

Georgia Magnet Charter Schools Foundation

Georgia Magnet Charter Schools Foundation, Corporation submitted a renewal petition per FCS policy deadlines. The renewal petition submitted by Georgia Magnet proposes to continue their middle school and high school start-up charters for five additional years. Hapeville Charter Middle School (HCMS) has been in operation since 2004 under the control and management of Fulton County Board of Education. It proposes to continue operations in their current location (3535 S Fulton Ave, Atlanta, GA 30354). The curriculum will continue to align with the CCGPS. The student body will remain at 500 students. Hapeville Charter Career Academy (HCCA) has been in operation since 2009 also under the control and management of Fulton County Board of Education. It proposes to continue operations in their current location (6045 Buffington Rd, Atlanta, GA 30349). Twenty-three (23) units will continue to be required for graduation aligning with FCS graduation requirements. The student body will remain at 570 students.

Since its opening, Hapeville has demonstrated some successes, including:

- HCCA is one of the first five career academies to receive a Georgia Career Academy Grant initiative through the Lt. Governor's Office in coordination with the Technical College System of Georgia.
- HCCA's Building A is the first LEED-certified public-school facility within the Fulton County School system and within the State of Georgia.
- HCCA students were able to enroll in one or more of the dual enrollment curriculum areas in Atlanta Area Technical College and Georgia Military College. Free transportation is provided to students to post-secondary campuses which makes college more accessible. All of the allowable points were earned for dual enrollment on the CCRPI.

HCMS has demonstrated the following successes:

- 2014 Title I Distinguished School
- 2014 Title I High Progress Rewards School
- 2017 FCS Leading by Example Award for Double-Digit Gains with CCRPI
- HCMS has partnered with Porsche through the Power My Learning to acquire free 150 laptops for students
- HCMS has partnered with Generation InFocus for a free after-school STEAM program for students
- Free Lunch Program

The middle school also has a transitional counselor (8th-9th grade counselor), and is preparing to roll out advance course track beginning SY2020. Both the middle and high school are small learning communities with small class sizes. The mission of the schools is to provide students with a college preparatory environment in South Fulton County, thereby creating opportunities for success in top-quality high schools, colleges and the competitive world beyond the classroom.

Academic Performance

CCRPI: For four (4) out of the last six (6) years HCCA has had a higher CCRPI when compared to similar traditional schools in South Fulton County. Similar traditional schools for HCCA are defined as Banneker, Creekside and Tri-Cities. The schools were selected due to their geographic location, percentage of HCCA students zoned to those schools and similarity in demographics to HCCA. HCCA has been removed from the GaDOE priority school list. The school has not outperformed FCS or the state.

Year/CCRPI	HCCA	Banneker	Creekside	Tri-Cities	Fulton	State
2018	67.9	66.0	64.2	62.6	81.0	75.3
2017	68.7	62.4	72.1	64.2	81.0	77.0
2016	55.5	56.9	60.3	57.4	79.1	75.7
2015	69.1	56.3	58	56.6	71.8	75.8
2014	63.2	49.7	57.6	57.7	71.9	68.4
2013	66.2	59.5	57.2	62.8	77.6	71.8

For four (4) out of the last six (6) years HCMS has had a higher CCRPI when compared to similar traditional schools in South Fulton County. Similar traditional schools for HCMS are defined as Paul D. West, McNair and Woodland. The schools were selected due to their geographic location, percentage of HCMS students zoned to those schools and similarity in demographics to HCMS. HCMS came off the focus list for the 2017 school year. The school has not outperformed FCS or the state.

Year/CCRPI	HMS	Paul D. West	McNair	Woodland	Fulton	State
2018	60.8	55.4	54.2	53.4	81.0	76.2
2017	68.1	53.6	54.1	57.3	72.2	73.0
2016	57.9	48.1	46.1	49.8	70.4	71.5
2015	51.3	47.9	46.7	52.1	71.2	71.2
2014	59.5	55.9	52.9	55.3	73.4	72.3
2013	61.4	62.2	52.2	57.9	74.6	75.8

Academic Achievement: Both schools earned a lower content mastery score on the CCRPI than the district included all the middle and high school grade bands. HCMS outperformed similar schools on the Mathematics and Reading EOG as recorded on the CCRPI for the last five (5) years. The last two (2) years HCMS outperformed similar schools in student growth in Mathematics. According to the FCS Milestones dashboard, HCCA outperformed similar schools by grade level in Mathematics and has done well compared to similar schools in 9th and American Literature EOC during the last five (5) years.

Student Progress: HCMS outperformed FCS the last two (2) years for student growth in Mathematics and last year for student growth in ELA. The last two (2) years HCMS outperformed similar schools in student growth in Mathematics and last year for ELA.

HCCA did outperform FCS last year in student growth in Geometry and has seen steady growth in Algebra as compared to FCS. HCCA did outperform FCS two (2) of the four (4) years that student growth is recorded in 9th Grade Literature. HCCA academic results vary when compared to similar schools, for 9th grade literature and American Literature. The school does well one year and does not perform as well the next year. Progress in the sciences has been lackluster at best in the last five (5) years.

BTO

Academic Goals and Objectives: Both charter schools meet or exceed the academic outcomes of their competitive set traditional schools. HCCA has beat the odds three (3) out of the last 6 years. HCMS beat the odds in 2017. However, they have not closed the gap between educationally advantaged and educationally disadvantaged students.

HCCA Beating the Odds				
Year	Hapeville Charter Career Academy	Banneker	Creekside	Tri-Cities
2018 BTO	N	Y	N	N
2017 BTO	N	N	Y	N
2016 BTO	N	N	N	N
2015 BTO	Y	N	N	N
2014 BTO	Y	N	N	N
2013 BTO	Y	N	N	Y

HCMS Beating the Odds				
Year	Hapeville Charter Middle	Paul D West	McNair	Woodland
2018 BTO	N	N	N	N
2017 BTO	Y	N	N	N
2016 BTO	N	N	N	N
2015 BTO	N	N	N	N
2014 BTO	N	N	N	Y
2013 BTO	N	N	N	Y

Operational Performance

Educational Program Compliance: HCCA did not receive certification as a Career Academy. The school feels that it has stayed true to its model and serves as an “early college” academy. HCCA is first and foremost a locally authorized FCS charter school, and as such is expected to provide a valuable addition to FCS’s portfolio of school choice options that fit within the district framework for services. The school has always been branded as a career academy in the FCS portfolio.

For both schools, FCS expects that an essential part of their educational programming is the delivery of a high-quality education. To fulfill this obligation, the schools have submitted a corrective action plan and a strategic plan with their renewal application. The department will have bi-annual reviews to see if the schools are on track and are making good on their corrective action plans.

Governance: The Georgia Magnet Board leadership has worked to create conditions for the schools to be successful over the term of the charter. The Georgia Magnet Board must be committed to ensuring that its Board governs effectively, efficiently, and proactively. The Board should review its policies, procedures, charter, and by-laws, and restructure its committees, to ensure accountability of the Board and school leadership. Following that review, the Georgia Magnet Board may want to revise its structure and potentially its membership so that it can act more swiftly in the future. Most importantly, the board must be committed to monitoring Georgia Magnet schools’ academic performance more closely. As the stewards of the school, it is the Georgia Magnet Board’s responsibility to develop, maintain and annually review the strategic and school improvement plans. It is important that the school’s mission is routinely monitored, that the board provide visionary thinking while ensuring the programs in place are evaluated for effectiveness. The Georgia Magnet Board may delegate total responsibility for the implementation of the strategic plan to the leadership team, but it should have established

direction and oversight through its policies and procedures. The ultimate academic success or lack thereof rest squarely on the shoulders of the Board.

Students and Employees: HCCA has had recent challenges with implementing a compliant special education program and received a letter of directive from the Charter School Department. They have addressed the concerns outlined in the letter. Both schools are working to ensure that all teachers are certified or meet professional qualifications and in-field requirements in compliance with Every Student Succeeds Act (ESSA).

Financial Goals and Performance

Georgia Magnet Charter Schools Foundation has practice sound decision-making and fiscal management sufficient thus ensuring the responsible stewardship of public monies. Overall, the annual budget is balanced and ratios meet the standard. Each year, Georgia Magnet Charter Schools Foundation/Hapeville has operated in accordance with all board approved policies.

- From 2009 to 2018 Hapeville cash flow increased from \$500,000 to \$3 million. Over the past two years, the Georgia Magnet Board decided to decrease cash balances and invest in additional administrative and instructional staff, with an eye on improving student achievement.
- Hapeville has had at least one month of operating cash on hand in each of the 9 years of the compliance period. Over this period the months of cash reserves have gone from 1.5 months in 2009 to more than 3.5 months in 2018 – a growth of more than 134%. This indicates an elevated level of sustainability and that the schools can meet unforeseen circumstances.
- Hapeville monthly operating expenses initially grew in this charter term as the school rollout the high school grades but since 2013 when the first class graduated the school has kept operating expenses relatively flat.
- Hapeville has met all Generally Accepted Accounting Practices (GAAP) on their external, annual audit reports. They have always received a clean audit review.
- Hapeville has not experienced financial struggles or allegations of fraud.
- Sustainability ratio is measured as unrestricted net assets divided by average monthly expenses. Sustainability ratio should indicate more than a two (2) month reserve. Hapeville is stronger than most of their peer charter schools.

Amana	CHCS	FAST	Hapeville	KSFA	LGS*	LCP*	Skyview	TMSA
2.31	1.87	1.23	3.27	7.81	2.83	2.34	1.19	4.91

- Liquidity ratio is measured as (current assets less current liabilities) divided by total expenses. Liquidity ratio should be greater than zero (0) and less than one (1). The schools are in the acceptable range.

Amana	CHCS	FAST	Hapeville	KSFA	LGS*	LCP*	Skyview	TMSA
0.06	0.15	0.09	0.26	0.02	0.22	0.28	0.09	0.40

- Occupancy costs are defined two ways: (1) as rent, taxes and insurance on building, depreciation, and amortization expense: (2) Additionally, utilities, repairs and maintenance, and interest on the mortgage. Occupancy costs should be less than 15%. Hapeville is well within the acceptable range for occupancy costs.

Occupancy Expense (1)

Amana	CHCS	FAST	Hapeville	KIPP	LGS*	LCP*	Skyview	TMSA
4.76%	13.58%	17.27%	6.73%	8.84%	5.69%	3.73%	10.89%	3.70%

Occupancy Expense (2)

Amana	CHCS	FAST	Hapeville	KIPP	LGS*	LCP*	Skyview	TMSA
14.16%	16.88%	19.38%	14.09%	11.22%	7.27%	5.91%	14.33%	6.93%

- Debt to Asset Ratio is measured as total liabilities (excluding net pension liability) divided by total assets. Debt to asset ratio should be less than 0.90. The ratio indicates that Hapeville is in a good financial position.

Amana	CHCS	FAST	Hapeville	KIPP	LGS*	LCP*	Skyview	TMSA
0.93	0.06	0.25	0.52	0.06	0.06	0.56	0.88	0.32

Recommendation:

The schools have made progress with the leadership and staffing changes made during the last two (2) years of the charter contract. The Georgia Magnet Board and the administrative staff are keenly aware of the importance of continuing this positive trajectory. We recommend that Georgia Magnet Foundation is given a three (3) year provisional charter with the expectation that Hapeville Career Academy and Hapeville Middle School increase their CCRPI scores to align with district expectations and meet operational performance standards. FCS will closely monitor the schools’ corrective action plan and the schools’ strategic progress in the upcoming three (3) years.