Clarendon 1	Scott's Branch Middle	\$ 5,540.39	\$1,273.57	\$ 2,744.02	\$ 987.19	\$ 8,284.41	\$ 2,260.76	\$10,545.17
Clarendon 1	Summerton Early Childhood Center	\$ 9,105.71	\$1,371.15	\$ 3,243.29	\$ 501.39	\$ 12,349.00	\$ 1,872.54	\$14,221.53
Clarendon 1 Total	Central Office	\$ 9,709.85	\$1,080.31	\$ 3,660.34	\$ 552.49	\$ 13,370.20	\$ 1,632.81	\$15,003.00
Clarendon 3	East Clarendon Middle-High	\$ 6,328.88	\$ 524.27	\$ 2,058.11	\$ 311.99	\$ 8,386.99	\$ 836.25	\$ 9,223.24
Clarendon 3	Walker-Gamble Elementary	\$ 6,810.60	\$1,242.35	\$ 2,136.96	\$ 876.38	\$ 8,947.56	\$ 2,118.73	\$11,066.29
Clarendon 3 Total	Central Office	\$ 6,544.64	\$ 845.89	\$ 2,093.42	\$ 564.77	\$ 8,638.06	\$ 1,410.66	\$10,048.73

Part H — Assets, Inventory & Contractual Obligations

- (a) Could you please explain the differences between the request on page 23 for \$75,000 and the request on page 30 for \$10,000? (Both reference financial systems.)
- (b) Please indicate which financial system has been selected as the one for the consolidated district or for shared services.
- (c) Please describe the other software being purchased for \$150,000, if this is to be purchased with 1.88 funds.
- (d) Is the \$210,000 listed on page 23 a request under 1.88, or a statement of plans to use existing district funding? If it is a request, please break out the expenditures among the items listed if you plan on using 1.88 funds.

- (e) Although you have listed “NA” because both districts have the same school nutrition software, a vendor for the Orangeburg districts (MealsPlus) is attempting to charge for a data file export that does not meet the needs for the PowerSchool “pupils in poverty” connector through LevelData. If that is your vendor you may want to explore what other charges may be incurred.
- (f) You also have a request in section K for \$6500 to merge “into one similar food service software”? If you have the same systems, why would you need a “similar” software?

Part I — Facilities — See feedback in J.

Part J — Attendance Zones, School Configurations, Shared Facilities, Transportation

- (a) The data provided indicates the combined districts have a five-year increase in ADM of 1.24 students. The districts indicate no intention of changing attendance zones. Clarendon One indicates it might have open enrollment with limited transportation, but Clarendon Three does not. Please explain why the districts project a need for additional bus drivers and buses in the single consolidated district.
- (b) If the districts are requesting 1.88(A) funding and have a need for more buses, please indicate an amount in your final plan and why that is necessary for consolidation.
- (c) Listed below is the 180-day head count by grade in the districts’ schools. Are there plans to review the building capacity (numbers of classrooms, etc.) for each facility in terms of reducing expenditures and/or increasing opportunities for students?

	Total	PK	K5	1	2	3	4	5	6	7	8	9	10	11	12
Scotts Branch High	215	0	0	0	0	0	0	0	0	0	0	79	43	37	56
St. Paul Elem	166	0	0	0	0	50	47	69	0	0	0	0	0	0	0
Scott's Branch Middle	164	0	0	0	0	0	0	0	60	55	49	0	0	0	0
Summerton Early Childhood Ctr	195	36	53	51	55	0	0	0	0	0	0	0	0	0	0
East Clarendon Middle-High	731	0	0	0	0	0	0	0	100	92	110	109	113	108	99
Walker-Gamble Elem	579	55	80	95	90	79	76	104	0	0	0	0	0	0	0
	2050	91	133	146	145	129	123	173	160	147	159	188	156	145	155

Part K — Student Information System

- (a) See question in H concerning \$75,000 requested for financial systems there and \$10,000 requested here. Please explain.
- (b) See question in H concerning same food service systems but request here for \$6,500 to merge to “one similar food service software.” Please explain.

Part L — Technology — No feedback.

Part M — Required Plans

- (a) The districts’ responses about plans do not appear to contemplate creating a merged district plan and resulting changes to school plans, grant applications, etc. Please address how plans will be created for the consolidated district, the staff responsible, and the timeline.

Part N — Outstanding Findings, Litigation, and Potential Liabilities — No feedback.
Part O — Other Factors — No feedback.

Appendix C: Proposed Proviso 1.88 (A) Budget

Districts	Sec	Purpose (District Description)	Amount	Category	Notes
Clarendon One and Three	H	Merge finance and payroll systems	\$ 75,000	Align Administrative Systems-Software	Common vendor to be selected from Infinite Visions, Harris School Solutions or PowerSchool Financial Solutions
Clarendon One and Three	H	Networking and operating systems Hardware is needed to combine the two districts together	\$ 25,000	Align Administrative Systems-Software	
Clarendon One and Three	K	Cost for Meals Plus Integration with PowerSchool	\$ 5,000	Align Administrative Systems-Software	This is an estimate. Waiting to hear from Orangeburg Consolidated for a more accurate cost
Consolidated Board	E	Costs of contracting with a consultant to guide the consolidated board and cover costs of additional consulting, studies, surveys for decision-making on salaries, facilities, and other consolidation matters.	\$ 30,000	Consolidation Consultants-Staff-Attorneys	Part of the \$150,000 Consultants Cap
Clarendon One and Three	E	Supplement current district leadership staff to assist with consolidation	\$ 30,000	Additional job responsibilities	From Proviso 1.88 (A)
Consolidated Board	E	Consolidated Board Stipends	\$ 50,000	Consolidation Consultants-Staff-Attorneys	Part of the \$150,000 Consultants Cap
Clarendon One and Three	F	Legal Fees - Equalization/Competitive Cost	\$ 30,000	Consolidation Consultants-Staff-Attorneys	Part of the \$150,000 Consultants Cap

Clarendon One and Three	D	Common curricular for both districts with embedded technology; New contracts for software programs that both district use to support instructional practices and books for media center at Scott's Branch High/Middle and Saint Paul Elementary books for media centers across the district	\$ 185,000	Curriculum & Instruction	The complete list of software needs is in development
Clarendon	G	Upfront trust to pay off C1 debt service without local impact	\$ 5,190,079.00 (initial asking of \$2,250,000).	Debt Service	Districts are requesting that the local delegation enact legislation to make Proviso funding recurring or that additional funding is attached to Senate Bill 203; additional funding will be utilized to pay down remaining C1 debt service.
Clarendon One and Three	F	Salary equalization	\$ -	Salary Equalization	Locally funded; If the SC General Assembly allocates additional funding, some may be used for salary equalization the first year and then in subsequent years, salaries will be paid from the local tax base.
Clarendon One and Three	H	Purchase of 3 multi-passenger vehicles for staff travel within district and professional development opportunities and a maintenance vehicle for Clarendon One	\$ 120,000		Vehicle type has yet to be determined, but most likely minivan or cargo van; No students will ride in vehicles

		SCDE Consultants for Curriculum, Facilities, Finance, Personnel	\$ 115,000		Part of the \$125,000 State Consultant Cap
Clarendon One and Three	K	New district would like to host PowerSchool for each student, for a total of \$10,000.	\$ 10,000	SIS	Part of the \$125,000 State Consultant Cap
Clarendon One and Three	L	As noted in the narrative, other equipment will be purchased, including computers, interactive boards	\$ 235,000		Funded through Proviso 188 (A)
Consolidated Board	E	Fees to SCSBA for developing and revising policies	\$ 10,000		Funded through Proviso 188 (A)
Consolidated Board		Expenses for consolidated board including professional development, travel, conferences, public relations for superintendent search, administrative cost, office space and rental of facility for meetings, and other related expenses	\$ 200,000		Funded through Proviso 188 (A)

This plan or funding request exceeds the initial allocation of \$3,125, 000.00

Appendix C-REQUEST FOR PROPOSAL

Clarendon School District 1 and Clarendon School District 3

REQUEST FOR PROPOSAL PROFESSIONAL FACILITATOR SERVICES

DESCRIPTION

The Board of Trustees for Clarendon School District 1 and Clarendon School District 3 are accepting proposals for a qualified professional to serve as a facilitator for the consolidation of Clarendon School District 1 and Clarendon School District 3. The two Boards of Trustees have submitted a joint preliminary plan for consolidation to the South Carolina Department of Education. This plan describes many of the details that must be addressed in order for the consolidation to occur by July 1, 2021. This plan will be made available to interested applicants.

A. DESCRIPTION OF THE DISTRICTS

Clarendon School District 1 operates 3 schools with approximately 747 students. Clarendon School District 3 operates 2 schools and has approximately 1,305 students. Clarendon School District 1 is governed by a 9-member Board; and Clarendon School District 3 is governed by a 7-member Board. The Boards of Trustees determine the operating policies of the Districts and such policies are implemented by their Superintendents and their staffs.

B. SCOPE OF WORK TO BE PERFORMED

The Boards of Trustees expect the Facilitator to assist and advise them in all aspects of the consolidation and related matters as requested by the Boards. The primary responsibility of the facilitator will be to implement the planned strategies identified in the Plan, beginning with Year 1. Some initial requirements and expectations of the two Boards of Trustees are as follows:

1. Possessing knowledge of Proviso 1.88, Senate Bill 203 and pending State legislation regarding district consolidation;
2. Reviewing and developing familiarity with the preliminary consolidation plan;
3. Determining a priority list of needs, goals, and timelines to further the consolidation;
4. Assisting the Boards of Trustees in developing a final consolidation plan for State Department approval;
5. Providing a progress report and recommendations to the two Boards of Trustees at least monthly;

6. Facilitating joint meetings of the Boards of Trustees and any committees authorized by the Boards;
7. Working cooperatively with both Superintendents throughout the entire process;
8. Planning and promoting public communication and interaction regarding the consolidation;
9. Interfacing and communicating with representatives of the South Carolina Department of Education, local legislative delegation, County, and other State and local agencies; and
10. Any other duties as requested and assigned by the two Boards of Trustees regarding the consolidation plan, i.e., bringing the plan to fruition.

The two Boards of Trustees will welcome suggestions from the Facilitator to make the consolidation transparent and workable.

C. AWARD EVALUATION CRITERIA

Proposals shall be evaluated based on the requirements set forth in this RFP. Selection of this Facilitator will be at the discretion of the District and will be based on the proposal that the Districts deem to be the most responsive and responsible and serves the best interests of the District. It is in the intent of the Districts to negotiate and enter into a contract with the selected Facilitator following a Notice of Intent of Selection.

During the evaluation process, the Boards of Trustees reserve the right to request additional information or clarifications on proposals. At the discretion of the Boards, individuals submitting proposals may be requested to make an oral presentation to the Boards of Trustees after the proposal opening. The purpose of the oral presentation will be to provide an opportunity for the proposed facilitator to clarify their proposals and for the Boards of Trustees to ask questions.

D. QUALIFICATIONS

Prospective facilitators should possess a background in educational leadership and/or education consulting with experience working with School Boards and their Administrators, the SC State Department of Education and state and local government officials. Prospective facilitators are invited to submit a proposal to facilitate the consolidation plan based on the scope of work as identified in Section B above.

E. APPLICATION PROCESS

1. The deadline for receipt of proposals is Friday, November 15, 2019 at 3:00 p.m. Proposals should be mailed to ensure the Districts' receipt by this deadline.

2. All proposals must:

- a. Identify the proposer's Point of Contact;
- b. Include a description of all services the facilitator seeks to provide;

- c. Provide a resume or CV with references which should reflect the proven experience providing similar facilitations services to local governments, non-profit organizations, or school districts;
- d. Contain a fee schedule which includes an hourly rate; and
- e. Provide an estimated number of hours for completion of services as described in the Scope of Work section in this Request for Proposals.

3. Prospective facilitators must prepare two sets of their responses. Each set consists of one clearly identified original and five (5) copies of the response. You must mail one set of your responses to each school district as noted below:

Clarendon School District 1	Clarendon School District 3
ATTN: Ms. Barbara Champagne, Superintendent 12 S Church Street Summerton, SC 29148	ATTN: Dr. Connie J. Dennis, Superintendent P.O. Drawer 270 Turbeville, SC 29162

- * Outside envelope **MUST be SECURELY SEALED** and marked clearly and visibly as a **RESPONSE TO THE RFP FOR FACILITATOR SERVICES.**
- * The Districts do not take responsibility for unmarked envelopes.
- * Faxed or emailed responses **WILL NOT** be accepted.

Proposals will be opened at the above location on Friday, November 15, 2019 at 4:00 p.m. Responses will be opened by the District Superintendents. No consideration of award will be made at this time.

F. AWARD/CONTRACT TERM

The term of the contract with the successful proposer shall be negotiated based upon the amount of time that the facilitator and districts believe is needed for the project.

SPECIAL TERMS AND CONDITIONS:

- * Evaluation Committee will be composed of the Boards of Trustees and the District Superintendents and the evaluation procedures will be based upon the requirements for the RFP.
- * Proposals are to include all requested information and any additional information that may add merit to the proposal. Proposals that do not include all of the required minimum services will not be considered.
- * Submitting a proposal does not constitute an expressed or implied contract with the Districts. The final approval of the Facilitator will be made by the Districts.
- * The solicitation may be amended by the Boards at any time prior to opening. Proposals cannot be changed after submission unless the Boards’ modifications to the RFP make the proposal obsolete.

- * Offers may be withdrawn by written notice at any time before the proposal opening. A proposal may be withdrawn in person prior to the proposal opening provided that the person signs a receipt for the proposal.
- * The Districts may cancel this RFP in whole or in part. The Districts may reject any or all proposals in whole or in part.
- * The Boards of Trustees reserves the right to waive any technicalities in the Request for Proposal. In addition, the Boards may reject any proposal that contains prices for items or services that are inconsistent or unrealistic when compared to other prices and would not be in the best interest of the Districts.
- * There is no expressed or implied obligation for the Boards or their Districts to reimburse responding individuals for any expenses incurred in preparing proposals in response to this request.
- * Facilitators will warrant that there is no conflict of interest with their other consulting contracts or employment and their work to be performed under this contract. Facilitator must agree to advise the Boards if such conflicts of interest arise during the term of the contract. Facilitators will avoid all circumstances and actions, which would reasonably place the Facilitator in a position of divided loyalty with respect to its obligations under the contract.
- * Funds for this contract are payable from anticipated State and/or Local appropriations. In the event sufficient appropriations are not made to pay the charges under the contract, the Boards shall terminate without any further obligation to the Facilitator.

***Please send questions related to this RFP, and/or requests
for copies of the consolidation plan to:***

Clarendon School District 1	Clarendon School District 3
ATTN: Ms. Barbara Champagne, Superintendent 12 S Church Street Summerton, SC 29148	ATTN: Dr. Connie J. Dennis, Superintendent P.O. Drawer 270 Turbeville, SC 29162 connie.dennis@clarendon3.org

Appendix D

**Clarendon School District One
Debt Service**