

Charter School - 2017 Annual Report

1. INSTRUCTIONS

All charter schools are required by law to submit an Annual Report to the Georgia Department of Education by November 1 of each year [O.C.G.A. §20-2-2067.1(c)].

Your charter school's 2017 Annual Report requirement will be satisfied by completing the required tabs in this Charter Schools Annual Report Form and submitting this Form along with required attachments (see Table 1 below) via email no later than 12:00 Midnight on Wednesday, November 1, 2017 (see submission instructions below).

If you contract with an EMO, CMO or other education service provider, you are required to answer the questions in Tab 2.

OUTLINE

Tab 1: Instructions

Tab 2: School Information

Tab 3: Governing Board

Tab 4: Governance Accountability

Tab 5: Academic Accountability

Tab 6: Operational Accountability

Tab 7: Promising Practices

Tab 8: Autonomy

Tab 9: Authorizer

REQUIRED ATTACHMENTS

1

2

You must submit up to five required items via a single email no later than Midnight, Wednesday, November 1, 2017 to satisfy your charter school's annual report requirements as follows:

3

Attachment 1: This Annual Report Form with answers to all the questions including all 2017-18 answers

4

Attachment 2: Proof of 2017 Georgia non-profit status

5

Attachment 3: Audit Report (audited financial statements)

6

Attachment 4: Signed and Notarized Governing Board Training Affidavit

7

Attachment 5: Signed and Notarized Annual Report Submission Affidavit

TABLE 1

WHICH ATTACHMENTS IS YOUR CHARTER SCHOOL REQUIRED TO SUBMIT?

If your school is a...	Att. 2 Proof of 2016 Georgia non- profit status	Att. 3 Audit Report	Att. 4 Governing Board Training Affidavit	Att. 5 Annual Report Submission Affidavit
A. <u>Conversion</u> charter school + Charter is NOT YET held by a Georgia non-profit AND + School is INCLUDED in your local school system audit	NO	NO	YES	YES
B. <u>Conversion</u> charter school + Charter is held by a Georgia non-profit AND + School is INCLUDED in your local school system audit	YES	NO	YES	YES
C. <u>Conversion</u> charter school + In your first year of operation AND + Charter is held by a Georgia non-profit AND + School is NOT included in local school system audit	YES	NO	YES	YES
D. <u>Conversion</u> charter school + In your second or later year of operation AND + Charter is held by a Georgia non-profit AND + School is NOT included in local school system audit	YES	YES	YES	YES
E. <u>Start-up</u> charter school + In your first year of operation AND + No Revenues or Expenditures in previous year	YES	NO	YES	YES
F. <u>Start-up</u> charter school + In your first year of operation AND + Your school had Revenues or Expenditures in the previous year	YES	YES	YES	YES
G. <u>Start-up</u> charter school + In your second or later year of operation	YES	YES	YES	YES

INSTRUCTIONS FOR SUBMITTING REQUIRED ATTACHMENTS

To properly submit Attachment 1: Annual Report Form you must perform the following steps.

STEP ONE: Before you go any further, save this Excel spreadsheet on your computer. To do this:

Pull down the File menu from the upper left of your screen

Press "Save As"

Select "Desktop "or whatever location you chose on your computer

Enter "Your Charter School Name - Annual Report 2017" -- *but be sure to enter the actual name of your school instead of "Your Charter School Name". Be sure to put your school name FIRST, as in the example.*

Press Save.

STEP TWO: Answer all the questions in Tabs 2-9.

Be sure to Save your file frequently while you are working on it so that you don't lose any of your answers.

STEP THREE: Once you have answered the questions, Save your file one last time.

STEP FOUR: Attach your completed file to an email addressed to kpritchard@doe.k12.ga.us along with the Attachments (2 ,3, 4, and 5) that you are required to submit (*see Table 1 at lines 8-12 above*).

STEP FIVE: Enter *Annual Report 2017 - Your School Name* as the Subject line of your cover email (be sure to replace "Your School Name" with the actual name of your school - -and be sure to put your school name first in the title of your Attachment 1 file).

STEP SIX: Indicate in your cover email what files you have attached to your email.

STEP SEVEN: Please indicate in your cover email which group (A-G) your school is in (*see Table #1 at lines 8-12 above*).

STEP EIGHT: Press Send.

STEP NINE: Check to be sure you receive an email within one business day from kpritchard@doe.k12.ga.us in which we confirm that we received your submission.

STEP TEN: Check to be sure that you receive a follow-up email within TEN business days.

Once we receive your initial submission, we will review it to see if you answered all required questions and submitted all required attachments.

We will then send you a follow-up email saying your submission was complete or that your submission is rejected.

If your submission is rejected, you will have to address the issues raised and then resubmit a completed Annual Report Form and attachments before the November 1, 2017 deadline.

PLEASE NOTE: Your legal obligation to submit your Annual Report is not met until you receive a follow-up email confirming that your submission is complete.

You should therefore not wait until November 1 to submit your Annual Report -- since you may have missed something and therefore would have no time to revise and resubmit your Annual Report Form and attachments.

We strongly recommend that you start answering the questions in Tabs 2-9 IMMEDIATELY upon receipt of this file.

41 To properly submit Attachment 2: Proof of non-profit status you must perform the following steps.

42 **STEP ONE:** Open an Internet browser window on your computer and go to <https://ecorp.sos.ga.gov/BusinessSearch>

43 **STEP TWO:** Type in your charter school's name.

44 **STEP THREE:** Click on your school to bring up your most recent Annual Registration Form.

45 **STEP FOUR:** Save your Annual Registration Form as a PDF file with and name the PDF file *Your School Name - non-profit*.

46 **STEP FIVE:** Attach the PDF file you saved in STEP FOUR (*at Line #41 above*) to the email you are sending us with your Annual Report Form (*see Line #26 above*).

47 To properly submit Attachment 3: Audit Report you must perform the following steps.

48 **O.C.G.A. 20-2-2065(b)(7)**, the State Board of Education charter rules, and your charter contract require that you submit an independent Audit Report conducted by the State Auditor or a Georgia licensed CPA.

49 **NOTE:** The Audit Report must include the opinion of the auditor as regards the accuracy of your school's accounting records, financial position, change in financial position, compliance with rules of various governing entities, including GAGAS (Generally Accepted Government Auditing Standards (the "Yellow Book") or, for those schools not yet converted to GAGAS, compliance with GAAP (Generally Accepted Accounting Principles). Charter Schools as defined by O.C.G.A. 20-2-2062 are public schools, therefore the Governmental Accounting Standards Board (GASB) Statements and Interpretations constitute GAAP.

50 If your school's audit firm cannot complete your audit in time to submit it by November 1, 2017, then you must submit your school's unaudited financial statements (Statement of Net Assets, Statement of Activities, and all Fund Financial Statements that have yet to be audited) by November 1, 2017 along with a letter from your auditor explaining why the deadline will not be met -- and then submit the Audit Report when it is completed.

51 If this applies to your school, please note that your school's legal obligations are not met unless you **BOTH** submit the unaudited financial statements by November 1, 2017 **AND** then submit the Audit Report when it is completed.

52 **STEP ONE:** Request that your Auditor present to you in a PDF file your FY 2017 Audit Report or (*if your Audit will not be done by November 1*) your FY 2017 unaudited financial statements with a letter explaining why the audit will not be done on time.

53 **STEP TWO:** Name the files *Your School Name - 2017 Audit Report* and attach the PDF file(s) you received from your Auditor in STEP ONE (*at line #48 above*) to the email you are sending us with your Annual Report Form (*see Line #26 above*).

54 To properly submit Attachment 4: Signed Governing Board Training Affidavit you must perform the following steps.

55 **STEP ONE:** Save this Word Document on your computer. To do this:

56 Pull down the File menu from the upper left of your screen

57 Press "Save As"

58 Select "Desktop "or whatever location you chose on your computer

59 Enter "Your Charter School Name - Governing Board Training Affidavit 2017" -- *but be sure to enter the actual name of your school instead of "Your Charter School Name", and put the school name first*

60 Press Save.

61 **STEP TWO:** Fill out the name of your school in the document

62 **STEP THREE:** Print the Affidavit

63 **STEP FOUR:** Have your governing board chair sign and the Affidavit in front of a notary public

64 **STEP FIVE:** Scan and save into a PDF file your signed "Your Charter School Name - Governing Board Training Affidavit 2017" -- but be sure to enter the actual name of your school instead of "Your Charter School Name", and put the school name first

65 **STEP SIX:** Attach your signed and notarized Governing Board Training Affidavit file to the email you are sending with your Annual Report Form.

66	To properly submit <u>Attachment 5: Signed Annual Report Submission Affidavit</u> you must perform the following steps.
67	<u>STEP ONE:</u> Save this Word Document on your computer. To do this:
68	Pull down the File menu from the upper left of your screen
69	Press "Save As"
70	Select "Desktop "or whatever location you chose on your computer
71	Enter "Your Charter School Name - Annual Report Submission Affidavit 2017" -- <i>but be sure to enter the actual name of your school instead of "Your Charter School Name", and put the school name first</i>
72	Press Save.
73	<u>STEP TWO:</u> Fill out the name of your school in the document
74	<u>STEP THREE:</u> Print the Affidavit
75	<u>STEP FOUR:</u> Sign and have notarized the Affidavit
76	<u>STEP FIVE:</u> Scan and save your signed Annual Report Submission Affidavit with "Your Charter School Name - Annual Report Submission Affidavit 2017" -- but be sure to enter the actual name of your school instead of "Your Charter School Name", and put the school name first
77	<u>STEP SIX:</u> Attach your signed and notarized Annual Report Submission Affidavit file to the email you are sending with your Annual Report Form (see Line #26 above).

78	Documents or Information you may need as you answer the questions in this Annual Report Form
79	Legal Documents/Governance Information
80	• Your school's current charter contract
81	• Contact information for Chair of the School Governing Board
82	• Board meeting minutes for the 2016-17 school year
83	• Proof of non-profit status (<i>if required</i>)
84	
85	Financial Documents
86	• Statement of Net Assets
87	• Unaudited Financial Statements
88	• Contract agreements with service providers
89	• Lease agreement (<i>if school has a lease</i>)
90	• Contact info for CFO and Auditor
91	• CFO's resume
92	
93	Academic Data
94	• Progress toward your academic goals
95	• Significant accomplishments in the 2016-17 school year
96	Personnel Information
97	• Certification information
98	• Background check information
99	Enrollment Information
100	• Enrollment numbers for 2012-13, 2013-14, 2014-15, 2015-16, 2016-17 and 2017-18 school years
101	• Lottery data and enrollment process
103	General School Information
104	• District and School Codes (accessible via https://portal.doe.k12.ga.us/login.aspx)
105	• Principal contact information
106	• Address(es) for school campuses

107	FILLING OUT THE REST OF THE 2017 ANNUAL REPORT FORM
108	To fill out the rest of the 2017 Annual Report Form, please provide answers to each question beginning with Tab 2 and proceeding from tab to tab until you are done.
109	Instructions are provided throughout the Annual Report Form to clarify what is being requested and where you should place your answers.
110	Please note that if you are asked to type in an answer, the cell will expand to hold your entire answer.
111	This Annual Report Form has been formatted so you can print the first four columns of all 9 tabs at once. To do so, select <u>File</u> from the menu in the upper left of your screen, select <u>Print</u> , and then select <u>Print Entire Workbook</u> .
112	If you need additional info about anything in the Annual Report Form, PLEASE SEND YOUR QUESTIONS VIA EMAIL (NO PHONE CALLS) TO kpritchard@doe.k12.ga.us and be sure to include your school name and the specific line number(s) about which you are asking. You will receive a reply within five business days.
113	YOU MUST EMAIL YOUR QUESTIONS; WE ARE UNABLE TO ANSWER PHONE CALLS ABOUT THE ANNUAL REPORT FORM FROM 130 SCHOOLS
114	THANK YOU!

Charter School - 2017 Annual Report

3. GOVERNANCE ACCOUNTABILITY

This section provides you an opportunity to show the Governance Accountability of your school. Please verify the data you entered for last year is correct.

The information for this section comes from your governing board roster and your meeting minutes.

279 GOVERNANCE ACCOUNTABILITY

280 CHAIR OF THE GOVERNING BOARD	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
281 Name of your Governing Board Chair	Lara Hodgson	Lara Hodgson	Lara Hodgson	Lara Hodgson	Lara Hodgson							
282 Direct Phone Number	678-429-1707	678-429-1707	678-429-1707	678-429-1707	678-429-1707							
283 Email Address	lhodgson@gmail.com	lhodgson@gmail.com	lhodgson@gmail.com	lhodgson@gmail.com	lhodgson@gmail.com							
284 If you had more than one Governing Board Chair last year, please enter:												
285 Name of earlier Governing Board Chair												
286 Direct Phone Number												
287 Email Address												

288 GOVERNING BOARD MEMBERS AND MEETINGS	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
289 How many active members are on the Governing Board?	5	5	5	4	5							
290 How many meetings did the Governing Board have last year, and how many are scheduled for this year?	13	11	10	8	10							
291 How many Governing Board members typically attended board meetings last year?	4	3	3	3	3							

292 GOVERNANCE	Enter YES or PARTIALLY only for those that apply in each School											
	Year											
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
293 Board has a leadership succession plan	Yes	Yes	Yes	Partially	Partially							
294 Board meetings focus primarily on education	Yes	Yes	Yes	Yes	Yes							
295 Board meetings include frequent review of student assessment results	Yes	Yes	Yes	Yes	Yes							
296 Board meetings include a review of curriculum effectiveness	Yes	Yes	Yes	Yes	Yes							
297 Board meetings include a review of the effectiveness of instructional methods	Yes	Yes	Yes	Yes	Yes							
298 Board members participate in guided classroom walkthroughs at least once per year	Yes	Yes	Yes	Yes	Yes							
299 Board members focus on governance and stay out of management decision making	Yes	Yes	Yes	Yes	Yes							
300 Board members do not interfere with school operations	Yes	Yes	Yes	Yes	Yes							
301 Board members donate volunteer time to the schools	Yes	Yes	Yes	Yes	Yes							
302 Board members donate financially to the schools	Yes	Yes	Yes	Yes	Yes							
303 Other Governance best practices (Please insert in space below and enter YES or PARTIALLY in the columns to the right)												
304												
305												
306												
307												
308												
309												

310 TRAINING FOR THE GOVERNING BOARD

311 For **EXISTING GOVERNING BOARDS AND MEMBERS**, The Charter school governing board members must participate in a minimum of nine (9) hours of annual training

312 Governing Board Member Name	Year(s) of Service	Financial Governance Training			Whole Board Governance Team Training			Topics within the Standards for Effective Governance of GA Nonprofit Charter School Governing Boards		
		Topics			Topics			Topics		
		# of Hours	Provider	# of Hours	Provider	# of Hours	Provider	# of Hours	Provider	# of Hours
313 Lara Hodgson	7 Years	Financial Compliance	2	GCSA	Best Practices in Charter School Governance, SCSC Expectations	3	GCSA-SCSC Retreat	Legal Requirements of a State Charter School, Academic Accountability for State Charter Schools, Mitigating Enrollment Variance, Student Rights & Discipline, Charters as Employers	7	GCSA
314 Ronald Skeete	6 Years	Financial Compliance	2	GCSA	Best Practices in Charter School Governance, SCSC Expectations, Self-Evaluation Review	4	GCSA-SCSC Retreat	Legal Requirements of a State Charter School, Academic Accountability for State Charter Schools, Mitigating Enrollment Variance, Student Rights & Discipline, Charters as Employers, Veteran Board Members Case Study Analysis	8	GCSA
315 Karen Degrammont	7 Years	Financial Compliance	2	GCSA	Best Practices in Charter School Governance, SCSC Expectations	3	GCSA-SCSC Retreat	Legal Requirements of a State Charter School, Academic Accountability for State Charter Schools, Mitigating Enrollment Variance, Student Rights & Discipline, Charters as Employers	7	GCSA
316 Jim Millman	4 Years	Financial Compliance	2	GCSA	Best Practices in Charter School Governance, Self-Evaluation Review	3	GCSA-SCSC Retreat	Legal Requirements of a State Charter School, Academic Accountability for State Charter Schools, Mitigating Enrollment Variance, Student Rights & Discipline, Charters as Employers	7	GCSA
317										
318										
319										
320										
321										
322										

323 For **NEW GOVERNING BOARDS AND MEMBERS**, The NEW Charter school governing board members (including past governing board members with a break in service of greater than one year) and the entire governing board of newly-approved charter schools must participate in a minimum of fifteen (15) hours of training within their first year of service as governing board members.

324 Governing Board Member Name	Best practices, constitutional and statutory requirements, and applicable statutes, rules, and regulations			Charter School Finance and Budgeting Training			Financial Governance Training			Whole Board Governance Team Training			Topics within the Standards for Effective Governance of GA Nonprofit Charter School Governing Boards		
	Topics	# of Hours	Provider	Topics	# of Hours	Provider	Topics	# of Hours	Provider	Topics	# of Hours	Provider	Topics	# of Hours	Provider
325 Kristy Kueber-Pope (Joined May 2017)				Fiscal Responsibility, How Schools are Funded, Strategic Planning, Budgeting, Risk, Internal Controls, Audits, Financial Reporting, OBE			GAODE Office of Finance and Budget, SBCE	3							
326															
327															
328															
329															
330															
331															
332															
333															
334															
335															

336 You have reached the end of Tab 3: Governance Accountability.
337 Please proceed to Tab 4: Academic Accountability and continue answering the questions there.

Charter School - 2017 Annual Report

4. ACADEMIC ACCOUNTABILITY

This section provides you an opportunity to show the Academic Accountability of your school. Please verify the data is correct. If you have questions or concerns about the data, please send your questions via email to kpritchard@doe.k12.ga.us. DO NOT CHANGE THE DATA

The information for this section comes from both your charter contract (where you will find the goals and performance measures for each year) and your accountability system data (where you will find your actual performance for each year of your charter term)

Line #

338	Please VERIFY the Accountability Report below.												
339	School Name: Atlanta Heights Charter School												
340	Charter Term: 6/30/2018												
341	Achievement of Academic and Organizational Goals												
						Legend:	Met	Not Met	Improvement				
342	State Performance Targets:	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
343		2012-13		2013-14		2014-15		2015-16		2016-17		2017-18	
344	End-of-Grade Performance Targets												
345	Elementary School												
346	English/Language Arts	N/A	N/A	N/A	N/A	60.3	42.3	63.6	31.1	66.9	37.0	70.2	
347	Mathematics	N/A	N/A	N/A	N/A	63.8	44.1	66.8	44.1	69.8	52.1	72.8	
348	Science	N/A	N/A	N/A	N/A	57.4	32.7	61.0	35.4	64.6	30.0	68.2	
349	Social Studies	N/A	N/A	N/A	N/A	59.7	37.4	63.1	35.6	66.5	32.0	69.9	
350	Middle School												
351	English/Language Arts	N/A	N/A	N/A	N/A	60.3	38.9	63.6	40.6	66.9	40.7	70.2	
352	Mathematics	N/A	N/A	N/A	N/A	63.8	27.8	66.8	45.0	69.8	44.8	72.8	
353	Science	N/A	N/A	N/A	N/A	57.4	23.0	61.0	26.6	64.6	23.9	68.2	
354	Social Studies	N/A	N/A	N/A	N/A	59.7	23.1	63.1	33.2	66.5	22.8	69.9	
355	End-of-Course Performance Targets												
356	9th Grade Literature	N/A	N/A	N/A	N/A	61.5	N/A	64.7	N/A	67.9	N/A	71.1	
357	American Literature	N/A	N/A	N/A	N/A	59.0	N/A	62.4	N/A	65.8	N/A	69.2	
358	Coordinate Algebra	N/A	N/A	N/A	N/A	56.4	N/A	60.0	N/A	63.6	N/A	67.2	
359	Analytic Geometry	N/A	N/A	N/A	N/A	55.6	N/A	59.3	N/A	63.0	N/A	66.7	
360	Physical Science	N/A	N/A	N/A	N/A	50.1	N/A	60.2	N/A	58.5	N/A	62.7	
361	Biology	N/A	N/A	N/A	N/A	56.6	N/A	60.2	N/A	63.8	N/A	67.4	
362	U.S. History	N/A	N/A	N/A	N/A	61.6	N/A	64.8	N/A	68	N/A	71.2	
363	Economics	N/A	N/A	N/A	N/A	58.3	N/A	61.8	N/A	65.3	N/A	68.8	
364	Percent of students scoring at Developing or above on the Georgia Milestones EOGs and EOCs	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
365		2012-13		2013-14		2014-15		2015-16		2016-17		2017-18	
366	End-of-Grade Performance Targets												
367	3rd Grade												
368	English/Language Arts	N/A	N/A	N/A	N/A	N/A	N/A	45.7	50.6	50.6	48.8		
369	Mathematics	N/A	N/A	N/A	N/A	N/A	N/A	63.4	67.5	67.5	70.0		
370	Science	N/A	N/A	N/A	N/A	N/A	N/A	53.7	69.7	69.7			
371	Social Studies	N/A	N/A	N/A	N/A	N/A	N/A	61.0	74.0	74.0			
372	4th Grade												
373	English/Language Arts	N/A	N/A	N/A	N/A	N/A	N/A	50.0	40.0	40.0	59.3		
374	Mathematics	N/A	N/A	N/A	N/A	N/A	N/A	61.3	72.5	72.5	66.7		
375	Science	N/A	N/A	N/A	N/A	N/A	N/A	50.0	55.0	55.0			
376	Social Studies	N/A	N/A	N/A	N/A	N/A	N/A	58.8	59.5	59.5			
377	5th Grade												
378	English/Language Arts	N/A	N/A	N/A	N/A	N/A	N/A	66.2	50.0	50.0	41.3		
379	Mathematics	N/A	N/A	N/A	N/A	N/A	N/A	66.2	53.8	53.8	67.5		
380	Science	N/A	N/A	N/A	N/A	N/A	N/A	44.6	35.0	35.0	45.0		
381	Social Studies	N/A	N/A	N/A	N/A	N/A	N/A	61.5	28.6	28.8	52.5		
382	6th Grade												
383	English/Language Arts	N/A	N/A	N/A	N/A	N/A	N/A	51.3	59.5	59.5	53.2		
384	Mathematics	N/A	N/A	N/A	N/A	N/A	N/A	55.3	74.3	74.3	65.8		
385	Science	N/A	N/A	N/A	N/A	N/A	N/A	35.1	48.6	48.6			
386	Social Studies	N/A	N/A	N/A	N/A	N/A	N/A	35.5	64.9	64.9			
387	7th Grade												
388	English/Language Arts	N/A	N/A	N/A	N/A	N/A	N/A	49.0	56.6	56.6	64.3		
389	Mathematics	N/A	N/A	N/A	N/A	N/A	N/A	42.3	58.5	58.5	67.9		
390	Science	N/A	N/A	N/A	N/A	N/A	N/A	36.5	37.7	37.7			
391	Social Studies	N/A	N/A	N/A	N/A	N/A	N/A	43.1	37.7	37.7			

	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
411	CCRPI Proficiency/Improvement : CCRPI score shall be equal to or better than both the State and Local District												
412	2012-13		2013-14		2014-15		2015-16		2016-17		2017-18		
413	Achievement Points												
414	State Average:												
415	High School Average:												
416	48.3	39.3	48.7	37.8	29.3	18.9	30.2	22.4	31.1	23.6			
417	47.5	34.6	48.1	35.4	29.7	20.1	30.0	20.2	31.3	23.1			
418	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
419	Progress Points												
420	State Average:												
421	High School Average:												
422	16.7	15.4	16.3	16.3	34.6	33.8	34.6	34.2	35.5	34.6			
423	16.5	13.7	15.9	13.5	33.8	30.9	33.8	30.2	34.3	36.5			
424	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
425	Achievement Gap Points												
426	State Average:												
427	High School Average:												
428	7	3	7	5	6.7	5.8	6.7	5	6.7	5			
429	9	10	5	7	6.7	6.7	6.7	5.8	6.7	5			
430	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
431	CCRPI Score (minus Challenge Points)												
432	State Average:												
433	72.7	58.2	70.0	56.8	70.3	57.9	70.8	57.5	72.5	64.3			
434	63.4	58.2	63.5	56.8	64.3	57.9	64.5	57.5	66.9	64.3			
435	72.0	57.7	72.0	59.1	70.6	58.5	71.5	61.6	73.3	63.2			
436	73.0	58.3	69.0	55.9	70.2	57.7	70.5	56.2	72.3	64.6			
437	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
438	The Charter School shall "Beat the Odds":												
439	2012-13		2013-14		2014-15		2015-16		2016-17		2017-18		
440	Beat the Odds												
441	Did Not Beat the Odds												
442	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
442					Legend:	Met	Not Met	Improvement					

443 You have reached the end of Tab 4: Academic Accountability.

444 Please proceed to Tab 5: Financial Accountability and continue answering the questions there.

Charter School - 2017 Annual Report

5. FINANCIAL ACCOUNTABILITY

This section gives you a chance to share your school's financial information.

445 FINANCE & BUDGET

	CHIEF FINANCIAL OFFICER	2013-14
446	CFO's name	Susan Beans
447	Direct Phone Number	510-414-4712
448	Street Address	3850 Broadmoor SE, STE. 201
449	City	Grand Rapids
450	County	Kent
451	Zip Code	49512
452	Email Address	sbeans@nhaschools.com
453	Please indicate which of the following credentials your CFO has achieved:	
		2013-14
454	Baccalaureate or higher degree in business, accounting, or finance from an accredited college or university	1
455	Minimum of four years experience in a field related to business or finance	1
456	Documented experience of ten or more years in the field of business and financial management	1
457		

	FINANCIAL SUSTAINABILITY	2013-14
458	Do you have the ability to cover short-term financial obligations?	
459	Select the option that best represents the balance of unrestricted Days Cash? (Unrestricted cash divided by the sum of total expenses/365)	
460	Are you able to project enrollment to adequately budget?	
461	Are you paying off debt in a timely manner?	
462	What is your efficiency margin? (change in net assets divided by total revenues)	
463	What is your debt to asset ratio? (total liabilities divided by liabilities over time)	
464		
465		

	SPENDING PRIORITIES	Enter
		2013-14
466	Administration (all non-instruction and non-facilities expenses)	22%
467	Instruction (including teacher and substitute payroll expenses; textbooks; classroom supplies; classroom computers and instructional software; field trips; instructional equipment; library/media center payroll expenses, equipment & supplies; student assessment; classroom furniture; PE equipment; art supplies; and contracted education professional & technical services)	50%
468		
469		

470	Facilities (including rent/lease/mortgage payments, grounds maintenance, maintenance & repair, utilities, fire safety & compliance, kitchen equipment, and security system)	28%
471	<u>MUST TOTAL 100%</u> Total <i>(Do Not Enter)</i>	100%

472	CAPITAL FINANCING	2013-14
473	Has your school ever accessed bond financing?	0
474	If locally-approved, did you local district provide your school with SPLOST funding for facilities?	0
475	If locally-approved, did your local district provide your school with SPLOST funding	0
476	If locally-approved, did you local district provide your school with SPLOST funding for buses?	0

466	AUDIT INFORMATION
467	If your school is <u>required</u> to file Attachment 3 - Audit Report (see Lines #6-11 in Tab 1),
468	If your school is <u>NOT</u> required to file Attachment 3 - Audit Report (see Lines #6-11 in Tab 1), ple

469	AUDIT FIRM	2013-14
470	What is/was the name of your school's audit firm?	Plante Moran
471	What is/was the license number of your school's audit firm?	1102002948

472	AUDIT DEADLINE	
473	Will your school's audit firm have completed your audit in time to submit it by November 1 deadline?	1
474	If <i>NOT</i> , when will it be completed?	2013-14

475	AUDIT RESULTS	Enter Yes for each School Y
476		2013-14
477	For which of your audits did the report indicate you had received an <i>unqualified audit</i> ?	1
478	For which of your audits did the report include <i>findings or material weaknesses</i> ?	0
479	If findings or material weaknesses were NOT reported please	
480	If findings or material weaknesses WERE reported in any year,	

481	AUDIT RESPONSE - If findings or material weaknesses were reported in any year	Enter requested informatio
482		2013-14
483	If findings or material weaknesses were reported in Line #271 above, what steps were taken to resolve and eliminate the finding or weakness?	

484	You have reached the end of Tab 5: Fir	
485	Please proceed to Tab 6: Operational Accountability and	

port



2014-15	2015-16	2016-17	2017-18
Steve Conley 616-222-1700	Steve Conley 616-222-1700	Steve Conley 616-222-1700	Steve Conley 616-222-1700
3850 Broadmoor SE, STE. 201	3850 Broadmoor SE, STE. 201	3850 Broadmoor SE, STE. 201	3850 Broadmoor SE, STE. 201
Grand Rapids	Grand Rapids	Grand Rapids	Grand Rapids
Kent	Kent	Kent	Kent
49512	49512	49512	49512
sconley@nhaschools.com	sconley@nhaschools.com	sconley@nhaschools.com	sconley@nhaschools.com

(Enter 1 for yes or 0 for no)

2014-15	2015-16	2016-17	2017-18
1	1	1	1
1	1	1	1
1	1	1	1

2014-15	2015-16	2016-17	2017-18
		1	1
			Days Cash greater than 75 days
		1	1
		N/A	N/A
		8.54%	21.44%
		0.00%	0.00%

percentages for each School Year

2014-15	2015-16	2016-17	2017-18
19%	20%	26%	24%
52%	51%	51%	53%

29%	29%	23%	23%
100%	100%	100%	100%

2014-15	2015-16	2016-17	2017-18
0		No	No
0		N/A	N/A
0		N/A	N/A
0		N/A	N/A

please answer the following questions.

please move to Tab 6 Operational Accountability.

2014-15	2015-16	2016-17	2017-18
Plante Moran	Mauldin & Jenkins	Mauldin & Jenkins	Mauldin & Jenkins
ACF005830	26931	26931	26931

Enter 1 for Yes or 0 for No			
1	1	1	1
2014-15	2015-16	2016-17	2017-18

Year in which the answer applies			
1	1	1	1
0	0	0	0

proceed to Tab 5: Operational Accountability

please answer the question below (line 435).

Year for each School Year in which findings or material			
2014-15	2015-16	2016-17	2017-18
	N/A	N/A	N/A

Financial Accountability.

continue answering the questions there.

Charter School - 2017 Annual Report

6. OPERATIONAL ACCOUNTABILITY

This sections gives you the opportunity to show your school's Operational Accountability as defined in your contract.

Line #		Legend: 1	0			
486	Please complete the Report below.					
487	Contract Terms and Performance Goals	2012-13	2013-14	2014-15	2015-16	2016-17
488	Essential or Innovative Features (Indicate whether each essential or innovative feature was implemented. Enter 1 for Yes and 0 for No and Use the color legend below to indicate the implementation of each feature.)					
489	Academic Program includes a tiered approach to teaching and learning that allows customized instruction based on individual learning needs.	1	1		1	1
490						
491						
492						
493						
494						
495	Operational Goals:	2012-13	2013-14	2014-15	2015-16	2016-17
496	Are the curricular and educational programs aligned with mission?				1	1
497	Are you complying with all applicable laws, rules, regulations and provisions of your charter contract?				1	1
498	Does the school comply with reporting requirements?				1	1
499	QBE/FTE Reporting				1	1
500	Personnel Reporting				1	1
501	Student Record Reporting				1	1
502	CCRPI Data Reporting				1	1
503	Special Education Data Reporting				1	1
504	Required Data Surveys				1	1
505		2012-13	2013-14	2014-15	2015-16	2016-17
506	School Climate Rating		NA	NA	NA	
507					Legend: Met	Not Met

Charter School - 2017 Annual Report

7. PROMISING PRACTICES

Charter schools are known for implementing "Best Practices" in many areas -- from academics to operations to finances to governance.

This section gives you a chance to share with us all the best practices your school has already implemented or plans to implement this year.

INSTRUCTIONS: For each best practice listed, please enter YES or PARTIALLY only for those that your school can provide hard evidence that it has or will fully or partially implement the practice.

Note: You do not have to provide hard evidence of these best practices as part of your Annual Report. It is not until we follow up with you later for the separate study of the impact your best practices had on your performance outcomes (mentioned above) that we will ask to see examples of the best practices being implemented at your school.

Line #

510 PROMISING PRACTICES

511 For which of the following CURRICULUM best practices can your school provide hard evidence that it has or will implement the practice?

512	CURRICULUM	Enter YES or PARTIALLY only for those that apply in each School Year					
513		2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
514	Advanced courses for middle grades	No	No	No	No	No	
515	Advanced Placement courses	No	No	No	No	No	
516	Career and technical education courses	No	No	No	No	No	
517	College and career academy	No	No	No	No	No	
518	Core Knowledge	No	No	No	No	No	
519	Expeditionary Learning	No	No	No	No	No	
520	Foreign language starting in early grades	No	No	No	No	No	
521	If yes, at which grade did/will you start a foreign language? <i>(Enter grade for each year)</i>	No	No	No	No	No	

522	Gateway to College	No	No	No	No	No	
523	International Baccalaureate Program	No	No	No	No	No	
524	Learning-Focused	No	No	No	No	No	
525	Montessori	No	No	No	No	No	
526	Multiple Intelligences	No	No	No	No	No	
527	Museum model	No	No	No	No	No	
528	Paideia	No	No	No	No	No	
529	Success for All	No	No	No	No	No	
530	STC for Children	No	No	No	No	No	
531	STEM	No	No	No	No	No	
532	STEAM	No	No	No	Partially	Partially	
533	Thematic Learning	No	No	No	No	No	
534	Dual/Joint Enrollment in a post-secondary institution	No	No	No	No	No	
535	Work-based learning or internships outside of school for which students earn course credit	No	No	No	No	NO	
536	Other Curriculum best practices (Please insert in space below and YES or PARTIALLY in the columns to the right)	Yes	Yes	Yes	Yes	Yes	
537	The Moral Focus program includes explicit and integrated instruction around Moral Character (Students develop a strong moral identity that includes an awareness of the importance of treating all people with respect and care. Students will understand that their character and the virtues they possess are a choice, and their character is defined by the virtues they demonstrate through their behavior), Performance Character (Students will recognize that achievement must be earned and is directly related to their level of effort. Students will develop work ethic by learning the work and study habits they need to be successful in school and life. They will learn to define, prioritize, and complete tasks independently, and utilize their time efficiently in order to manage workloads), and Social Character (Students will recognize the importance of healthy self-confidence, positive attitudes, basic courtesy, positive interpersonal relationships, and effective communication. Students will learn to be active listeners who are aware of their body language and tone of voice so they can be confident and respectful in their communications).	Yes	Yes	Yes	Yes	Yes	
538							
539							
540							
541							

542	For which of the following INSTRUCTION best practices can your school provide <u>hard evidence</u> that it has or will implement the practice?						
543		Enter YES or PARTIALLY only for those that apply in each School Year					
544	INSTRUCTION	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
545	Constructivist or post-constructivist	No	No	No	No	No	
546	Daily schedule posted for students to see	Yes	Yes	Yes	Yes	Yes	
547	Data-driven instruction	Yes	Yes	Yes	Yes	Yes	
548	If Yes to data-driven instruction, which method(s) does your school use? (Enter YES or PARTIALLY for each year)	N/A	N/A	N/A	N/A	N/A	
549	Student data binders in classroom	No	No	No	No	No	
550	Data wall in faculty workroom or other non-public area	Yes	Yes	Yes	Yes	Yes	
551	Data wall in common area of the school	No	No	No	No	No	
552	Other data-driven instruction (please enter below and YES or PARTIALLY for each year)	Yes	Yes	Yes	Yes	Yes	
553	Common Assessments tied to the ELA and Math Curriculum, used across NHA partner schools	No	Yes	Yes	Yes	Yes	

554							
555	Differentiated instruction	Yes	Yes	Yes	Yes	Yes	
556	Dual language	No	No	No	No	No	
557	Essential questions being addressed that day are posted for students to see	Yes	Yes	Yes	Yes	Yes	
558	Hands-on, inquiry-based learning	Yes	Yes	Yes	Yes	Yes	
559	Online or virtual courses	No	No	No	No	No	
560	Performance grouping (flexible grouping), with frequent regrouping	Yes	Yes	Yes	Yes	Yes	
561	Project-based learning	Yes	Yes	Yes	Yes	Yes	
562	RTI (Response to Intervention) for advanced students	Yes	Yes	Yes	Yes	Yes	
563	RTI (Response to Intervention) for remedial students	Yes	Yes	Yes	Yes	Yes	
564	Standards being taught that day are posted for students to see	Yes	Yes	Yes	Yes	Yes	
565	Virtual learning	No	No	No	No	No	
566	Other Instruction best practices (Please insert in space below and enter YES or PARTIALLY next to each one in the years that it applies)	Yes	Yes	Yes	Yes	Yes	
567	Engage Parents - We believe it is our responsibility to proactively engage parents and support them in becoming fully engaged in their child's education	Yes	Yes	Yes	Yes	Yes	
568							
569							
570							
571							
572							

573	For which of the following ASSESSMENT best practices can your school provide <u>hard evidence</u> that it has or will implement the practice?						
574	ASSESSMENT	Enter YES or PARTIALLY only for those that apply in each School Year					
575		2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
576	Use of a norm-referenced test (other than state assessments)	Yes	Yes		Yes	Yes	
577	If your school uses a norm-referenced test or tests, please indicate which tests below for each year (and YES for each year)						
578	EOPA (End of Pathway Assessments) by variety of vendors						
579	MAP					Yes	
580	Other (Please enter YES and names of tests below)						
581	ITBS	Yes	Yes		Yes		
582							
583							
584							
585							
586							

587	For which of the following EFFECTIVE TEACHERS best practices can your school provide <u>hard evidence</u> that it has or will implement the practice?						
588	EFFECTIVE TEACHERS	Enter YES or PARTIALLY only for those that apply in each School Year					
589		2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
590	Continuous professional development in curriculum, instruction, and assessment	Yes	Yes	Yes	Yes	Yes	
591	Professional development is <i>aligned</i> with instructional and/or operational data	Yes	Yes	Yes	Yes	Yes	

592	Professional development is aligned with staff needs	Yes	Yes	Yes	Yes	Yes	
593	On-site, full-time Curriculum Implementation Specialists in major subject areas				No	Yes	
594	Curriculum Implementation Specialists spend time in the classrooms every day team teaching, coaching, modeling, and observing				No	Yes	
595	On-site, full-time Behavioral Intervention Specialist	No	No	No	No	Yes	
596	Behavioral Intervention Specialist spends time in the classrooms every day team teaching, coaching, modeling, and observing	No	No	No	No	Yes	
597	New teacher mentoring and coaching	Yes	Yes	Yes	Yes	Yes	
598	Teacher visits to effective schools and classrooms	Yes	Yes	Yes	Yes	Yes	
599	Teacher peer-to-peer observations and feedback	Yes	Yes	Yes	Yes	Yes	
600	Teacher collaborative <i>planning</i>	Yes	Yes	Yes	Yes	Yes	
601	Teacher collaborative <i>grading</i>	Yes	Yes	Yes	Yes	Yes	
602	Other teacher-based professional development (enter below and YES or PARTIALLY in columns to the right)					Yes	
603	On-site PD sessions with Norman Webb Depth of Knowledge Staff and Lisa Eickholdt from Heinemann target area "Writing across the genres"					Yes	
604							
605							
606							
607							
608	Other professional development best practices (Please insert in space below and YES or PARTIALLY in columns to the right)					Yes	
609	In-house labsites. Classrooms that teacher teams can visit in the school to see and study practices being studied in action.					Yes	
610							
611							
612							
613							
614	Other Effective Teachers best practices (Please insert in space below and YES or PARTIALLY in columns to the right)						
615							
616							
617							
618							
619							

620	For which of the following INSTRUCTIONAL LEADERSHIP best practices can your school provide <u>hard evidence</u> that it has or will implement the practice?						
621		Enter YES or PARTIALLY only for those that apply in each School Year					
622	INSTRUCTIONAL LEADERSHIP	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
623	Frequent classroom observations by Principal	Yes	Yes		Yes	Yes	
624	Weekly observations of every classroom by Principal	Yes	Yes		Yes	Yes	
625	Daily observations of every classroom by Principal	Partially	Partially		Partially	Partially	
626	School focus walks		Yes		Yes	Yes	
627	Review of focus walk data with staff		Yes		Yes	Yes	
628	Regular review of instructional and operational data with staff	Yes	Yes		Yes	Yes	
629	If Yes to "Regular review of instructional and operational data with staff", how frequently do these reviews occur?				Monthly	Monthly	
630	Use of leadership teams and master teachers	Yes	Yes		Yes	Yes	
631	Monitor curriculum maps and lesson plans regularly	Yes	Yes		Yes	Yes	
632	If Yes to "Monitor curriculum maps and lesson plans regularly", how frequently does this monitoring occur?				Monthly	Monthly	
633	Monitor fidelity to the instructional model and/or school philosophy	Yes	Yes		Yes	Yes	

634	If Yes to "Monitor fidelity to the instructional model and/or school philosophy", how frequently does this monitoring occur?				Monthly	Monthly	
635	Monitor the use and effectiveness of professional development	Yes	Yes		Yes	Yes	
636	If Yes to "Monitoring the use and effectiveness of professional development", how frequently does this monitoring occur?				Weekly	Weekly	
637	Monitor SPED compliance	Yes	Yes		Yes	Yes	
638	If Yes to "Monitor SPED compliance", how frequently does this monitoring occur?				Monthly	Monthly	
639	Monitor RTI process	Yes	Yes		Yes	Yes	
640	If Yes to "Monitor RTI process", how frequently does this monitoring occur?				Monthly	Monthly	
641	Other Instructional Leadership best practices (Please insert in space below, and YES or PARTIALLY in columns to the right)						
642							
643							
644							
645							
646							

647	For which of the following EFFECTIVE OPERATIONS best practices can your school provide <u>hard evidence</u> that it has or will implement the practice?						
648		Enter YES or PARTIALLY only for those that apply in each School Year					
649	EFFECTIVE OPERATIONS	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
650	Block schedule				Yes	Yes	
651	Hybrid block schedule				No	No	
652	Shortened class-time				No	No	
653	Shortened day				Yes	Yes	
654	Extended day				No	No	
655	Extended year or year-round school				No	No	
656	Extended week or weekend classes		Yes	Yes	Yes	Yes	
657	Start the day with ELA/Reading				Partially	Yes	
658	Start the day with 90 minutes or more of ELA/Reading				Partially	Yes	
659	Uninterrupted 90 minutes or more of ELA/Reading at some point during the day		Yes	Yes	Yes	Yes	
660	ELA/Reading taught across the curriculum		Yes	Yes	Yes	Yes	
661	An hour or less of Math		Yes	Yes	Yes	No	
662	90 minutes or more of Math		No	No	No	Yes	
663	Math taught across the curriculum		Yes	Yes	Yes	Yes	
664	An hour or less of Science		Yes	Yes	Yes	No	
665	90 minutes or more of Science		No	No	No	Partially	
666	Science taught across the curriculum		Yes	Yes	Yes	Yes	
667	An hour or less of Social Science		Yes	Yes	Yes	No	
668	90 minutes or more of Social Science		No	No	No	Partially	
669	Social Science taught across the curriculum		Yes	Yes	Yes	Yes	
670	Specials rotation includes Music		Yes	Yes	Yes	Yes	
671	Specials rotation includes Art		Yes	Yes	Yes	Yes	
672	Specials rotation includes Physical Education		Yes	Yes	Yes	Yes	
673	Specials rotation includes a foreign language		No	No	No	No	
674	Other Specials included in the rotation (please list below and enter YES or PARTIALLY in columns to the right)					Yes	
675	Media					Yes	
676							
677							

678							
679							
680	Multi-age grouping		No	No	No	No	
681	Grades subdivided into small groups such as "houses" or "families"		No	No	No	Yes	
682	Single gender classes		No	No	No	No	
683	Single gender school		No	No	No	No	
684	Small class sizes		No	No	No	No	
685	If small class sizes, what is average class size?						
686	Looping		No	No	No	No	
687	Personalized student learning plans			Yes	Yes	Yes	
688	Personalized Student Achievement Plans (PSAPs)					No	
689	Before school program		Yes	Yes	Yes	Yes	
690	After school program		No	Yes	Yes	Yes	
691	Pre-Kindergarten program		No	No	No	No	
692	Community service opportunities		No	No	Partially	Partially	
693	Transportation				No	No	
694	Daily transportation						
695	Transportation for programs						
696	School nutrition program (breakfast/lunch)		Yes	Yes	Yes	Yes	
697	Wrap-around services for students		Yes	Yes	Yes	Yes	
698	What services are offered to students?				In-home school and family counseling	In-home school and family counseling/support	
699	Wrap-around services for families		Yes	Yes	Yes	Yes	
700	What services are offered to families?				In-home school and family counseling	In-home school and family counseling/support	
701	Succession plan for Principal		Yes	Yes	Yes	Yes	
702	Succession plan for other school leaders		Yes	Yes	Yes	Yes	
703	Vertical and horizontal teaming		Yes	Yes	Yes	Yes	
704	Regular assemblies		Yes	Yes	Yes	Yes	
705	If Yes to "Regular assemblies", how frequently do the assemblies occur?				Monthly	Bi-Monthly	
706	Regular communication with all stakeholders via newsletters, website, social media, etc.,		Yes	Yes	Yes	Yes	
707	If Yes to "Regular communication...", how frequently does such communication occur?				Weekly	Weekly	
708	If Yes to "Regular communication...", how frequently does communication with parents occur?				Monthly	Monthly	
709	Academic and fiscal data is shared at least annually with stakeholders		Yes	Yes	Yes	Yes	
710	Use of community members and resources to enhance instructional program		Yes	Yes	Yes	Yes	
711	Other Effective Operations best practices (Please insert in space below)						
712	The school met all mission-specific goals included in the SCSC CPF for 2016-17 and can demonstrate its success during SCSC Monitoring if necessary.					Yes	
713							
714							
715							
716							

717	For which of the following ORGANIZATIONAL CULTURE best practices can your school provide <u>hard evidence</u> that it has or will implement the practice?						
718		Enter YES or PARTIALLY only for those that apply in each School Year					
719	ORGANIZATIONAL CULTURE	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
720	Current student work placed on classroom and hallway walls		Yes	Yes	Yes	Yes	
721	Positive discipline plan (describe below and enter YES or PARTIALLY in columns to the right)		Yes	Yes	Yes	Yes	
722	Positive Behavioral Interventions & Supports (PBIS)		Yes	Yes	Yes	Yes	
723	Behave With Care School-wide System						

724							
725	Student uniforms		Yes	Yes	Yes	Yes	
726	Faculty & staff uniforms		No	No	No	No	
727	Collaborative culture among leadership, faculty & staff		Yes	Yes	Yes	Yes	
728	Professionalism apparent across leadership, faculty & staff		Yes	Yes	Yes	Yes	
729	Good working relationships across the leadership, faculty & staff		Yes	Yes	Yes	Yes	
730	Personal relationships don't interfere with leadership, faculty & staff professional relationships		Yes	Yes	Yes	Yes	
731	Leadership avoids favoritism		Yes	Yes	Yes	Yes	
732	Parents feel welcome in the building		Yes	Yes	Yes	Yes	
733	Parent involvement and volunteering is strong		Yes	Yes	Yes	Partially	
734	Parents feel empowered within the school but do not interfere with school operations		Yes	Yes	Yes	Yes	
735	Parents have effective organization to engage them in supporting the school		Yes	Yes	Yes	Yes	
736	Personal relationships don't interfere between parents and leadership, faculty & staff		Yes	Yes	Yes	Yes	
737	Bright colors on walls and floor		Yes	Yes	Yes	Yes	
738	Well-lit classrooms		Yes	Yes	Yes	Yes	
739	Well-lit common areas		Yes	Yes	Yes	Yes	
740	Clean building		Yes	Yes	Yes	Yes	
741	Clean restrooms		Yes	Yes	Yes	Yes	
742	Clean school grounds		Yes	Yes	Yes	Yes	
743	Building in good repair		Yes	Yes	Yes	Yes	
744	Grounds in good repair		Yes	Yes	Yes	Yes	
745	Other Effective Operations best practices <i>(Please insert in space below)</i>						
746							
747							
748							
749							

750	For which of the following <u>OTHER BEST PRACTICES</u> can your school provide <u>hard evidence</u> that it has or will implement the practice?						
751		Enter YES or PARTIALLY only for those that apply in each School Year					
752	OTHER BEST PRACTICES <i>(enter below)</i>	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
753	N/A						
754							
755							
756							
757							
758							
759							
760							

761	You have reached the end of Tab 7: Promising Practices.
762	Please proceed to Tab 8: Autonomy and continue answering the questions there.

Charter School - 2017 Annual Report

8. AUTONOMY

The basic "Charter Bargain" is an exchange of Autonomy for Accountability in which a charter school is granted the freedom to control everything about the school in exchange for agreeing to being held accountable for higher school performance.

This section gives you a chance to share with us all the ways your charter school has exercised Autonomy or *plans* to exercise Autonomy this year.

In other words, which of the many charter school freedoms from the law, rules and regulations, the State, and your local school district (if you are locally approved) have you used or will you use?

We will be following up with you later this fall for a separate study of the impact of your use of autonomy on your performance outcomes as part of the "Beating the Odds" CCRPI performance analysis.

NOTE: If you did NOT exercise autonomy in an area, please indicate whether it was Not Needed or Not Permitted by your local school district.

Line #

763	AUTONOMY
764	Which of the following decisions has your school's Principal/Leader or charter school governing board directly or indirectly made or affirmed?

765	CONTROL OVER THE PEOPLE IN THE SCHOOL	Enter Yes, Not Needed or Not Permitted for each School Year				
766		2013-14	2014-15	2015-16	2016-17	2017-18
767	Selection of principal		Not needed	Not needed	Not Needed	Not Needed
768	Professional development requirements and planning for staff	Yes	Yes	Yes	Yes	Yes
769	Selection of professional development vendors and resources	Yes	Yes	Yes	Yes	Yes
770	Evaluation of staff	Yes	Yes	Yes	Yes	Yes
771	Issuance of annual employment contracts from the non-profit governing board	Not needed	Not needed	Not needed	Not Needed	Not Needed
772	At-will employment	Yes	Yes	Yes	Yes	Yes
773	Control over number of positions budgeted, type of positions, qualifications, roles, and job descriptions	Yes	Yes	Yes	Yes	Yes
774	Determine whether certification will be required	Yes	Yes	Yes	Yes	Yes
775	Control over ALL hiring decisions, transfers, promotion, demotion, lateral moves, and termination of all faculty and staff	Yes	Yes	Yes	Yes	Yes
776	Manage human resources independent of the central office, including human resources policies, procedures, and handbooks	Yes	Yes	Yes	Yes	Yes
777	Establish work schedules of faculty and staff (hours per day, days per year, calendars, etc.)	Yes	Yes	Yes	Yes	Yes
778	Establish compensation model including salary schedules, bonus or performance based increases, supplements, and personal and professional leave, health, dental, disability, and other benefit plans offered (other than TRS, which is mandated)	Yes	Yes	Yes	Yes	Yes
779	Establish pay scale, experience, training, and other matters related to substitute teachers	Yes	Yes	Yes	Yes	Yes
780	Other examples of personnel autonomy and use of personnel waivers (enter in space below)					
781						
782						
783						
784						
785						

786	CONTROL OVER WHAT OCCURS IN THE SCHOOL	Enter Yes, Not Needed or Not Permitted for each School Year				
787		2013-14	2014-15	2015-16	2016-17	2017-18
788	Selection of curriculum, including any changes in curriculum as needed to improve student achievement	Yes	Yes	Yes	Yes	Yes

789	Choose instructional delivery model(s)	Yes	Yes	Yes	Yes	Yes
790	Selection of courses and programs offered	Yes	Yes	Yes	Yes	Yes
791	Choice of textbooks, technology, and instructional materials	Yes	Yes	Yes	Yes	Yes
792	Establish additional graduation requirements	Not needed	Not needed	Not needed	Not Needed	Not Needed
793	Set course and credit requirements	Not needed	Not needed	Not needed	Not Needed	Not Needed
794	Establish seat time	Yes	Yes	Yes	Yes	Yes
795	Set student technology and physical education skill requirements	Yes	Yes	Yes	Yes	Yes

796	Create or modify Career Pathway curricula	Not needed	Not needed	Not needed	Not Needed	Not Needed
797	Choose dual enrollment options	Not needed	Not needed	Not needed	Not Needed	Not Needed
798	Choose credit recovery options	Not needed	Not needed	Not needed	Not Needed	Not Needed
799	Utilize on-line learning platforms (i.e., Georgia Virtual School)	Yes	Yes	Yes	Yes	Yes
800	Establish additional mastery level requirements for performance	Yes	Yes	Yes	Yes	Yes
801	Select additional formative and/or summative assessment to determine student levels of mastery and growth	Yes	Yes	Yes	Yes	Yes
802	Establish delivery model, scheduling, staffing, and supplemental services for ELL, SPED, gifted and remedial programs	Yes	Yes	Yes	Yes	Yes
803	Establish curriculum maps, pacing charts, and methods for monitoring the curriculum	Yes	Yes	Yes	Yes	Yes
804	Establish lesson plan requirements for teachers	Yes	Yes	Yes	Yes	Yes
805	Set school calendar, including length of school year, holidays, early release days, etc.	Yes	Yes	Yes	Yes	Yes
806	Set daily/weekly school and/or class schedules, including length of school day	Yes	Yes	Yes	Yes	Yes
807	Select co-curricular and extracurricular activities	Yes	Yes	Yes	Yes	Yes
808	Establish after school and Saturday programs as needed	Yes	Yes	Yes	Yes	Yes
809	Set enrichment and/or advisory periods as needed	Yes	Yes	Yes	Yes	Yes
810	Establish fieldtrips including locations, date	Yes	Yes	Yes	Yes	Yes
811	Establish placement and promotion criteria	Yes	Yes	Yes	Yes	Yes
812	Set class size / student:teacher ratios	Not needed	Not needed	Not needed	Not Needed	Not Needed
813	Set staff-to-student ratios for non-class times (i.e., lunch, recess, specials, transitions, etc.)	Yes	Yes	Yes	Yes	Yes
814	Set grading and reporting policies, plans, process, schedules, and formats	Yes	Yes	Yes	Yes	Yes
815	Manage curriculum and instruction affairs independent of the local district including curriculum and instruction policies, procedures, and handbooks	Yes	Yes	Yes	Yes	Yes
816	Other examples of curriculum and instruction autonomy and use of waivers (enter in space below)					
817						
818						
819						
820						
821						

822	CONTROL OVER THE SCHOOL'S FINANCES & BUDGET	Enter <u>Yes, Not Needed or Not Permitted</u> for each School Year				
823		2013-14	2014-15	2015-16	2016-17	2017-18
824	Set budget priorities with funds received and exercise discretion over expenditure for all state and local funds, and as permissible, federal funds	Yes	Yes	Yes	Yes	Yes
825	Manage fiscal affairs independent of the local district, including financial policies and standard operating procedures	Yes	Yes	Yes	Yes	Yes
826	Choose CFO for the school and hold the CFO accountable for the school's finances	Yes	Yes	Yes	Yes	Yes
827	Choose independent auditor for the school	Yes	Yes	Yes	Yes	Yes
828	Obtain financing for the school, including ensuring that she school receives all the per-pupil funding to which it is entitled and raising additional funds through fundraising efforts	Yes	Yes	Yes	Yes	Yes
829	Maintain a reserve fund	Not needed	Not needed	Not needed	Not Needed	Not Needed
830	Other examples of finance or budget autonomy and use of waivers (enter in space below)			N/A	Not needed	Not needed
831						
832						
833						
834						
835						

836	CONTROL OVER THE SCHOOL'S OPERATIONS	Enter <u>Yes, Not Needed or Not Permitted</u> for each School Year				
837		2013-14	2014-15	2015-16	2016-17	2017-18
838	Determine how the school uses the facility	Yes	Yes	Yes	Yes	Yes
839	Establishes school partnerships for school growth	Yes	Yes	Yes	Yes	Yes
840	Selects vendors aligned with needs of the school	Yes	Yes	Yes	Yes	Yes
841	Manages transportation decisions, including authority to contract for transportation service	Yes	Yes	Yes	Yes	Yes
842	Manages food service decisions, including authority to contract for food service	Yes	Yes	Yes	Yes	Yes

843	Selects information systems (i.e., Student Information System, financial information systems)	Yes	Yes	Yes	Yes	Yes
844	Establishes school size	Yes	Yes	Yes	Yes	Yes
845	Establishes school grade span different from typical primary, elementary, middle and high school public school models (i.e., 4-8, K-8, K-12)	Yes	Yes	Yes	Yes	Yes
846	Authority over attendance policies	Yes	Yes	Yes	Yes	Yes
847	Establish student code of conduct and behavior policies, plans, processes, and formats	Yes	Yes	Yes	Yes	Yes
848	Manage operational affairs independent of the central office, including operational policies, standard operating procedures, and handbooks	Yes	Yes	Yes	Yes	Yes
849	Other examples of operational autonomy and use of waivers (enter in space below)					
850						
851						
852						
853						
854						

855	IF YOUR CHARTER HAD AUTONOMY PROBLEMS:		
856	Enter answers in spaces below		
857	Autonomy Problem	Who is involved in the problem?	Was the problem resolved?
858			
859			
860			
861			
862			
863			
864			
865			
866			
867			
868			
869			

870	WAIVERS					
871	In general, rank order the following reasons for using waivers	2013-14	2014-15	2015-16	2016-17	2017-18
872	Balance Budget					N/A
873	Eliminate bureaucratic intervention					N/A
874	Reallocation of funds					N/A
875	Reduce cost					N/A
876	Remove barrier to academic success					N/A
877	Save time					N/A
878	Other (Please list below)					N/A
879						
880						
881						
882						
883						
884						

885	WHICH WAIVERS DID YOUR SCHOOL USE?	Enter Yes, Not Needed or Not Permitted for each School Year				
886	Which of the following waivers did your charter school use in each year?	2013-14	2014-15	2015-16	2016-17	2017-18
887	ACADEMIC PROGRAM FLEXIBILITY					
888	Educational Programs: General programs, Early Intervention Program (EIP), Remedial Education, Alternative Education, and English Language Learners					Not needed
889	Organization of Schools; Middle School Programs; Schedule					Not needed
890	Competencies and Core Curriculum, Online Learning					Not needed
891	Promotion & Retention					Not needed

892	Graduation Requirements for the purpose of substitution of equivalent or higher level requirements which will assist students in					Not needed
893	Health & Physical Education Program except as prohibited by O.C.G.A. §20-2-82(e)					Not needed
894	School Attendance, Compulsory Attendance as it relates to the attendance protocol					Not needed
895	HUMAN RESOURCES FLEXIBILITY					
896	Class-size and Reporting requirements					Not needed
897	Personnel Required					Not needed
898	Employment, Conditions of Employment as it relates to Duty Free Lunch					Not needed
899	Salary Schedule Requirements					Not needed
900	Certification Requirements					Not needed
901	School Day and Year for Students and Employees					Not needed
902	FINANCIAL FLEXIBILITY					
903	Direct Classroom Expenditure Control					Not needed
904	Scheduling for Instruction/Program Enrollment & Appropriations (except to the extent it relates to funding)					Not needed
905	QBE Financing except to the extent it relates to funding					Not needed
906	Categorical Allotment requirements, Article 6 of Chapter 2 of Title 20					Not needed
907	OTHER WAIVERS USED					
908	N/A					
909						
910						
911						
912						
913						

914	HAS YOUR SCHOOL HAD ANY PROBLEMS USING WAIVERS					
915	Enter answers in spaces below					
916	Waiver					What was the problem?
917	N/A					
918						
919						
920						
921						
922						
923						
924						
925						
926						
927						
928						

929 **You have reached the end of Tab 8: Autonomy.**

921 **Please proceed now to Tab 9: Authorizer and answer the questions there.**

Charter School - 2017 Annual Report

9. AUTHORIZER INFORMATION

Please answer these questions to give your authorizer(s) input on how well they are doing in serving your school. Your participation will support the efforts of all Georgia's charter school authorizers to improve their authorizing policies, procedures, and practices as a way to strengthen chartering in Georgia.

THANK YOU!

The questions in this section are based on the Principles and Essential Practices of NACSA (National Association of Charter School Authorizers).

This section gives you a chance to share information regarding your relationship with your authorizer; your authorizer's application and decision making processes and procedures; their ongoing oversight and evaluation of your school including performance evaluation and compliance monitoring; their respect for your school's autonomy; their protection of student rights; their intervention policies and practices; and their revocation and renewal decision making including the role of merit and evidence, a cumulative report on your school's performance, and a fair, transparent process -- as well as closure procedures.

INSTRUCTIONS: If your school is locally-approved by your school district, answer the questions for both your local district and for the State. If you are a state charter school, answer the questions as they relate to your State authorizer.

Line #	CHARTER INFORMATION	
	CHARTER BASICS	Put information in this column
922		
923	What is the name of your charter school that you use in practice (e.g., on your stationary)?	Atlanta Heights Charter School
924	What is the official name of your charter school as listed in your charter?	Atlanta Heights Charter School
925	What is the beginning date of your current charter term (MM/DD/YYYY)?	July 1, 2013
926	What is the ending date of your current charter term (MM/DD/YYYY)?	June 30, 2018
927	In what month and year was your first charter approved (MM/YYYY)?	May-10
928	In what month and year did your charter school first open (MM/YYYY)?	Aug-10
929	Is your school a Start-Up or a Conversion charter school?	Start-up
930	What grades will you serve at the end of your charter term?	K-8

Your charter term is shown near the beginning of your charter contract. The start date will be July 1, YYYY and the end date will be June 30, YYYY

932	AUTHORIZER INFORMATION	Put information in this column
933	Is your school a locally-approved school or a State Charter School?	State Charter Schools Commission
934	If locally-approved, please provide the following information:	
935	Which school district(s) signed your charter?	
936	Name of your district's charter liaison	
937	Charter liaison's title	
938	Charter liaison's direct phone number	
939	Charter liaison's email address	

940 AUTHORIZER EVALUATION

941	AUTHORIZER RELATIONSHIPS	Enter Yes, No, or Not Applicable											
		Local District		State		Local District		State		Local District		State	
		2013-14		2014-15		2015-16		2016-17		2018-19			
942	Does your authorizer fulfill the terms of your charter contract?		Yes		Yes		Yes		Yes		Yes		
943	Do you have regular communications with your authorizer?		Yes		Yes		Yes		Yes		Yes		
944	Do you have regular in-person meetings with your authorizer?		Not Applicable		Not Applicable		Not Applicable		Not Applicable		Not Applicable		
945	Do you and your authorizer share Best Practices with each other?		Yes		Yes		Yes		Yes		Yes		

946 INITIAL APPLICATION PROCESS AND DECISION MAKING

947	Proposal Information, Questions, and Guidance	Enter Yes, No, or Not Applicable											
		Local District		State		Local District		State		Local District		State	
		2013-14		2014-15		2015-16		2016-17		2018-19			
948	Does your authorizer...												
949	Issue a charter application information packet or request for proposals (RFP) that:		Yes		Yes		Yes		Yes		Yes		
950	States any chartering priorities the authorizer may have established?		Yes		Yes		Yes		Yes		Yes		
951	Articulates comprehensive application questions to elicit the information needed for rigorous evaluation of applicants' plans and capacities?		Yes		Yes		Yes		Yes		Yes		
952	Provides clear guidance and requirements regarding application content and format, while explaining evaluation criteria?		Yes		Yes		Yes		Yes		Yes		
953	Encourage expansion and replication of charter schools that demonstrate success and capacity for growth?		Yes		Yes		Yes		Yes		Yes		
954	Express an openness to considering diverse educational philosophies and approaches?		Yes		Yes		Yes		Yes		Yes		
955	Express a commitment to serve students with diverse needs?		Yes		Yes		Yes		Yes		Yes		

973	Provide an annual written report to your school, summarizing your performance and compliance to date and identifying areas of strength and areas needing improvement?		Yes		Yes		Yes		Yes		Yes
974	Articulate and enforce stated consequences for failing to meet performance expectations or compliance requirements?		Yes		Yes		Yes		Yes		Yes

975	Respecting School Autonomy	Enter Yes, No, or Not Applicable									
976	Does your authorizer...	Local District	State	Local District	State	Local District	State	Local District	State	Local District	State
		2013-14		2014-15		2015-16		2016-17		2018-19	
977	Respect your school's authority over your day-to-day operations?		Yes		Yes		Yes		Yes		Yes
978	Refrain from directing or participating in educational decisions or choices that are appropriately within your school's purview under the charter law or contract?		Yes		Yes		Yes		Yes		Yes

979	Protecting Student Rights	Enter Yes, No, or Not Applicable									
980	Does your authorizer...	Local District	State	Local District	State	Local District	State	Local District	State	Local District	State
		2013-14		2014-15		2015-16		2016-17		2018-19	
981	Ensure that your school admits students through a random selection process that is open to all students, is publicly verifiable, and does not establish undue barriers to application (such as mandatory information meetings, mandated volunteer service, or parent contracts) that exclude students based on socioeconomic, family, or language background, prior academic performance, special education status, or parental involvement?		Yes		Yes		Yes		Yes		Yes
982	Ensure that your school provides access and services to students with disabilities as required by applicable federal and state law, including compliance with student individualized education programs and Section 504 plans, facilities access, and educational opportunities?		Yes		Yes		Yes		Yes		Yes
983	Ensure clarity in the roles and responsibilities of all parties involved in serving students with disabilities?		Yes		Yes		Yes		Yes		Yes
984	Ensure that your school provides access to and appropriately serves other special populations of students, including English learners, homeless students, and gifted students, as required by federal and state law?		Yes		Yes		Yes		Yes		Yes
985	Ensure that your school's student discipline policies and actions are legal and fair, and that no student is expelled or counseled out of your school outside of that process?		Yes		Yes		Yes		Yes		Yes

986	Intervention	Enter Yes, No, or Not Applicable									
-----	---------------------	----------------------------------	--	--	--	--	--	--	--	--	--

987	Does your authorizer...	Local District	State	Local District	State	Local District	State	Local District	State	Local District	State
		2013-14		2014-15		2015-16		2016-17		2018-19	
988	Establish and make known to your school at the outset an intervention policy that states the general conditions that may trigger intervention and the types of actions and consequences that may ensue?		Yes		Yes		Yes		Yes		Yes
989	Give your school clear, adequate, evidence-based, and timely notice of contract violations or performance deficiencies?		Yes		Yes		Yes		Yes		Yes
990	Allow your school reasonable time and opportunity for remediation in non-emergency situations?		Yes		Yes		Yes		Yes		Yes
991	Where intervention is needed, engage in intervention strategies that clearly preserve school autonomy and responsibility (identifying what your school must remedy without prescribing solutions)?		Yes		Yes		Yes		Yes		Yes

992 REVOCAION AND RENEWAL DECISION MAKING

993	Renewal Decisions Based on Merit and Inclusive Evidence	Enter Yes, No, or Not Applicable									
994	Does your authorizer...	Local District	State	Local District	State	Local District	State	Local District	State	Local District	State
		2013-14		2014-15		2015-16		2016-17		2018-19	
995	Base the renewal process and renewal decisions on thorough analyses of a comprehensive body of objective evidence defined by the performance framework in the charter contract?		Not Applicable		Not Applicable		Not Applicable		Not Applicable		Yes

996	Cumulative Report and Renewal Application	Enter Yes, No, or Not Applicable									
997	Does your authorizer...	Local District	State	Local District	State	Local District	State	Local District	State	Local District	State
		2013-14		2014-15		2015-16		2016-17		2018-19	
998	Provide to your school, in advance of the renewal decision, a cumulative performance report that: - Summarizes your school's performance record over the charter term, and - States the authorizer's summative findings concerning your school's performance and its prospects for renewal?		Not Applicable		Not Applicable		Not Applicable		Not Applicable		Yes
999	Provide your school a meaningful opportunity and reasonable time within the renewal process to respond to the cumulative report; to correct the record, if needed; and to present additional evidence regarding your performance?		Not Applicable		Not Applicable		Not Applicable		Not Applicable		Yes

1000	Fair, Transparent Process	Enter Yes, No, or Not Applicable									
1001	Does your authorizer...	Local District	State	Local District	State	Local District	State	Local District	State	Local District	State
		2013-14		2014-15		2015-16		2016-17		2018-19	
1002	Clearly communicate to your schools the criteria for charter revocation, renewal, and non-renewal decisions that are consistent with the charter contract?		Not Applicable		Not Applicable		Not Applicable		Not Applicable		Yes
1003	Regularly update and publish the process for renewal decision making, including guidance regarding required content and format for renewal applications?		Not Applicable		Not Applicable		Not Applicable		Not Applicable		Yes

1004	Closure	Enter Yes, No, or Not Applicable									
1005	Does your authorizer...	Local District	State	Local District	State	Local District	State	Local District	State	Local District	State
		2013-14		2014-15		2015-16		2016-17		2018-19	
1006	In the event of a school closure, oversee and work with your school governing board and leadership in carrying out a detailed closure protocol that ensures timely notification to parents; orderly transition of students and student records to new schools; and disposition of school funds, property, and assets in accordance with law?		Not Applicable		Not Applicable		Not Applicable		Not Applicable		Not Applicable
1007	In the event of a school closure, oversee and work with your school governing board and leadership in carrying out a detailed closure protocol that ensures timely notification to parents; orderly transition of students and student records to new schools; and disposition of school funds, property, and assets in accordance with law?	Yes	Not Applicable	Yes	Not Applicable	Yes	Not Applicable		Not Applicable		No Applicable

1008 You have reached the end of Tab 9: Authorizer Evaluation
1009 You have therefore finished the your 2017 Charter School Annual Report Form.
1010 THANK YOU!