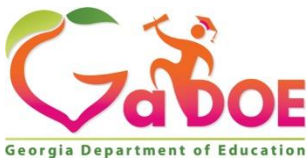# Georgia's Charter Systems 2018-2019 and 2019-2020

The Georgia Department of Education's District Flexibility and Charter Schools Division's 2019 Annual Report submitted on behalf of the State Board of Education to the Georgia General Assembly

GaDOE
Georgia Department of Education

December 31, 2019

Georgia General Assembly
State Capitol Building
Atlanta, GA 30334

December 31, 2019

Dear Members of the Georgia General Assembly,

Georgia law requires all charter systems to submit an annual report to the Department of Education each year and the State Board of Education to report to the General Assembly each year on the status of the charter program [see O.C.G.A. § 20-2-2067.1(c) and § 20-2- 2070]. To facilitate the meeting of these requirements, the Georgia Department of Education's District Flexibility and Charter Schools Division each year conducts an Annual Report process for charter systems. The Department then compiles the Annual Report data along with academic assessment data and prepares and conveys to the General Assembly this report on behalf of the State Board of Education. Our 2019 Charter Systems Annual Report is before you now.

We now have 46 charter systems in Georgia, with one more pending. There are 11 cohorts of charter systems, one for 2008-09 and one for each school year since 2010-11. It takes at least five years of implementation for new charter systems to fully operationalize the charter system model. In addition to creating, training, and getting Local School Governance Teams operating at peak performance, time is also required to implement the new essential features and innovations included in each charter system contract. This means that the improved academic results yielded by implementing the charter system model are instrumental in moving the needle upward for Georgia's overall academic achievement since we now have four cohorts operating as a charter system for more than five years.

Thank you for your ongoing dedication and hard work in helping to strengthen Georgia's public education system.

Sincerely,

Kevin Boyd, Chair
District Flexibility and Charter Schools Committee
State Board of Education

Table of Contents

Charter Systems

In 2007 the General Assembly passed the Charter Systems Act. A Charter System is a system that has a performance contract with the State Board of Education granting the system freedom from almost all Title 20 education laws and State Board of Education rules in exchange for a commitment to higher academic achievement.

The performance contract between the Charter System and the State Board gives the district the flexibility to innovate in exchange for increased academic accountability. It also compels the systems to distribute the leadership process through the establishment of local school governance teams. Charter systems have the flexibility to innovate to exercise spending flexibility.
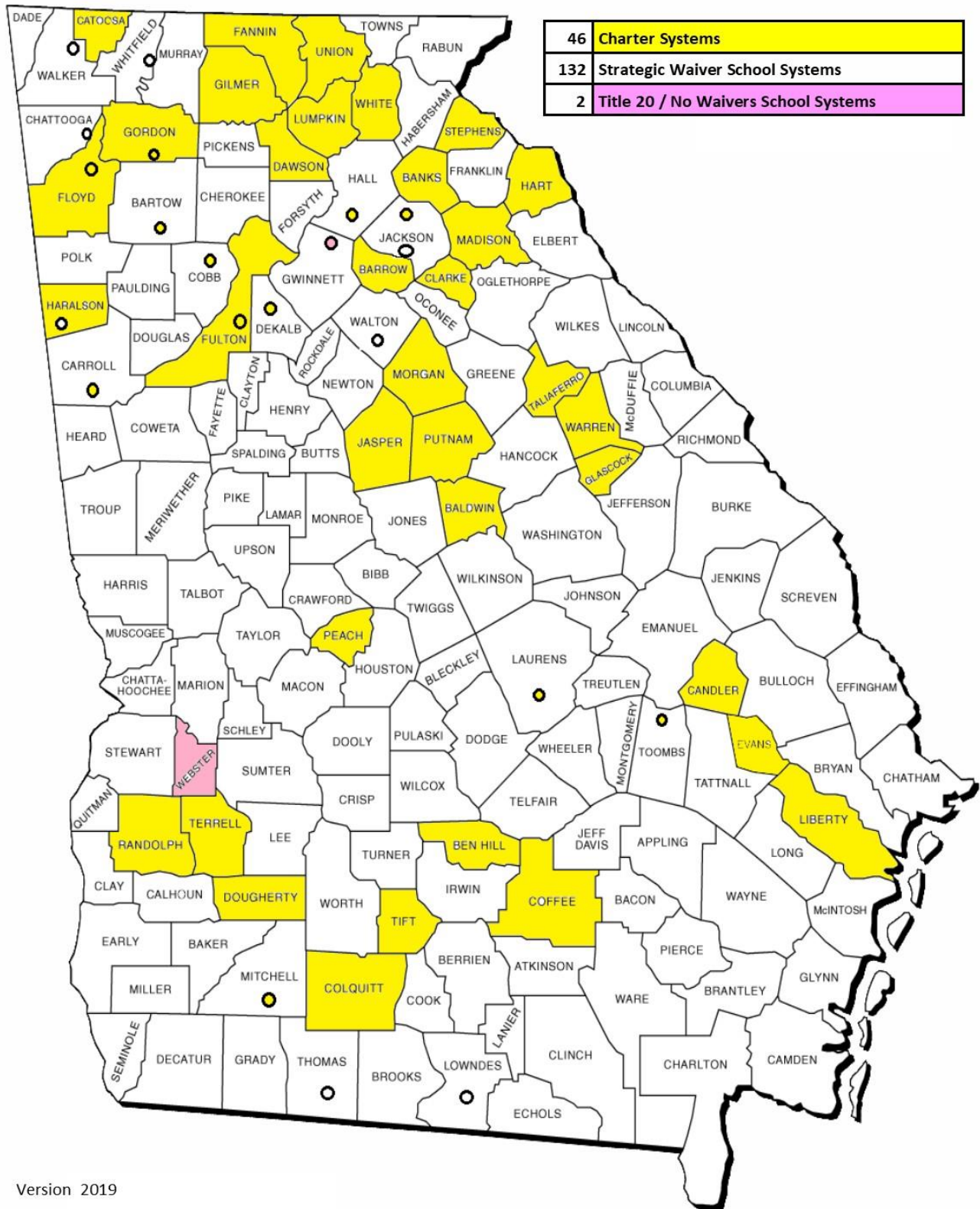
During the 2019-2020 school year, there were 46 operating Charter Systems.

1	Atlanta Public	17	Dougherty County	32	Madison County
2	Banks County	18	Dublin City	33	Marietta City
3	Baldwin County	19	Evans County	34	Morgan County
4	Barrow County	20	Fannin County	35	Peach County
5	Ben Hill County	21	Floyd County	36	Pelham City
6	Calhoun City	22	Fulton County	37	Putnam County
7	Candler County	23	Gainesville City	38	Randolph County
8	Carrollton City	24	Gilmer County	39	Stephens County
9	Cartersville City	25	Glascock County	40	Taliaferro County
10	Catoosa County	26	Gordon County	41	Terrell County
11	Coffee County	27	Haralson County	42	Tift County
12	Clarke County	28	Hart County	43	Union County
13	Colquitt County	29	Jasper County	44	Vidalia City
14	Commerce City	30	Liberty County	45	Warren County
15	Dawson County	31	Lumpkin County	46	White County
16	Decatur City				

Geographic Distribution of Georgia's 46 Charter Systems

46	Charter Systems
132	Strategic Waiver School Systems
2	Title 20 / No Waivers School Systems

Version 2019

Charter System Enrollment

Charter System Enrollment

Year	Enrollment
2008-09	17,247
2009-10	22,999
2010-11	39,186
2011-12	71,881
2012-13	164,406
2013-14	177,154
2014-15	190,184
2015-16	234,931
2016-17	345,615
2017-18	356,897
2018-19	356,819
2019-20	358,014
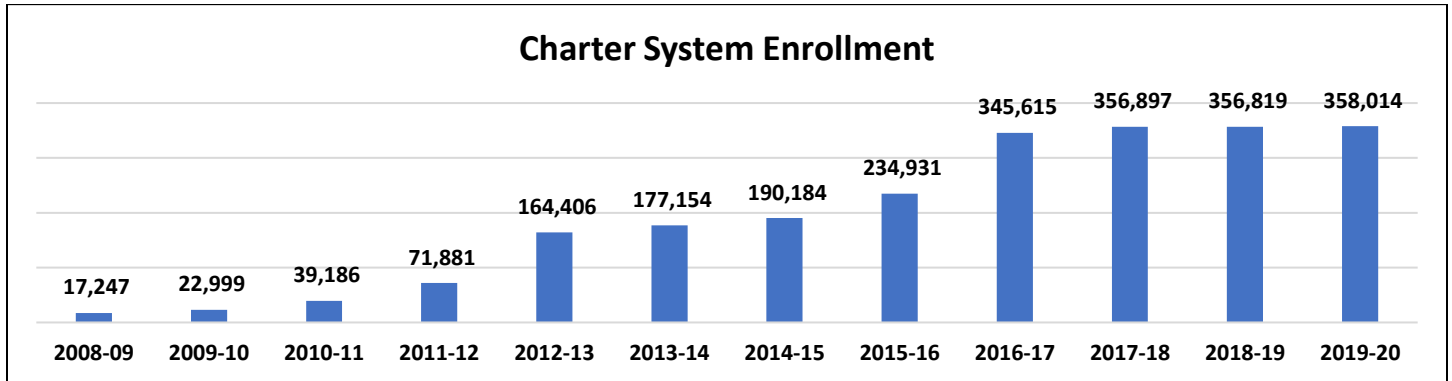
Demographics of Charter System Schools

Enrollment by Race/Ethnic Fiscal Year 2020								
Name	**Total**	**White**	**Black**	**Hispanic**	**Asian**	**Indian**	**Pacific**	**Two or more Races**
Charter Systems	328,868	40.8%	38.0%	15.4%	3.5%	*	*	2.3%

Charter System Schools versus Non-Charter System Schools Support Services

School Type	**Free and Reduced Lunch Eligibility**	**English Language Learners**	**Special Education**
Charter Systems	66.2%	8.0%	12.9%

Charter Systems Demographics

Charter System	Total Enrollment	% White	% Black	% Hispanic	% Asian/Pacific Islander	% American Indian	% Multi Racial
2019-20 Charter System Demographics							
Atlanta Public Schools	41,012	17.0%	72.5%	7.5%	1.0%	0.0%	2.0%
Baldwin County	4,780	26.4%	70.6%	0.0%	0.0%	0.0%	3.0%
Banks County	2,594	90.1%	0.0%	9.9%	0.0%	0.0%	0.0%
Barrow County	13,905	57.4%	13.6%	20.7%	2.9%	0.0%	5.4%
Ben Hill County	2,946	41.5%	46.0%	12.5%	0.0%	0.0%	0.0%
Calhoun City	4,144	51.3%	6.0%	37.8%	0.9%	0.0%	4.0%
Candler County	2,142	46.8%	29.9%	21.1%	0.0%	0.0%	2.2%
Carrollton City	5,359	40.2%	32.6%	21.0%	0.6%	0.0%	5.6%
Cartersville City	4,614	51.0%	21.6%	21.1%	0.9%	0.0%	5.5%
Catoosa County	9,780	95.3%	1.2%	2.4%	0.0%	0.0%	1.1%
City Schools of Decatur	5,504	68.0%	18.8%	3.0%	2.6%	0.0%	7.6%
Clarke County	12,658	22.0%	50.0%	25.6%	0.7%	0.0%	1.7%
Coffee County	7,387	47.5%	30.8%	21.1%	0.0%	0.0%	0.6%
Colquitt County	9,081	41.3%	26.7%	31.5%	0.0%	0.0%	0.5%
Commerce City	1,552	75.5%	6.2%	16.4%	0.0%	0.0%	1.9%
Dawson County	3,395	92.2%	0.0%	7.8%	0.0%	0.0%	0.0%
Dougherty County	13,164	4.0%	93.9%	1.8%	0.0%	0.0%	0.3%
Dublin City	2,113	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%
Evans County	1,866	36.4%	34.4%	27.0%	0.0%	0.0%	2.2%
Fannin County	2,807	95.3%	0.0%	4.7%	0.0%	0.0%	0.0%
Floyd County	8,909	82.8%	6.2%	10.2%	0.0%	0.0%	0.8%
Fulton County	86,520	28.7%	41.0%	16.2%	11.7%	0.0%	2.4%
Gainesville City	7,836	14.1%	17.9%	64.1%	2.2%	0.0%	1.7%
Gilmer County	4,120	69.7%	0.0%	30.3%	0.0%	0.0%	0.0%
Glascock County	495	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Gordon County	622	81.7%	0.0%	18.3%	0.0%	0.0%	0.0%
Haralson County	3,075	99.0%	0.0%	0.0%	0.0%	0.0%	1.0%
Hart County	3,416	65.5%	23.2%	7.8%	0.0%	0.0%	3.4%
Jasper County	2,329	68.6%	21.1%	8.7%	0.0%	0.0%	1.6%
Liberty County	9,881	23.4%	53.5%	13.7%	0.0%	0.0%	9.5%
Lumpkin County	3,641	92.3%	0.0%	7.7%	0.0%	0.0%	0.0%
Madison County	4,798	73.3%	9.8%	11.3%	1.5%	0.0%	4.2%
Marietta City	8,475	20.2%	36.7%	41.1%	0.4%	0.0%	1.6%
Morgan County	3,138	64.9%	24.7%	7.0%	0.0%	0.0%	3.3%
Peach County	3,527	31.6%	52.8%	15.7%	0.0%	0.0%	0.0%

2019-20 Charter System Demographics							
Charter System	Total Enrollment	% White	% Black	% Hispanic	% Asian/Pacific Islander	% American Indian	% Multi Racial
Pelham City	1,355	35.1%	61.5%	3.3%	0.0%	0.0%	0.0%
Putnam County	2,906	45.7%	36.5%	16.6%	0.0%	0.0%	1.2%
Randolph County	779	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%
Stephens County	3,824	76.2%	12.7%	3.1%	0.0%	0.0%	8.0%
Taliaferro County	127	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%
Terrell County	1,123	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%
Tift County	7,609	43.1%	36.4%	19.9%	0.0%	0.0%	0.6%
Union County	2,705	97.4%	0.0%	2.6%	0.0%	0.0%	0.0%
Vidalia City	2,471	39.9%	51.2%	7.3%	0.0%	0.0%	1.6%
Warren County	556	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%
White County	3,587	94.9%	0.0%	3.0%	0.0%	0.0%	2.1%

Charter System Contract Performance Targets

Background

The *Every Student Succeeds Act,* commonly referred to as ESSA, was signed into law in 2015. ESSA, which earned bipartisan approval in Congress, freed states from their *No Child Left Behind* (NCLB) waiver agreements and entrusted them with the responsibility to develop their own state plans to support education. ESSA significantly scaled back the authority of the U.S. Secretary of Education and U.S. Department of Education. The requirements of the law vary in specificity from issue to issue, with significant flexibility granted in some areas while in others (such as testing), many of the federal requirements introduced in No Child Left Behind remain.

The Every Student Succeeds Act gave Georgia an opportunity to *reflect on* and *refine* previous education reforms and engage Georgians in a meaningful way to chart out the future of education in our state – together.

In creating Georgia's ESSA State Plan, the State sought out maximum flexibility while creating a cohesive and aligned plan that is responsive to the feedback received from educators, parents, students, business/industry representatives, and community members. The resulting plan strongly supports Georgia's vision of *offering a holistic education to each and every child in the state*.

This plan captures the Georgia Department of Education's shifting role from one focused on *compliance* to one focused on *service* and *support*. It defines the Department's shared responsibility to expand opportunities and increase outcomes for students, in partnership with other state agencies, nonprofit and civic organizations, districts, schools, and communities. This plan supports the alignment of tools, resources, initiatives, programs, and efforts so they work in a more effective and efficient way to ultimately impact the classroom. The cornerstones of Georgia's plan are *strengthening the teaching profession* and *building the capacity of leaders through quality feedback, support, mentorship, and professional learning*.

GaDOE redesigned the accountability system, including CCRPI, to reflect the new goals of Georgia's new ESSA State Plan. The redesigned CCRPI was introduced for the 2017-18 school year. Because of this redesign, the District Flexibility and Charter Schools Division is working on a revised set of charter system performance measures. Until these measures are finalized, the division report presents only CCRPI scores. When the updated performance measures are approved, the District Flexibility and Charter Schools Division will update the report to reflect the update.

Given the two major changes in CCRPI since it was first introduced, CCRPI for the three years 2012-2014 are comparable to each other, and CCRPI for the three years 2015-2017 are also comparable to each other. The new redesigned CCRPI for 2018 as presented in the Georgia ESSA State Plan begins a new period of comparability. While the graphs and tables below show a time series of CCRPI from 2012 through 2019, the different comparability periods are typically separated by a blank column in charts and by a vertical line in graphs.

Charter System Cohorts

There are 11 cohorts of charter systems, one for 2008-09 and one for each school year since 2010-11. It takes at least a full contract term (5 years) of implementation for new charter systems to fully operationalize the charter system model. In addition to creating, training, and getting Local School Governance Teams established and functional, time is also required to implement the new essential features and innovations included in the new charter system contract.

Cohort 1 2008-2009	1	City of Decatur
	2	Marietta City
	3	Gainesville City
	4	Warren County

Cohort 2 2010-2011	1	Cartersville City
	2	Putnam County
	3	Floyd County
	4	Dawson County
	5	White County

Cohort 3 2011-2012	1	Baldwin County
	2	Gordon County
	3	Dublin City
	4	Barrow County
	5	Calhoun City
	6	Morgan County

| Cohort 4 2012-13 | 1 | Madison County |
| | 2 | Fulton County |

Cohort 5 2013-2014	1	Haralson County
	2	Banks County
	3	Coffee County

Cohort 6 Cohort 7 2014-2015	1	Union County
	2	Gilmer County
	3	Glascock County
	4	Vidalia City
	5	Lumpkin County
	6	Stephens County
	7	Carrollton City
	8	Commerce City
	9	Hart County

Cohort 7 2015-2016	1	Candler County
	2	Colquitt County
	3	Fannin County
	4	Liberty County

Cohort 8 2016-2017	1	Atlanta Public
	2	Randolph County
	3	Clarke County
	4	Dougherty County
	5	Jasper County
	6	Tift County
	7	Catoosa County
	8	Peach County
	9	Terrell County

| Cohort 9 2017-2018 | 1 | Taliaferro County |

| Cohort 10 2018-2019 | 1 | Ben Hill County |
| | 2 | Pelham City Schools |

| Cohort 11 2019-2020 | 1 | Evans County |

**CCRPI Scores for Charter Systems Operating 5-years or longer**

Research indicates it takes at least five (5) years for a charter to be operative. The following chart includes only the systems that have been in operation for five (5) years. The first cohort had five (5) years of accountability data beginning in 2012, since then four cohorts have at least five (5) years as a charter system, for a total of 17 systems.

CCRPI, 2012-2019 Charter Systems Operating 5 years or longer vs. Statewide Score
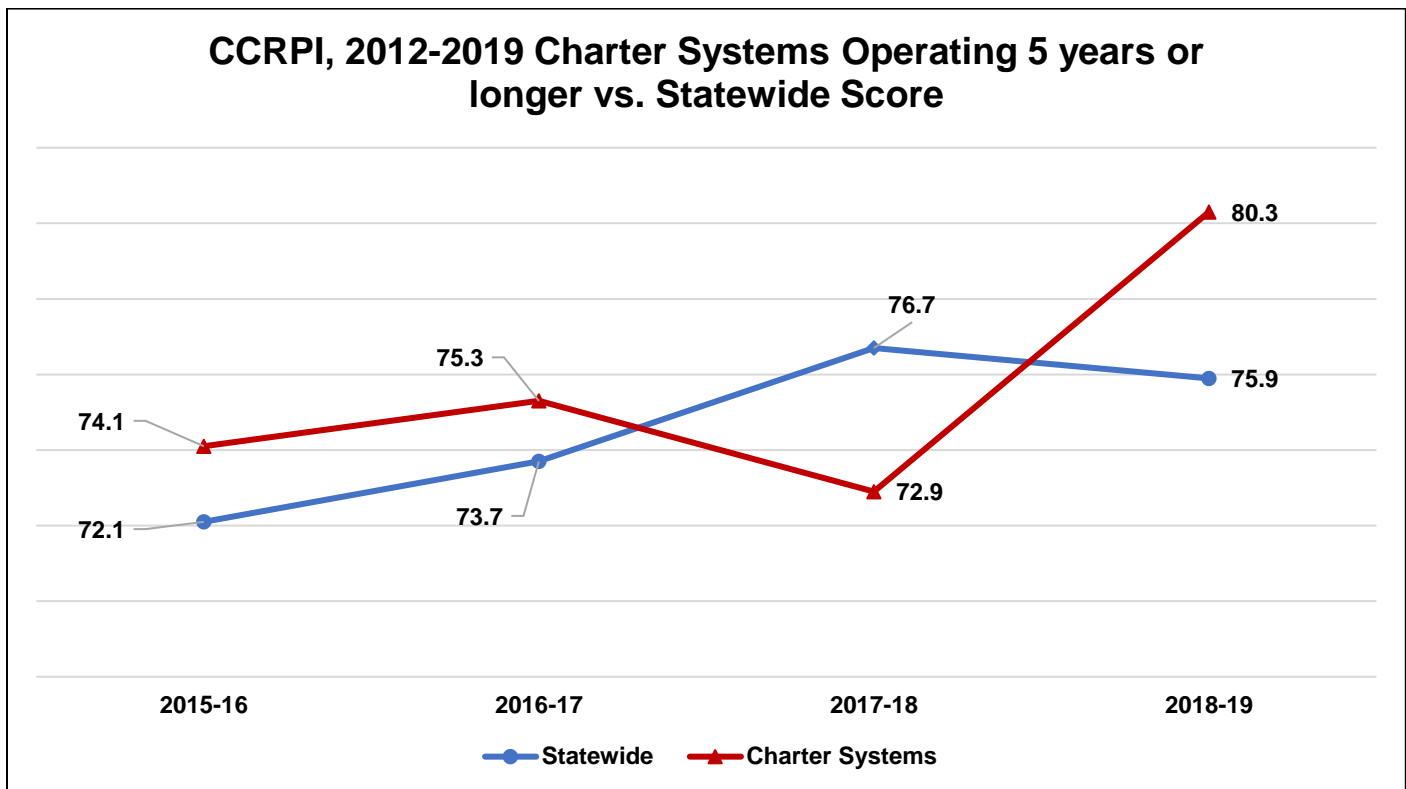
Note: The Georgia Department of Education revised the CCRPI calculation in 2014 and 2018. Therefore, ONLY 2012 – 2014 are comparable to each other, ONLY 2015 – 2017 scores are comparable to each other, and 2018 – 2019 scores comparable to each other. For more information on the new calculation, visit GaDOE's Accountability web page.

	Statewide	Charter Systems	Cohorts
2015-16	72.1	74.1	1
2016-17	73.7	74.6	1, 2
2017-18	76.7	76.2	1, 2, 3
2018-19	75.9	78.1	1, 2, 3, 4

The following chart provides the individual CCRPI of the Charter System Cohorts that have been in operation for at least five (5) years.


CCRPI, 2012-2019
Charter Systems Operating Five (5) Years or Longer
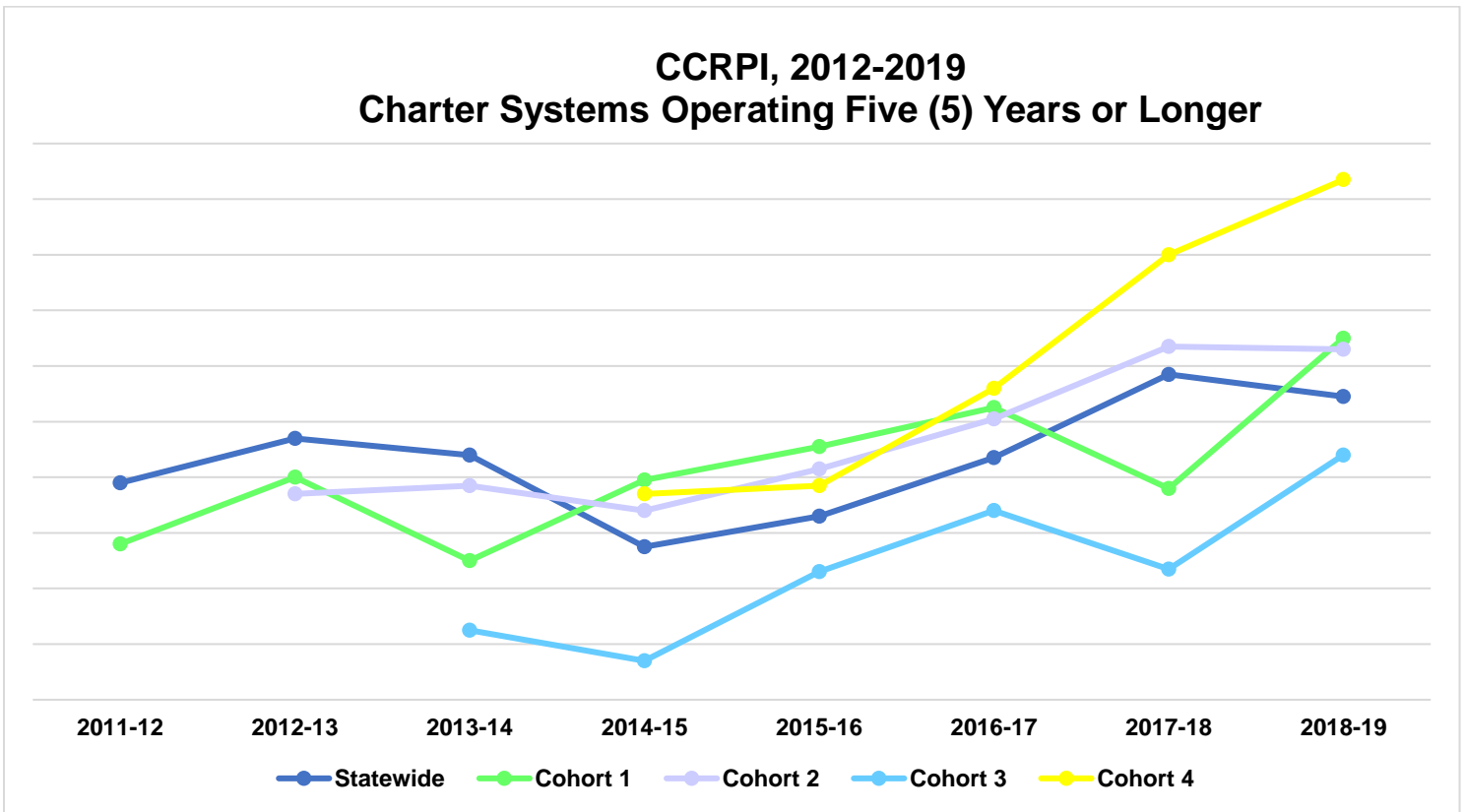
| | State | Cohort 1 | Cohort 2 | Cohort 3 | Cohort 4 |
		4 Systems	5 Systems	6 Systems	2 Systems
2011-12	72.8	70.6			
2012-13	74.4	73.0	72.4		
2013-14	73.8	70.0	72.7	67.5	
2014-15	70.5	72.9	71.8	66.4	72.4
2015-16	71.6	74.1	73.3	69.6	72.7
2016-17	73.7	75.5	75.1	71.8	76.2
2017-18	76.7	72.6	77.7	69.7	81.0
2018-19	75.9	78.0	77.6	73.8	83.7

CCRPI Scores by Cohort

Cohort 1: 2008-2009

City of Decatur (9), Gainesville City (8), Marietta City (13), and Warren County (3)

2012 - 2019 CCRPI - Charter Systems
Cohort 1: 2008-09
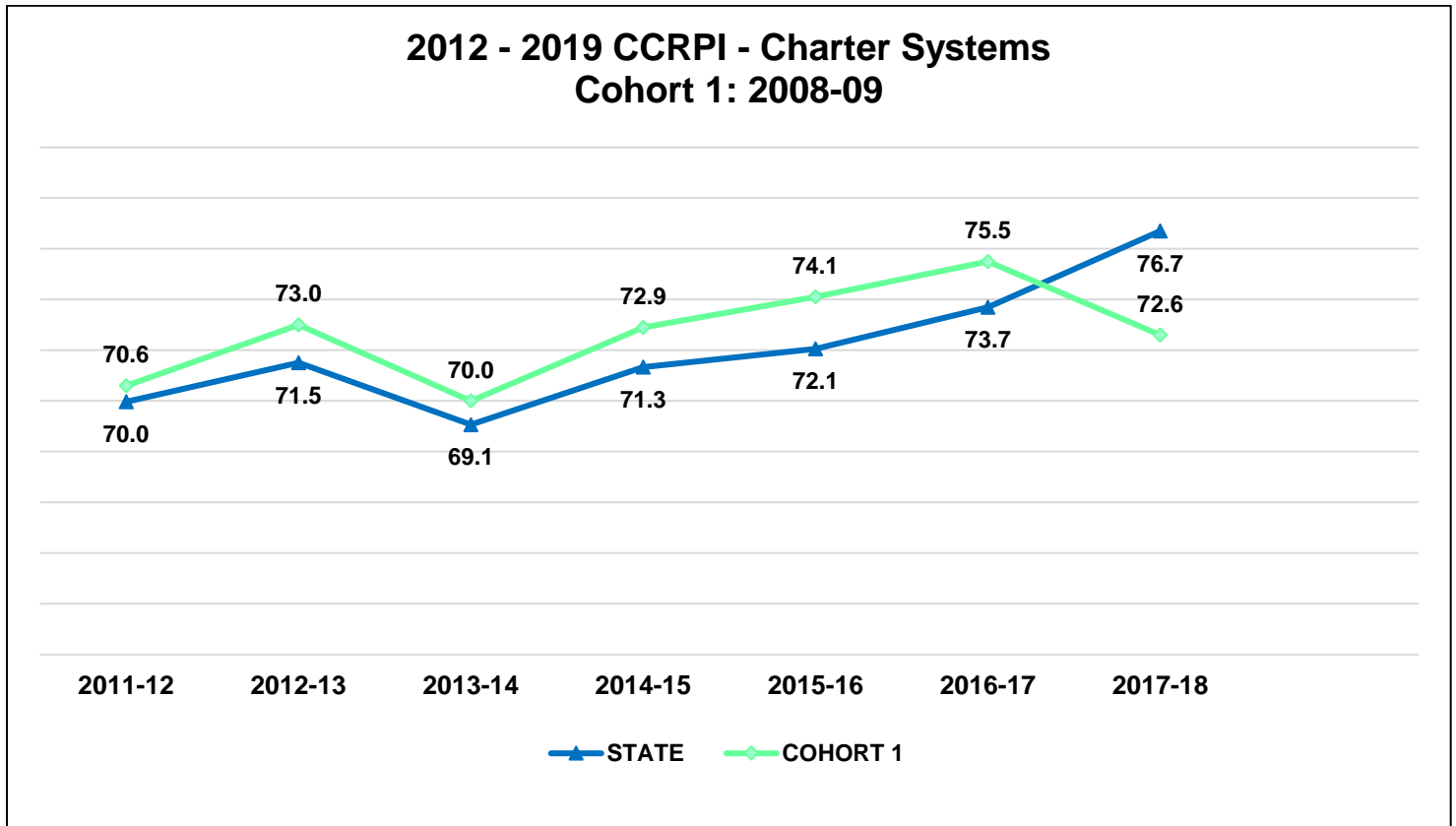
System	2012	2013	2014	2015	2016	2017	2018	2019
City of Decatur	84.3	86.1	84.8	83.3	86.3	88.2	85.0	87.9
Gainesville City	64.7	66.4	65.0	68.0	66.6	70.2	61.5	80.4
Marietta City	71.5	74.1	68.6	73.2	75.3	74.4	75.2	69.2
Warren County	57.3	62.4	60.5	59.3	65.0	59.1	73.0	69.5

	2012	2013	2014	2015	2016	2017	2018	2019
COHORT 1	70.6	73.0	70.0	72.9	74.1	75.5	72.6	78.0
STATE	70.0	71.5	69.1	71.3	72.1	73.7	76.6	75.9

Cohort 2: 2010-2011

Cartersville City (4), Dawson County (7), Floyd County (18), Putnam County (4), and White County (7)

2012 - 2019 CCRPI - Charter Systems
Cohort 2: 2010-11
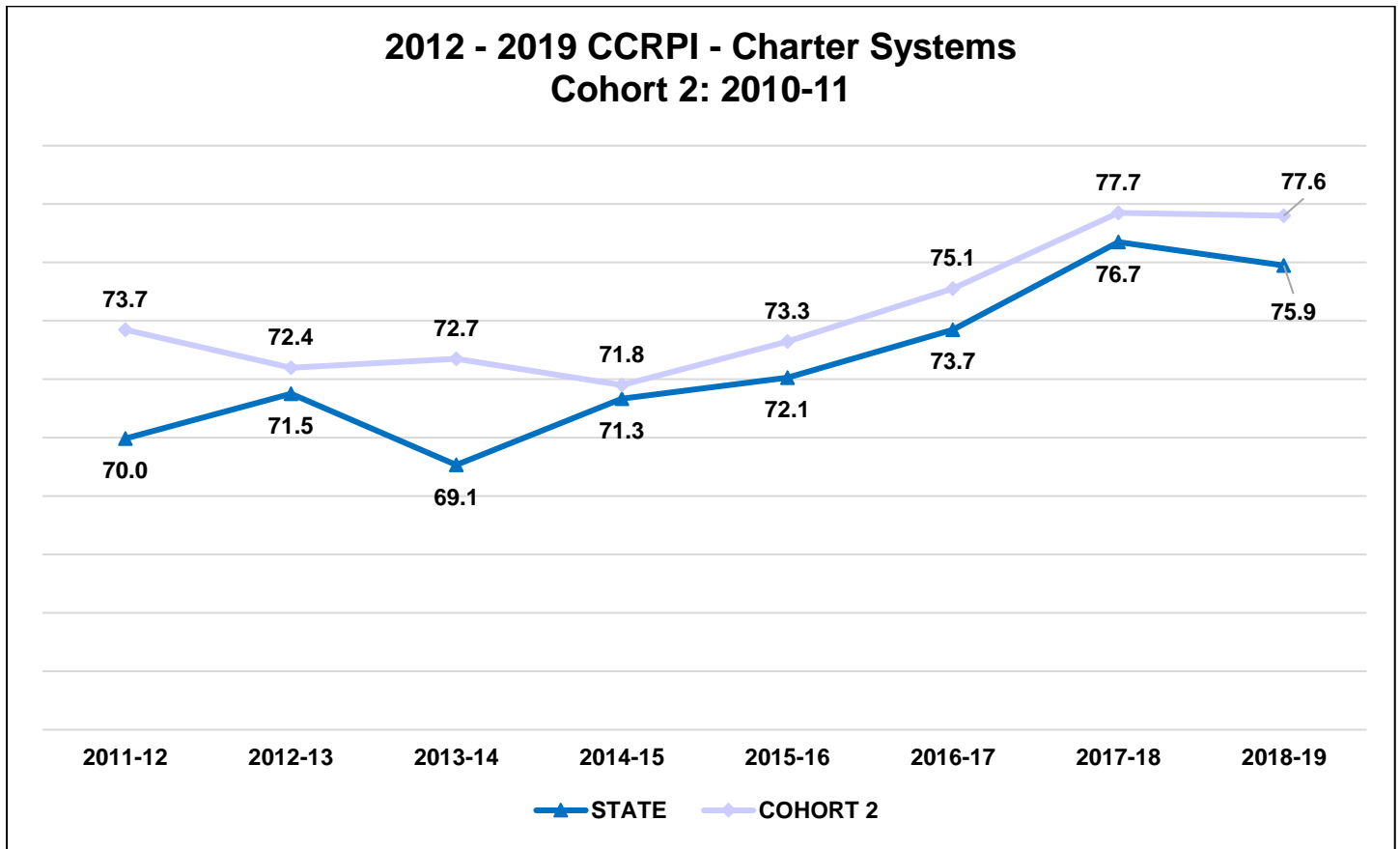
System	2012	2013	2014		2015	2016	2017		2018	2019
Cartersville City	73.4	71.1	74.5		73.4	80.7	77.7		78.7	78.3
Dawson County	74.2	73.3	77.3		78.1	76.4	72.9		79.9	78.2
Floyd County	70.4	70.6	67.4		68.0	67.5	73.2		77.5	81.6
Putnam County	76.4	77.4	76.8		66.8	70.3	72.0		71.3	60.2
White County	79.5	74.4	77.6		77.7	78.9	81.3		80.1	79.6
COHORT 2	**73.7**	**72.4**	**72.7**		**71.8**	**73.3**	**75.1**		**77.7**	**77.6**
STATE	**70.0**	**71.5**	**69.1**		**71.3**	**72.1**	**73.7**		**76.6**	**75.9**

Cohort 3: 2011-2012

Baldwin County (6), Barrow County (15), Calhoun City (4), Dublin City (5), Gordon County (10), and Morgan County (4)

2012 - 2019 CCRPI - Charter Systems
Cohort 3: 2011-12
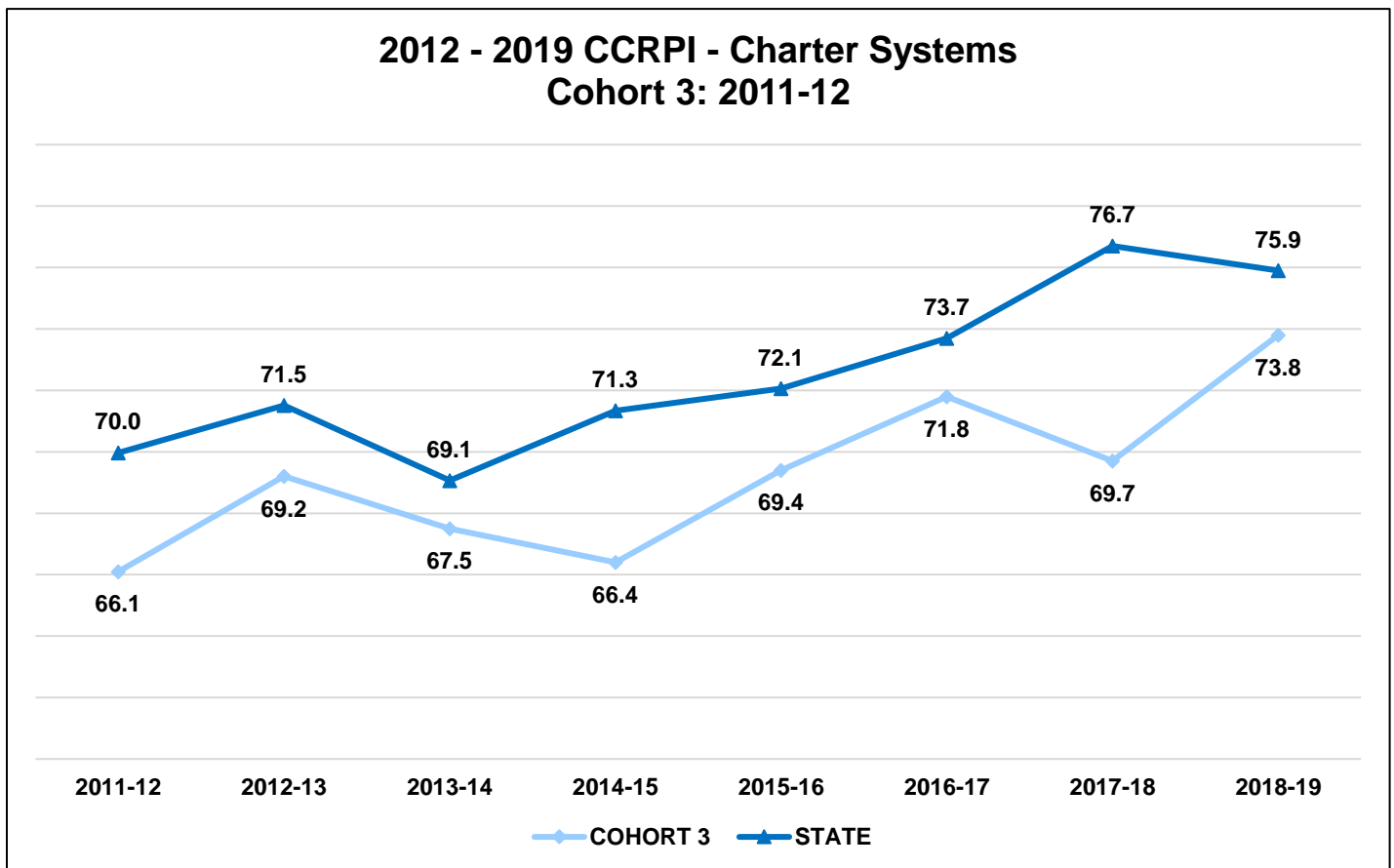
System	2012	2013	2014		2015	2016	2017		2018	2019
Baldwin County	64.9	65.0	64.9		57.0	62.8	65.5		59.6	69.7
Barrow County	67.8	73.5	67.8		69.1	72.1	74.5		72.3	76.7
Calhoun City	75.7	77.0	75.7		69.1	70.1	70.9		65.5	72.8
Dublin City	59.9	63.8	59.9		52.8	61.9	60.9		68.7	58.8
Gordon County	71.4	74.0	71.4		70.8	72.0	73.0		76.4	75.2
Morgan County	75.3	76.7	75.3		69.7	71.2	78.5		80.5	77.7

	2012	2013	2014		2015	2016	2017		2018	2019
COHORT 3	**66.1**	**69.2**	**67.5**		**66.4**	**69.4**	**71.8**		**69.7**	**73.8**
STATE	**70.0**	**71.5**	**69.1**		**71.3**	**72.1**	**73.7**		**76.6**	**75.9**

Cohort 4: 2012-2013

Fulton County (97) and Madison County (7)

2012 - 2019 CCRPI - Charter Systems
Cohort 4: 2012-13
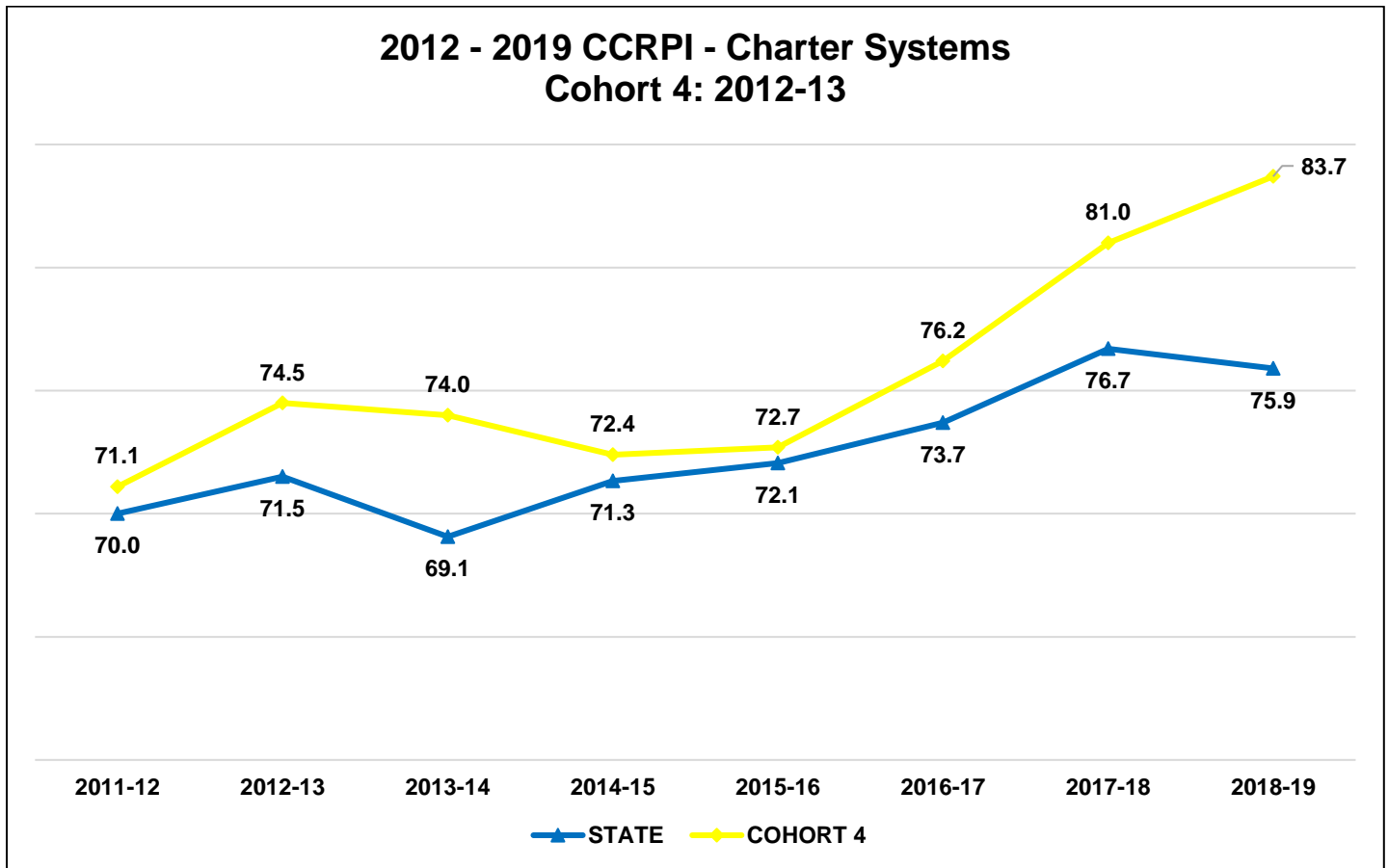
System	2012	2013	2014		2015	2016	2017		2018	2019
Fulton County	75.5	73.5	70.9		72.3	72.5	76.2		80.7	83.3
Madison County	70.9	74.6	74.2		73.5	75.9	77.2		81.0	81.6

	2012	2013	2014		2015	2016	2017		2018	2019
COHORT 4	**71.1**	**74.5**	**74.0**		**72.4**	**72.7**	**76.2**		**81.0**	**83.7**
STATE	**70.0**	**71.5**	**69.1**		**71.3**	**72.1**	**73.7**		**76.6**	**75.9**

Cohort 5: 2013-2014

Banks County (4), Coffee County (12), and Haralson County (6)

2012 - 2019 CCRPI - Charter Systems
Cohort 5: 2013-14
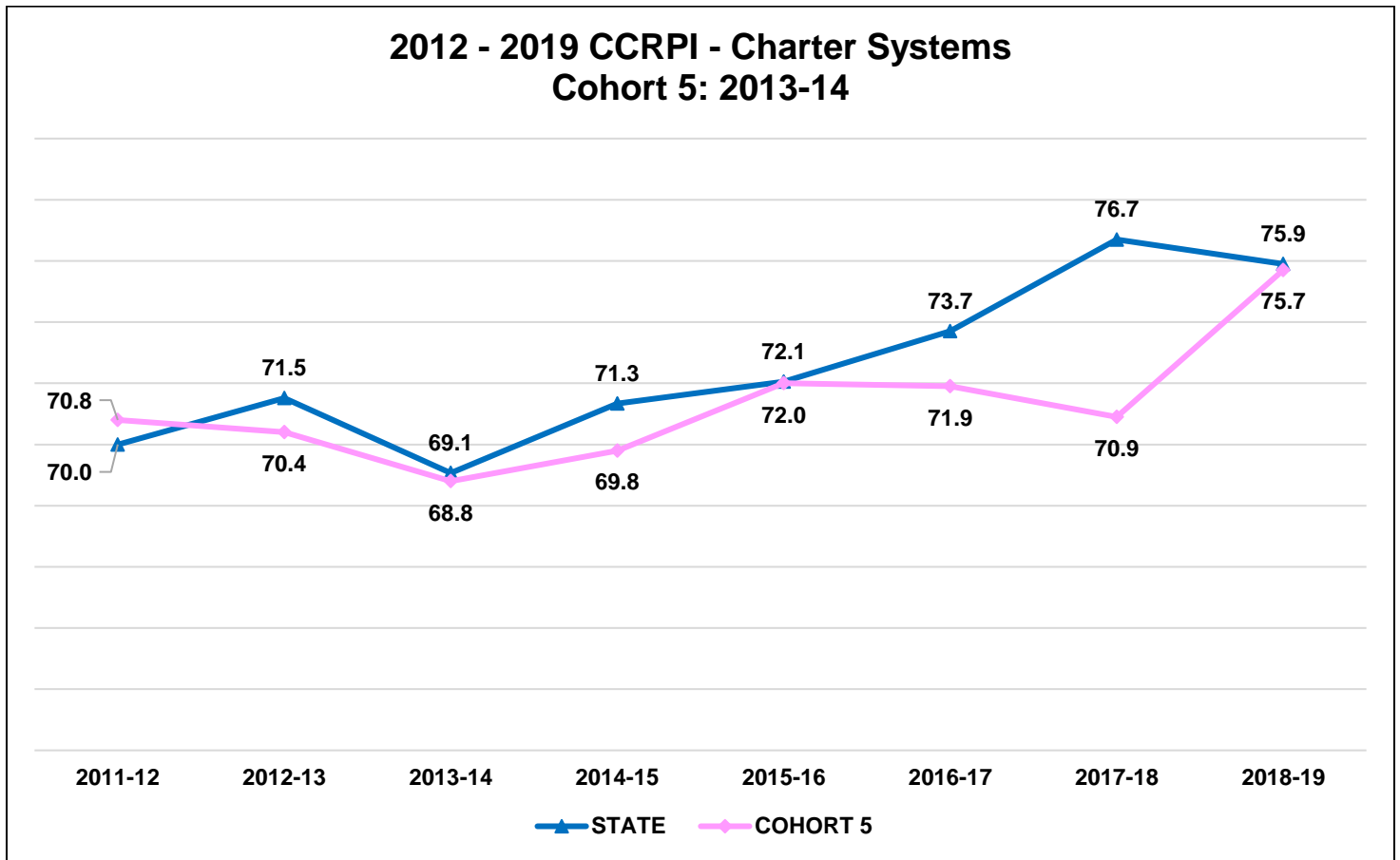
System	2012	2013	2014		2015	2016	2017		2018	2019
Banks County	76.8	74.6	71.0		68.8	75.2	76.1		74.6	71.8
Coffee County	71.6	69.0	67.7		71.0	71.1	70.2		69.4	77.0
Haralson County	64.0	70.1	69.3		67.8	71.5	72.1		71.3	76.1

COHORT 5	70.8	70.4	68.8		69.8	72.0	71.9		70.9	75.7
STATE	70.0	71.5	69.1		71.3	72.1	73.7		76.7	75.9

Cohort 6: 2014-15

Carrollton City (4), Commerce City (4), Gilmer County (6), Glascock County (2), Hart County (5), Lumpkin County (5), Stephens County (6), Union County (5), and Vidalia City (4)

**2012 - 2019 CCRPI - Charter Systems
Cohort 6: 2014-15**
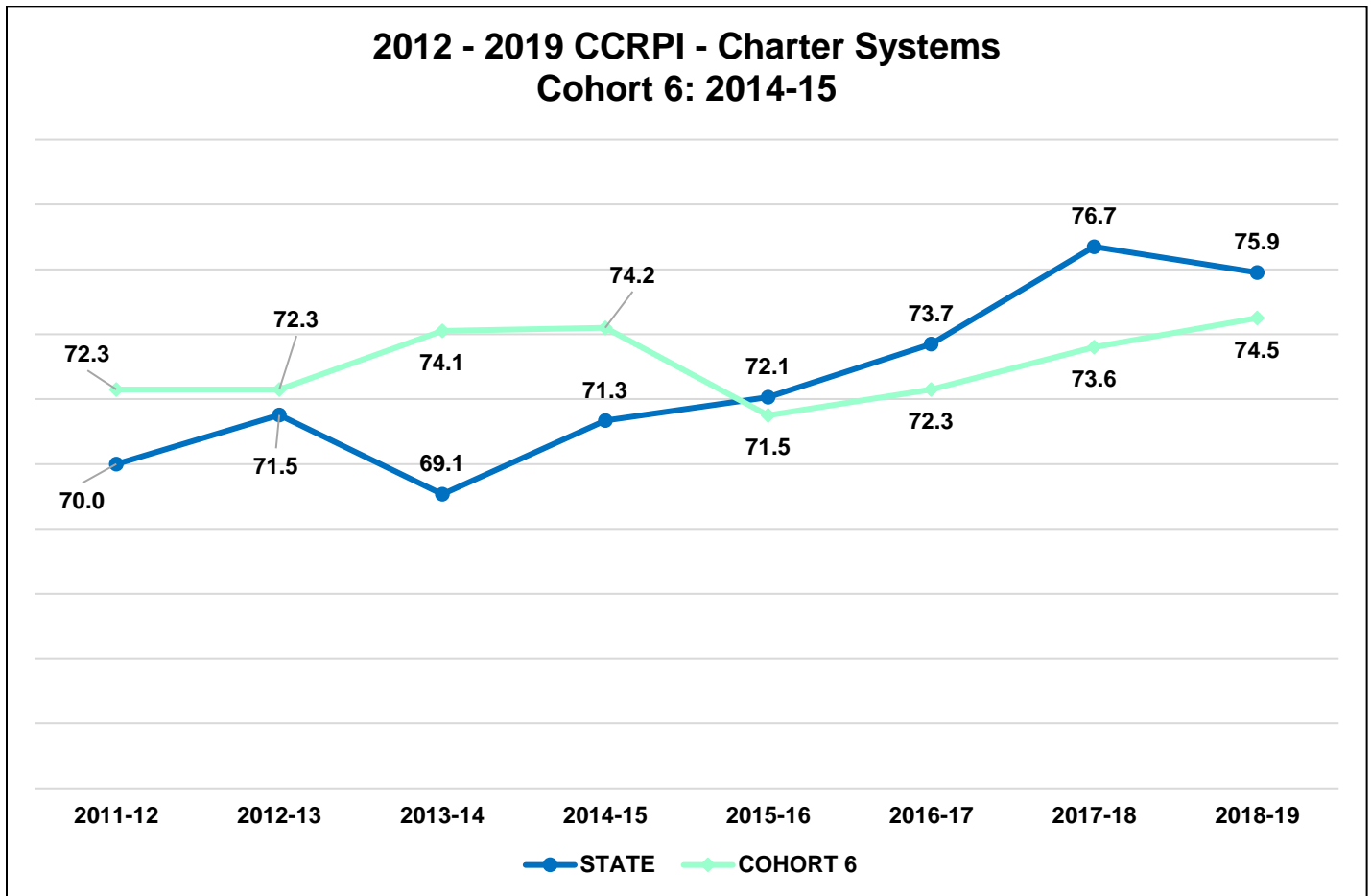
System	2012	2013	2014	2015	2016	2017	2018	2019
Carrollton City	72.1	70.7	76.2	75.9	70.5	73.3	76.9	75.1
Commerce City	79.8	77.7	76.6	71.7	77.4	73.9	81.9	74.0
Gilmer County	67.6	71.3	70.9	69.5	69.7	73.5	78.6	79.5
Glascock County	71.7	73.9	72.3	71.5	72.7	73.1	72.9	71.9
Hart County	68.1	68.3	70.1	69.9	67.7	72.2	72.7	75.5
Lumpkin County	76.5	80.1	76.7	75.8	78.0	71.8	70.7	75.5
Stephens County	73.1	78.2	74.6	67.3	68.4	70.1	70.1	71.3
Union County	80.8	83.7	82.2	72.5	80.1	77.9	76.2	76.5
Vidalia City	65.7	65.4	67.7	69.0	66.2	65.3	61.5	65.7
COHORT 6	**72.3**	**72.3**	**74.1**	**74.2**	**71.5**	**72.3**	**73.6**	**74.5**
STATE	**70.0**	**71.5**	**69.1**	**71.3**	**72.1**	**73.7**	**76.6**	**75.9**

Cohort 7: 2015-16

Candler County (3), Colquitt County (13), Fannin County (5), and Liberty County (12)

2012 - 2019 CCRPI - Charter System
Cohort 7: 2015-16
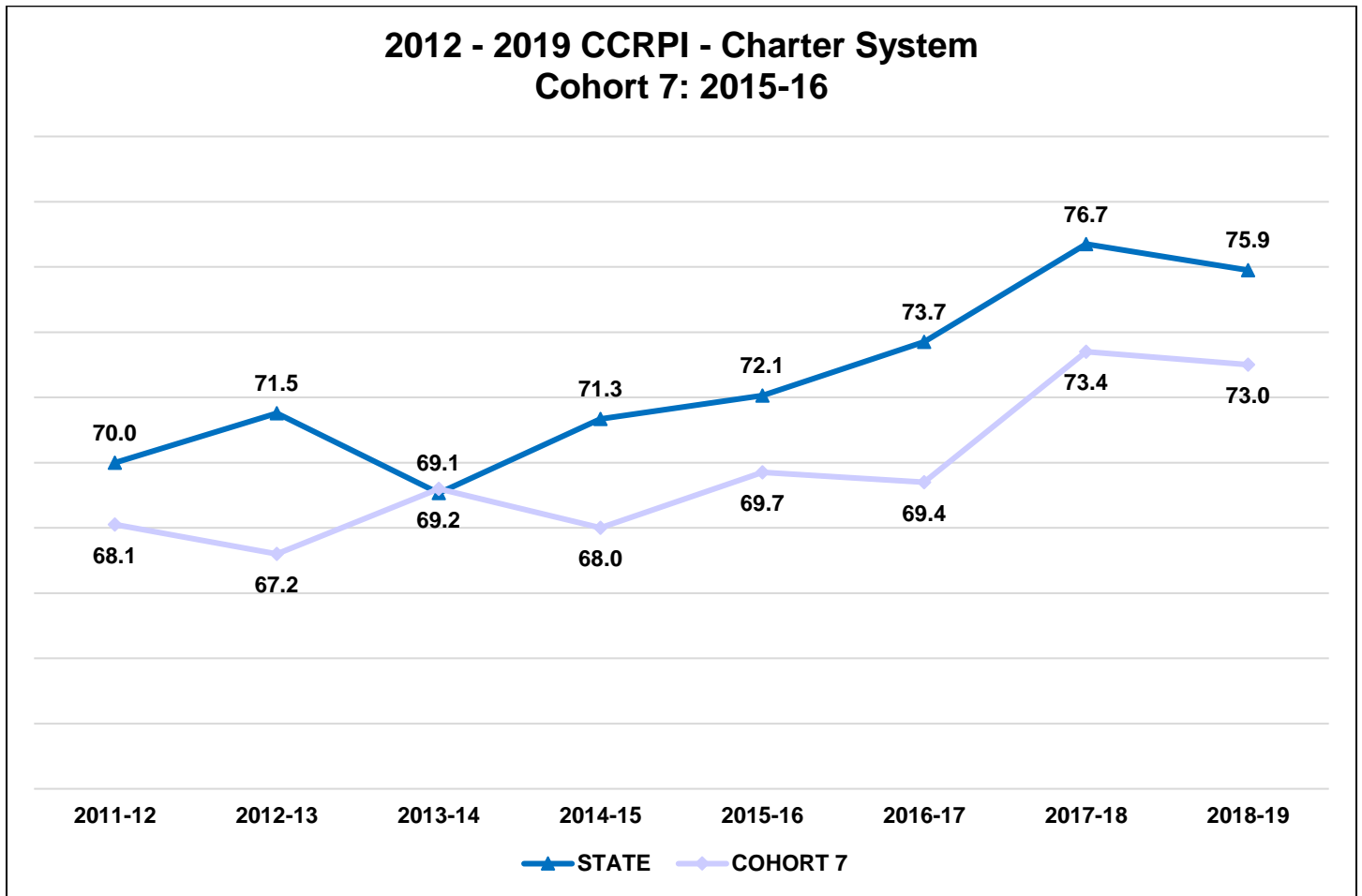
System	2012	2013	2014	2015	2016	2017	2018	2019
Candler County	69.7	75.0	68.8	63.0	64.9	66.7	72.5	68.8
Colquitt County	62.3	61.8	65.0	68.1	66.0	67.1	68.9	70.6
Fannin County	72.5	72.4	72.3	73.2	78.8	75.5	81.8	71.7
Liberty County	71.5	68.8	72.1	67.5	71.4	70.2	75.3	72.2
COHORT 7	**68.1**	**67.2**	**69.2**	**68.0**	**69.7**	**69.4**	**73.4**	**73.0**
STATE	**70.0**	**71.5**	**69.1**	**71.3**	**72.1**	**73.7**	**76.7**	**75.9**

Cohort 8: 2016-17

Atlanta Public Schools (64), Catoosa County (16), Clarke County (21), Dougherty County (21), Jasper County (4), Peach County (6), Randolph County (3), Terrell County (3), and Tift County (11)

2012 - 2019 CCRPI - Charter System
Cohort 8: 2016-17
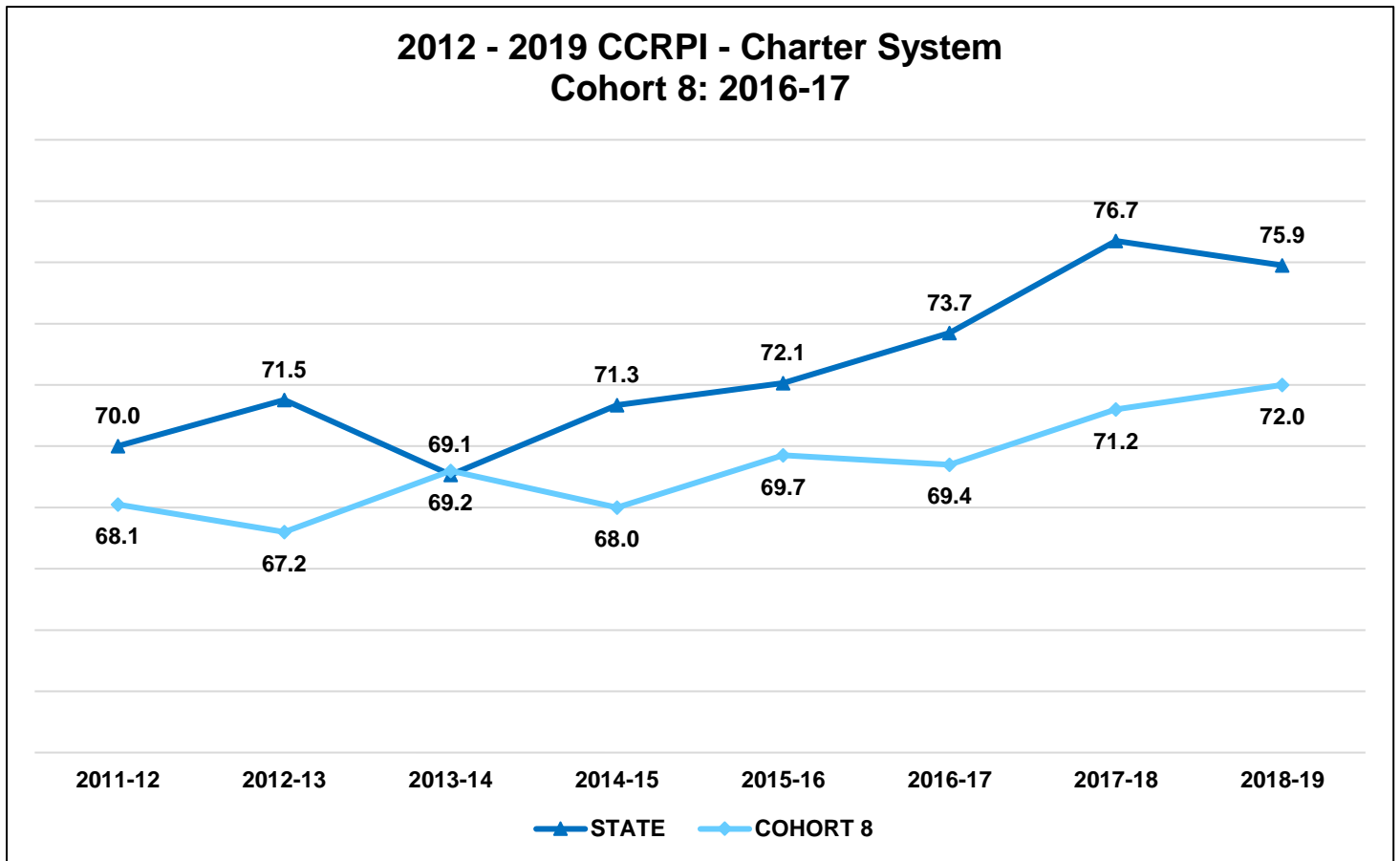
System	2012	2013	2014	2015	2016	2017	2018	2019
Atlanta Public	71.7	63.5	63.6	64.2	64.1	67.4	73.4	74.1
Catoosa County	75.4	73.1	73.5	73.0	71.2	76.1	76.5	79.6
Clarke County	66.7	65.8	63.6	63.9	62.4	67.5	65.5	66.0
Dougherty County	58.0	62.8	63.3	61.6	59.1	64.2	68.4	65.8
Jasper County	60.0	64.9	63.8	69.9	63.0	71.7	71.2	74.9
Peach County	59.5	68.1	60.2	62.9	70.3	69.1	66.4	70.2
Randolph County	52.2	51.3	51.0	58.0	55.1	50.1	61.1	62.7
Terrell County	58.8	63.3	60.5	53.5	55.3	58.6	63.5	69.8
Tift County	68.9	67.0	65.9	67.5	68.1	69.4	68.4	70.3
COHORT 8	**68.1**	**67.2**	**69.2**	**68.0**	**69.7**	**69.4**	**71.2**	**72.0**
STATE	**70.0**	**71.5**	**69.1**	**71.3**	**72.1**	**73.7**	**76.6**	**75.9**

Cohort 9: 2017-18

Taliaferro County (1)

2012 - 2017 CCRPI - Charter System
Cohort 9: 2017-18
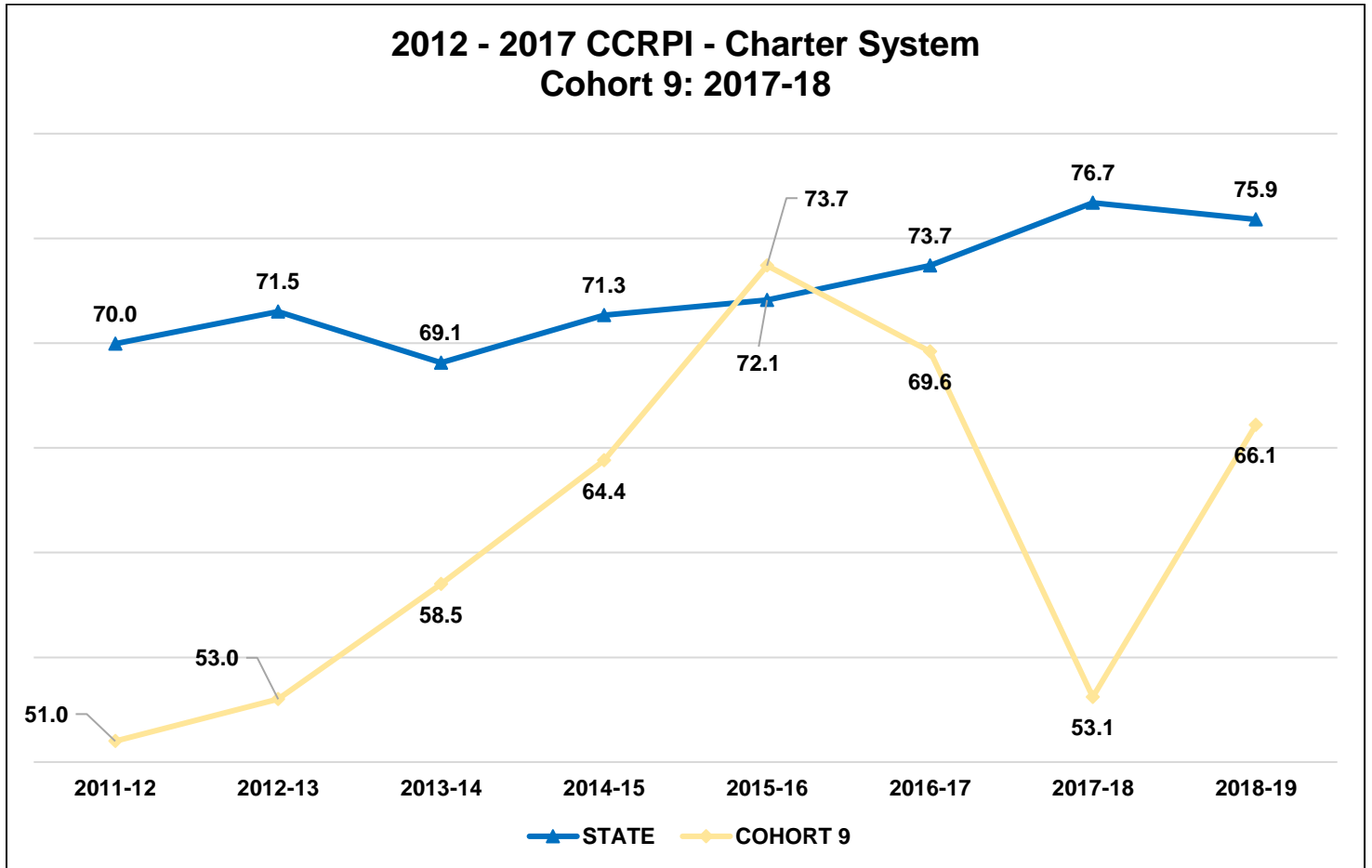
System	2012	2013	2014		2015	2016	2017		2018	2019
Taliaferro County	71.7	63.5	63.6		64.4	73.7	69.6		53.1	66.1

	2012	2013	2014		2015	2016	2017		2018	2019
COHORT 9	68.1	67.2	69.2		64.4	73.7	69.6		53.1	66.1
STATE	70.0	71.5	69.1		71.3	72.1	73.7		76.6	75.9

Cohort 9: 2017-18

Ben Hill County (4) and Pelham City Schools (3)

2012 - 2019 CCRPI - Charter System
Cohort 10: 2018-19
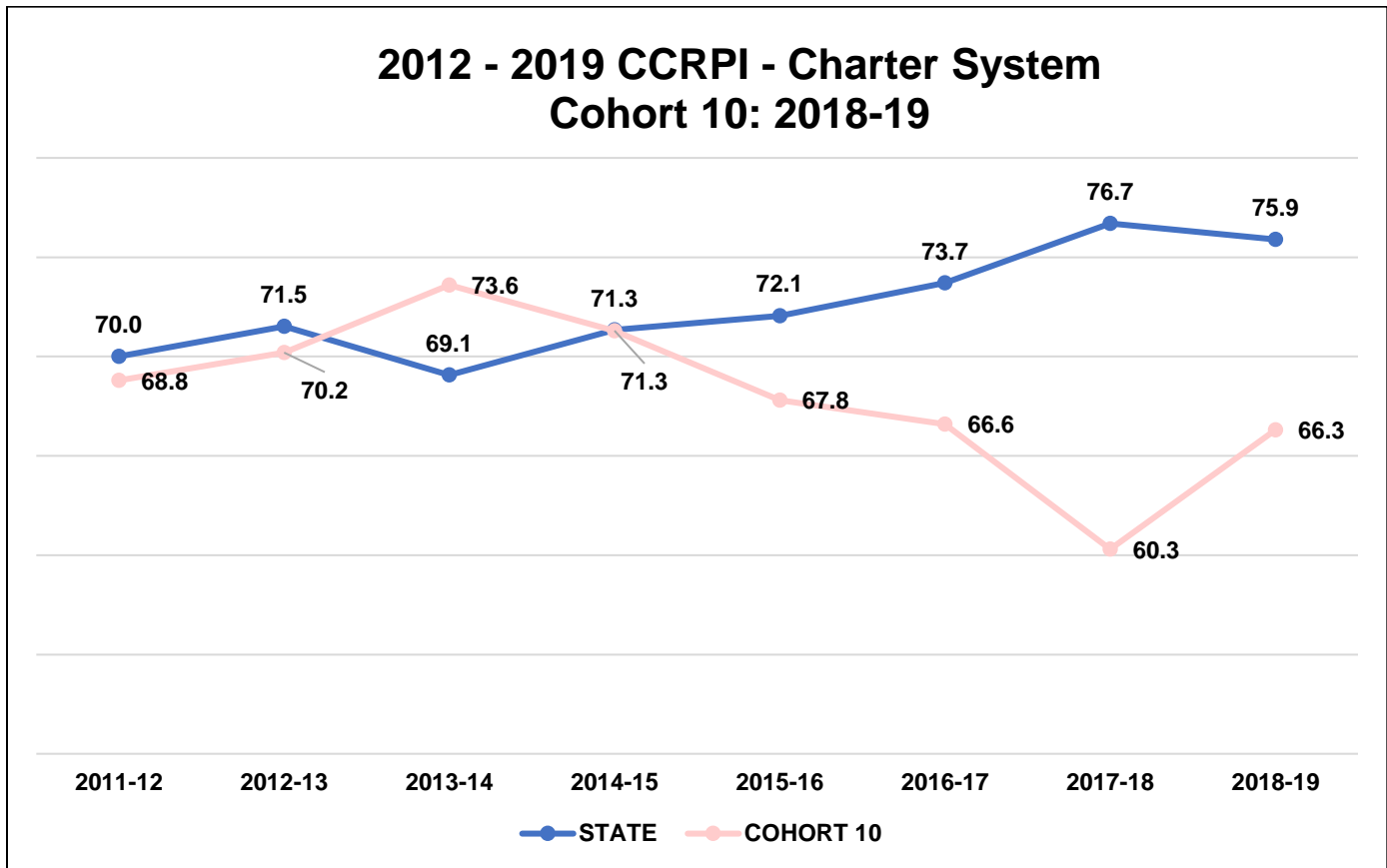
System	2012	2013	2014		2015	2016	2017		2018	2019
Ben Hill County	72.3	73.7	74.6		69.5	67.1	63.3		56.0	64.3
Pelham City	61.5	62.9	71.6		75.2	69.4	73.8		69.3	70.3

	2012	2013	2014		2015	2016	2017		2018	2019
COHORT 10	68.8	70.2	73.6		71.3	67.8	66.6		60.3	66.3
STATEWIDE	70.0	71.5	69.1		71.3	72.1	73.7		76.6	75.9

Additional Charter System Performance Information

For additional information on charter systems and individual charter system schools, please use the following links:

Georgia Department of Education (GaDOE) CCRPI Data:
https://www.gadoe.org/CCRPI/Pages/default.aspx

Governor's Office of Student Achievement (GOSA) School Grades Report (provides school and system reports for all public elementary, middles, and high schools in Georgia. Theses reports are based on school performance, and include other useful information about the schools, such as performance on statewide assessments, demographics, graduation rate, and additional academic and non-academic information):
https://schoolgrades.georgia.gov/

GOSA Georgia Higher Learning and Earnings dashboard:
https://gosa.georgia.gov/georgia-higher-learning-and-earnings

GOSA Schools Like Mine Dashboard (that provides a school-based comparison based on student population):
https://schoolslikemine.gosa.ga.gov/

GaDOE Financial Transparency Dashboard (provides financial data, such as provides budget and expenditure information, for each public-school system and school):
https://www.gadoe.org/Finance-and-Business-Operations/Financial-Review/Pages/School-System-Financial-Information.aspx

The following pages include each Charter System's Essential and Innovative Features outlined in their charter system contract. The information provided includes whether the innovation chosen by the charter system requires waivers or utilizes supplemental funding, the year the system began as a charter system, the system's 2019-20 enrollment numbers, and the number of schools included in the system.
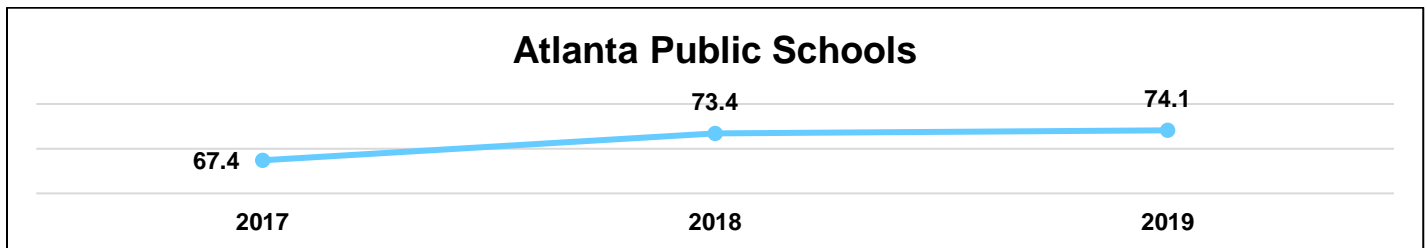
Atlanta Public Schools:

First year as a charter system: 2016-17

2019-2020 Enrollment: 41,012

Number of Schools in System: 64

College and Career Academy: Yes

Number of Charter Schools: 21 - 9 locally approved start-up charter schools; 1 locally approved charter cluster including 8 schools; 1 conversion charter school, and 3 State Charter Schools.

Atlanta Public Schools

67.4 — 2017
73.4 — 2018
74.1 — 2019

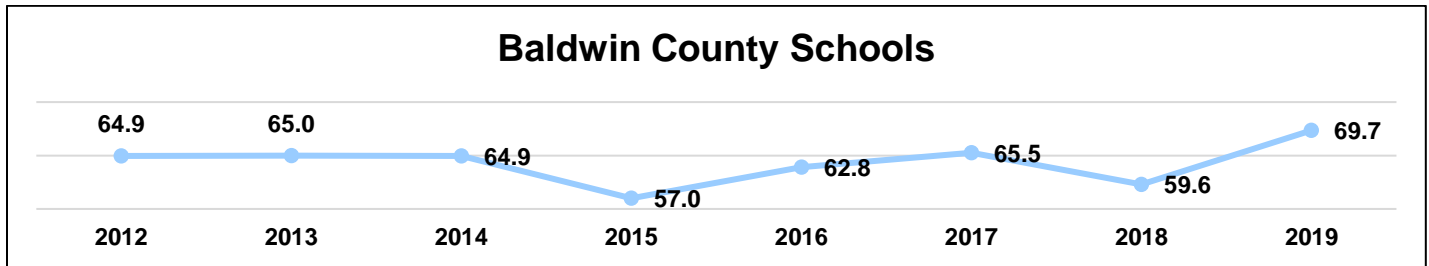| Essential or Innovative Features included in your charter system contract.	Use of waivers to implement	Use of charter system supplemental funding
Create cluster signature programs allowing each cluster to develop a signature program plan that responds to the needs and vision of the communities by utilizing flexibility to adopt the curriculum and instructional structures that best serve the cluster	✔	✔
Implement a positive behavior support approach and restorative justice strategies to improve school culture		
Establish formal wraparound service partnership district-wide which include mental health, adult education, job force development for parents, childcare and healthcare, with specific partnerships targeted toward the schools and clusters with the greatest need		
Revise HR systems to support efficient and effective recruitment and selection of staff which will provide the necessary information for LSGT's to determine the candidates that are a best fit for the students at their school	✔	
Creation of a College and Career Academy in partnership with Atlanta Tech to increase access to career pathways	✔	✔
Budgetary flexibility to allow for targeted resource allocation that meets the needs of the students and leverages the assets at each school	✔	✔
Authentic community engagement in school site decision making through LSGTs	✔	✔

Baldwin County Schools:

First year as a charter system: 2011-12   **2019-2020 Enrollment:** 5,027

Number of Schools in System: 64   **College and Career Academy:** Yes

Baldwin County Schools

Year	2012	2013	2014	2015	2016	2017	2018	2019
Value	64.9	65.0	64.9	57.0	62.8	65.5	59.6	69.7

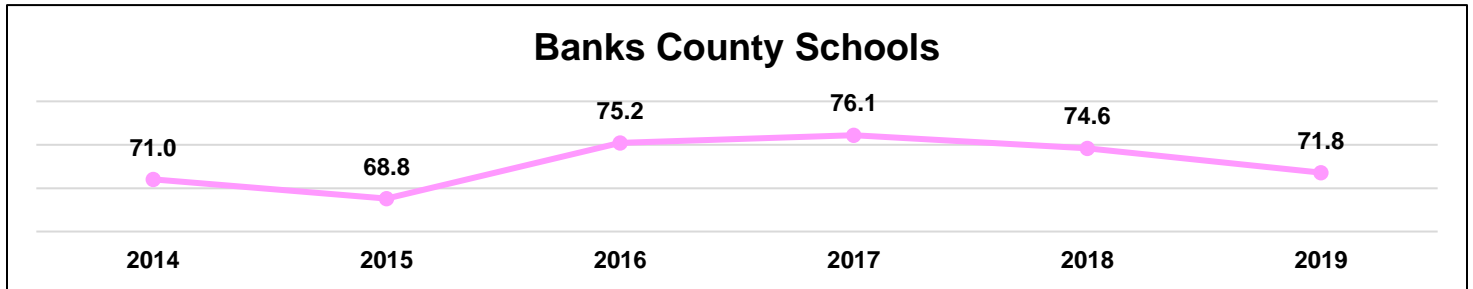| Essential or Innovative Features included in your charter system contract.	Use of waivers to implement	Use of charter system supplemental funding
Include Baldwin College and Career Academy in system charter	✔	✔
Adjust Baldwin High School governance team to include members of Baldwin College and Career Academy governance team		
Implement innovative instructional delivery models such as STEAM, Career Academies, School-wide Enrichment Models, Foothills Education Charter High School, Ombudsman Alternative Education Program, Professional Learning Center, and Realignment of elementary school by creating K-2, 3-5 schools as well as looking at innovative scheduling changes at the high school to create additional student course options and to maximize instructional time		
Create literacy designed, collaborative, Professional Learning Communities that provide educators with research proven frameworks, online tools, and resources for creating literacy-rich assignments and courses across content areas	✔	✔
Establish Flexible Service Models to best serve students		✔
Launch a Parent University to provide resources and technology needs to families and strengthen parents' capacity as advocates for their children	✔	✔
Increase avenues for stakeholder communication by utilizing videos, podcast, and social media pages to increase participation in school sponsored events	✔	✔
Implement Positive Behavior Intervention Supports in all schools with fidelity and collect discipline data to analyze trends and help decrease the number of office referrals district-wide		✔
Partner with Chamber of Commerce and local businesses to increase on site participation at school activities		

Banks County Schools:

First year as a Charter System: 2013-14   **2019- 2020 Enrollment:** 2,750

Number of Schools in System: 4   **College and Career Academy:** No

Banks County Schools

Year	Value
2014	71.0
2015	68.8
2016	75.2
2017	76.1
2018	74.6
2019	71.8

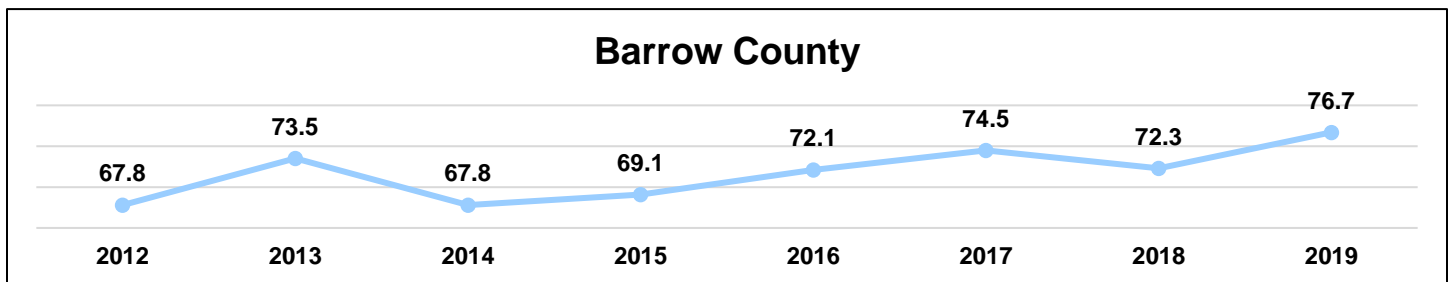| Essential or Innovative Features included in your charter system contract.	Use of waivers to implement	Use of charter system supplemental funding
Flexible scheduling will be utilized in grades K-12 in order to implement remediation and acceleration opportunities based on student performance and progress	✔	✔
Implementation of Foreign Languages at all grade levels K-12 will be phased in		✔
The credit recovery program will be enhanced at the high school in order to serve more students to decrease the dropout rate and improve the high school graduation rate.	✔	✔
Distance learning participation and successful completion of course credit for those students on an accelerated learning track will be increased	✔	✔
The Freshman Transition Program will focus on ensuring the success of ninth grade students and successful completion of high school	✔	✔
Differentiated instruction, data review, assessment, and mastery learning will be the emphasis of professional learning		✔
The dual enrollment program will be enhanced to encourage more student and teacher participation		✔

Barrow County Schools:

First year as a Charter System: 2011-12   **2019- 2020 Enrollment**:   14,272

Number of Schools in System: 15   **College and Career Academy:** Yes

Barrow County

Year	2012	2013	2014	2015	2016	2017	2018	2019
Value	67.8	73.5	67.8	69.1	72.1	74.5	72.3	76.7

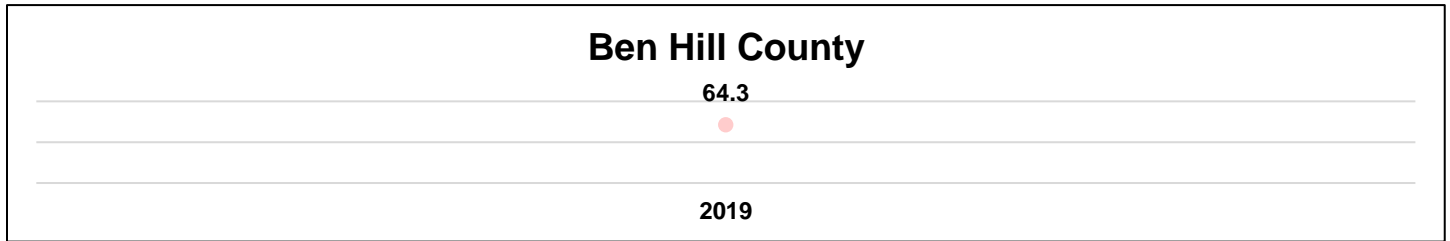| Essential or Innovative Features included in your charter system contract.	Use of waivers to implement	Use of charter system supplemental funding
Implement the Teacher Leader program to financially incentivize identified teachers and further make their classrooms 'model' environments that can be used to improve instruction for all teachers		✔
Utilize charter funds to create a continue a position entitled language and cultural diversity specialist who will serve as an advocate and resource for linguistically and culturally diverse students and their families, immigrant students and migrant families		✔
Improve overall post-secondary preparedness by developing custom courses and pathways, such as business management, accounting, entrepreneurship, and computer science	✔	
Develop new pre-employment preparation programs for at risk and special needs populations through partnerships with Goodwill and Vocation Rehabilitation to implement the Workforce Innovation and Opportunity Act (WIOA) Youth program in Barrow County		
Provide incentives, either financial, training, or technology based, to teachers that effectively integrate technology into standards-based lessons to improve overall technology integration		
Restructure connections courses at the middle school to both support and align to later pathway offerings as well as courses designed to improve awareness of college/career options and foster management, interpersonal, and employability (soft skills) among students		
Employment of a Director of Innovative Learning		✔
Employment of an Innovation Support Specialist to support all schools		✔

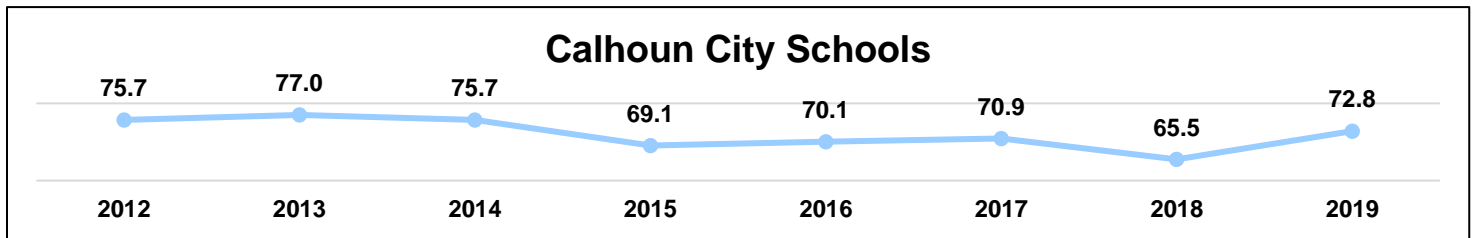**Ben Hill County Schools:**

First year as a Charter System: 2017-18   **2019- 2020 Enrollment**:   3,065

Number of Schools in System: 4   **College and Career Academy:** Yes

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Ben Hill County

64.3

●

2019

Essential or Innovative Features included in your charter system contract.	Use of waivers to implement	Use of charter system supplemental funding
College and Career Academy	✔	
Flexible Scheduling	✔	✔
Graduation Requirements and Student Portfolios	✔	✔

Calhoun City Schools:

First year as a Charter System: 2011-12   **2019- 2020 Enrollment**: 4,212

Number of Schools in System: 4   **College and Career Academy:** Yes

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Calhoun City Schools

2012	2013	2014	2015	2016	2017	2018	2019
75.7	77.0	75.7	69.1	70.1	70.9	65.5	72.8

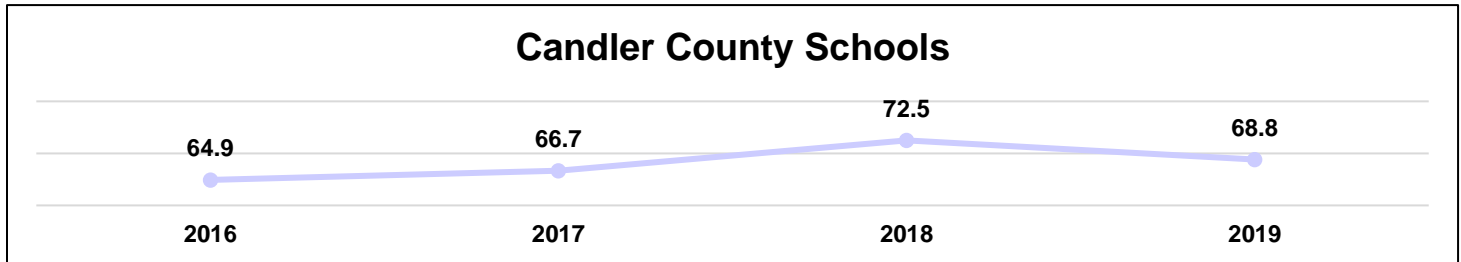| Essential or Innovative Features included in your charter system contract.	Use of waivers to implement	Use of charter system supplemental funding
Align all spending priorities with the district's strategic plan to improve student achievement	✔	✔
Since the state revenue source currently contributes to a minimal percentage of the actual cost of operating schools at a high level, the district will leverage the reduction of spending constraints to support the core business of teaching and learning	✔	✔
Pursue innovative course design that accounts for varied paces of student learning and unique interests	✔	✔
Facilitate new thinking about engaging instructional experiences and environments for students' learning needs today through the increased use of digital resources, embedded courses, innovative instructional models, and advanced learning opportunities		✔
Consider the additional value that could be added to classroom instruction and student supports by expanding employment practices to consider professional practitioners in specialty fields such as technology, science and engineering, and child support roles	✔	✔
Compensate all employees at competitive rates while valuing prior nonteaching responsibilities associated with an employee's teaching or support assignment	✔	✔
Ensure the Calhoun City Schools can meet the unique academic, resource, and support needs of all schools by leveraging flexibility in order to best advance teaching and learning at every school	✔	✔

Candler County Schools:

First year as a Charter System: 2015-16   **2019- 2020 Enrollment**:   2,227

Number of Schools in System: 3   **College and Career Academy:** No

Candler County Schools

	64.9	66.7	72.5	68.8
	2016	2017	2018	2019

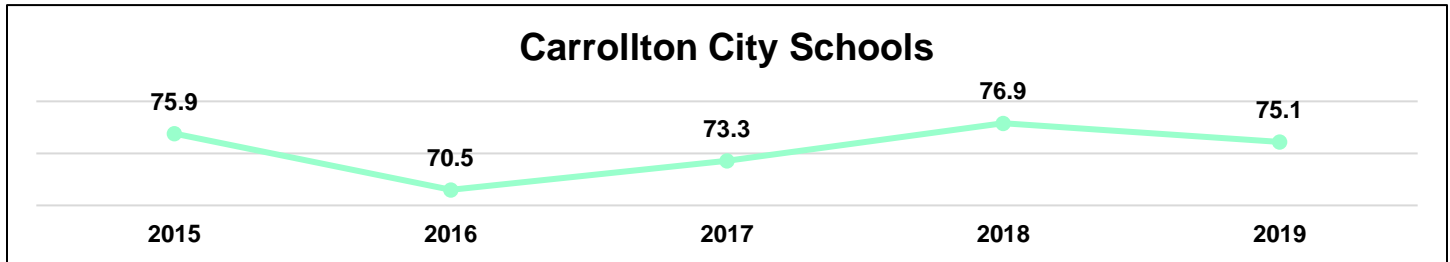| Essential or Innovative Features included in your charter system contract.	Use of waivers to implement	Use of charter system supplemental funding
Enhancing executive soft skills through credit earning internships and community cooperatives with local businesses;	✔	✔
Utilizing non-certified experts in areas such as Art, Drama, Music, Electricity, Welding, to provide hands on learning opportunities;	✔	✔
Flexible scheduling to meet individual learners' needs;	✔	✔
Adjusting graduation requirements to focus more on individual student needs and interests;		
Incorporating Tiger Time, a 45-minute pullout segment, targeted at remediation, acceleration, STEM focus, and other areas of interests for students;	✔	✔
Providing blended learning opportunities for more self-paced differentiated instruction that will cause students to move forward in curriculum acquisition through the use of station rotation, flipped classrooms, STEM labs, and the Innovative Learning Center	✔	✔
Students earning PE credit for extra-curricular participation		

Carrollton City Schools:

First year as a Charter System: 2014-15   **2019- 2020 Enrollment**: 5,441

Number of Schools in System: 4   **College and Career Academy:** No

Carrollton City Schools

	2015	2016	2017	2018	2019
	75.9	70.5	73.3	76.9	75.1

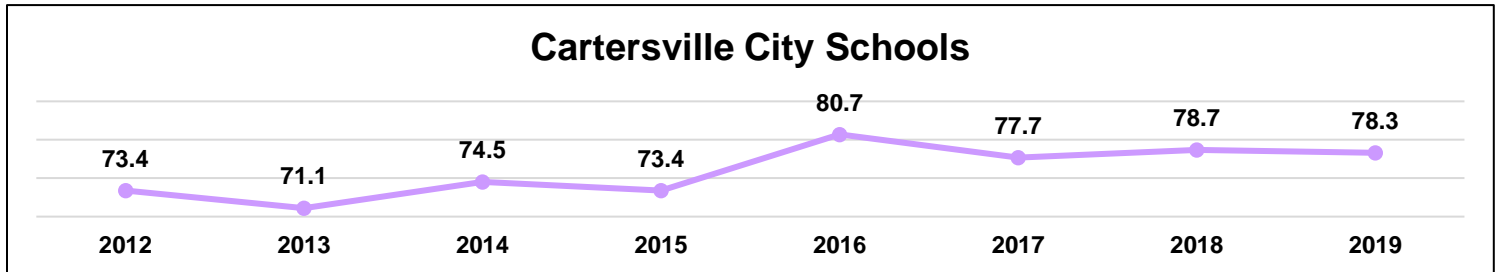| Essential or Innovative Features included in your charter system contract.	Use of waivers to implement	Use of charter system supplemental funding
Flexible Service Models to serve students based on their individual needs rather than the state-identified label;	✔	
Provide opportunities for accelerated instructions;		
Implement a world language component at the elementary school level as part of the enriching instruction;		
Expand postsecondary partnerships to include academic and vocational opportunities, including a Profession Skills Program, for all students based on the needs of the student population and the regional economic community;		
Expand opportunities for virtual and blended learning through the system's Performance Learning Center;		
Implementation of s Senior Capstone project requirement for all students to include academic course of study, professional skills, career pathway, apprenticeship/work-based learning and services		
Transportation for families to innovative supports- PreK Parent University		✔
Funding the start-up for CES STEM Labs		✔

Cartersville City Schools:

First year as a Charter System: 2010-11

2019- 2020 Enrollment: 4,671

Number of Schools in System: 4

College and Career Academy: No

Cartersville City Schools

	2012	2013	2014	2015	2016	2017	2018	2019
	73.4	71.1	74.5	73.4	80.7	77.7	78.7	78.3

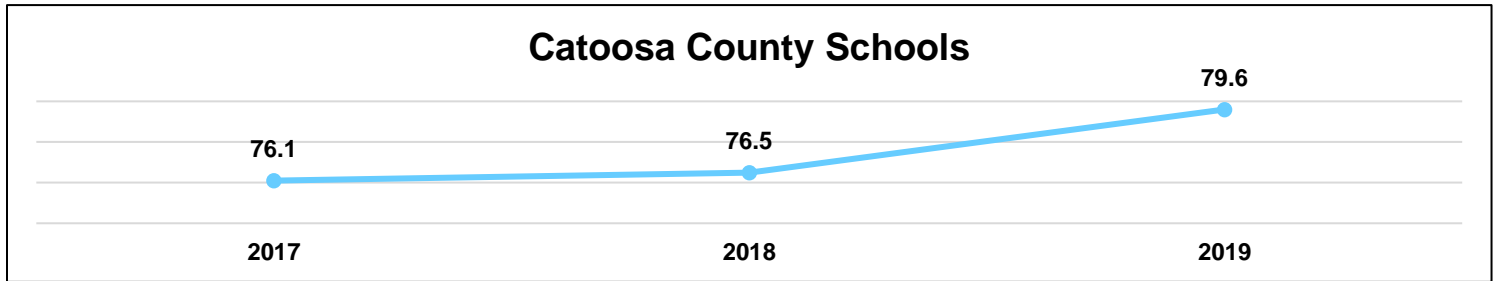| Essential or Innovative Features included in your charter system contract.	Use of waivers to implement	Use of charter system supplemental funding
Implementing alternative and flexible schedules differentiate instruction and provide remediation and/or enrichment for students. This includes, but is not limited to, early release on specified days at the high school, before and after school remediation sessions at schools, summer bridge program, "Canes Time" at the middle school for remediation, specialized scheduling one day per week at the elementary school to provide remediation or enrichment; credit recovery and Saturday programs;	✔	
Preparing students to be college and/or work ready upon graduation through dual enrollment opportunities, creating alternative ways to earn high school credit, and providing leadership training; and	✔	
Utilizing innovative instructional approaches to creatively group students in the most effective model to promote achievement and student success;	✔	
Increasing the use of technology to enhance instruction and student learning opportunities; and		✔
Providing alternatives to retention for students who have not mastered the grade-level standards by the end of the traditional grading period. This would include flexibility in scheduling, the expansion of delivery models, and the implementation of differentiated instruction.	✔	

Catoosa County Schools:

First year as a Charter System: 2016-17   **2019- 2020 Enrollment**: 10,770

Number of Schools in System: 16   **College and Career Academy:** No

Catoosa County Schools

Year	Value
2017	76.1
2018	76.5
2019	79.6

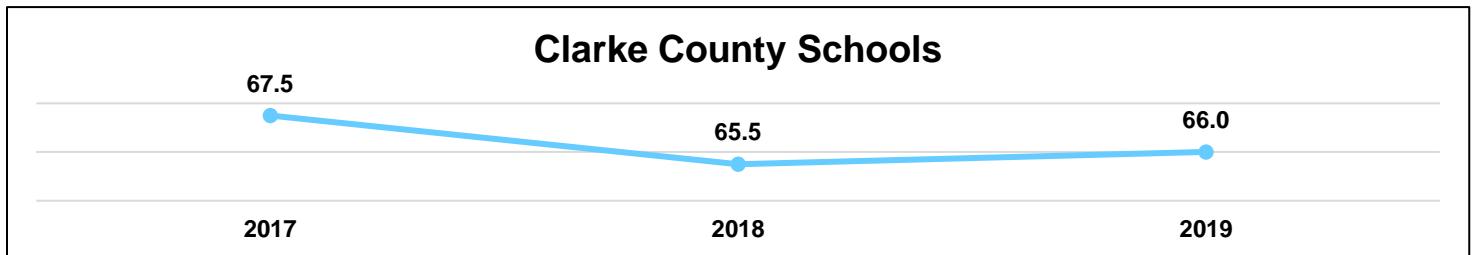| Essential or Innovative Features included in your charter system contract.	Use of waivers to implement	Use of charter system supplemental funding
Implement flexible scheduling to create individualized and expanded learning environments allowing for accelerations, remediation, and participation in high interest subjects to improve student achievement	✔	
Expand Catoosa Online Academy to middle school where students can earn high school credits through blended learning	✔	
Create "Catoosa U" where students will receive high school credit for school system paid internships	✔	
Implement "From Here to Career" program to provide more comprehensive and authentic career experiences by increasing student exposure to career opportunities in K-12	✔	
Partner with post-secondary schools where students can study in their field of interest while earning college credit, national industry certifications or an associate degree	✔	
Implement "Let's Get CONNECTed" initiative to transform classrooms into digital learning environments	✔	
Provide targeted professional development to train teachers to use 21st Century tools effectively and to integrate technology in the classroom to enhance instruction	✔	

Clarke County Schools:

First year as a Charter System: 2016-17   **2019- 2020 Enrollment**:   13,298

Number of Schools in System: 21   **College and Career Academy:** Yes

Clarke County Schools

67.5

65.5

66.0

2017   2018   2019

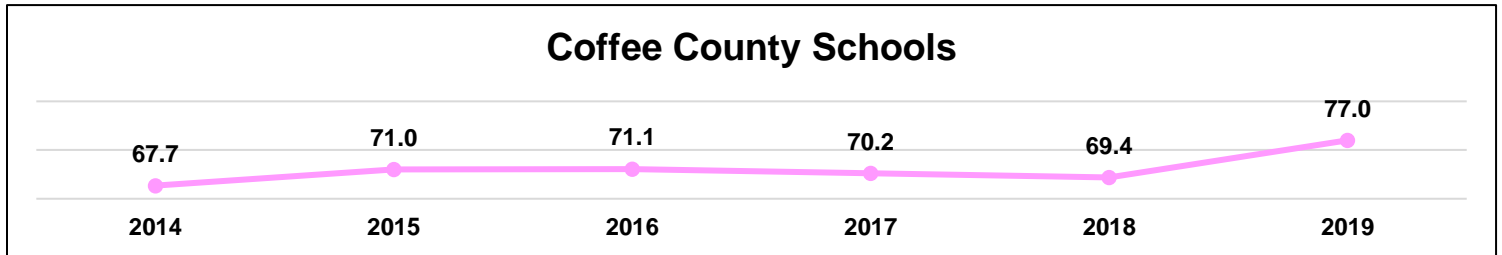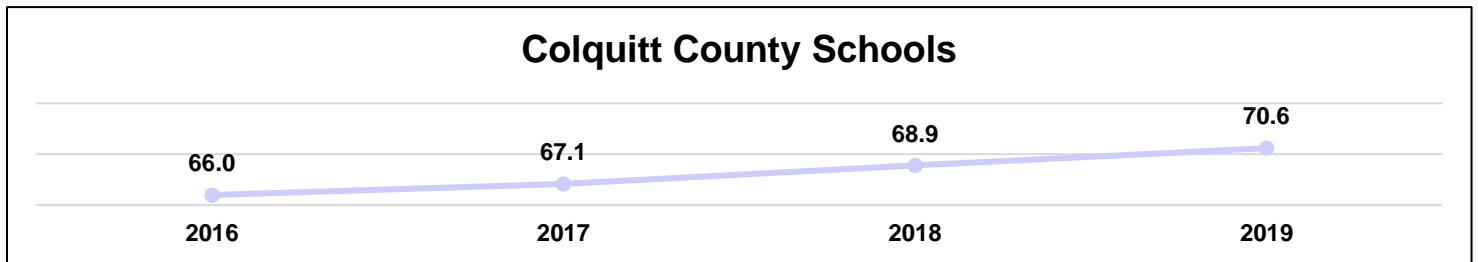| Essential or Innovative Features included in your charter system contract.	Use of waivers to implement	Use of charter system supplemental funding
Expand communication outlets to further build parent and neighborhood partners in supporting learning and achievement		✔
Develop and consistently implement educational programs for parents from birth to age 5		
Provide curricular resources for parents to support an enrich student learning		
Develop and implement systems in collaboration with agencies to support the health and wellness of children for improving academic performance	✔	✔
Establish positive school cultures and classroom management practices that support students' academic, emotional and social needs		✔
Develop personalized digital learning environments		
Establish processes to attract and select highly effective, diverse, and innovative faculty and staff	✔	
Develop and implement a comprehensive system to retain highly effective faculty and staff		
Two years ago, as part of its shift to a charter system, Clarke County School District (CCSD) engaged the University of Georgia (UGA) College of Public Health (CPH) and School of Social Work (SSW); Athens-Clarke County Unified Government; Athens-Clarke County Police Department; Athens Housing Authority; Athens Area Community Foundation; United Way of Northeast Georgia; and Family Connection-Communities in Schools to establish the Athens Wellbeing Project (AWP). The purpose of AWP is to assist Athens-Clarke County community leaders and institutions make data-driven decisions by providing a comprehensive snapshot of community needs and assets in multiple areas including education, housing, health care, and employment		✔
The Clarke County School District (CCSD) was awarded a grant by Emory University to plan a school-based health clinic.		
Clarke County School District has allocated approximately $595,000 to LSGTs in 2018-2019 to support school-based innovations to improve student learning.	✔	✔

Coffee County Schools:

First year as a Charter System: 2013-14   **2019- 2020 Enrollment**: 7,769

Number of Schools in System: 12   **College and Career Academy:** Yes

Coffee County Schools

	2014	2015	2016	2017	2018	2019
	67.7	71.0	71.1	70.2	69.4	77.0

Essential or Innovative Features included in your charter system contract.	Use of waivers to implement	Use of charter system supplemental funding
Early learning collaborative		✔
Comprehensive literacy initiative		✔
BYOD (Bring Your Own Device)		✔
Blended/ hybrid learning/flexible scheduling	✔	✔
Career awareness for all elementary and middle		✔
Increased college readiness for high school students	✔	✔
Student advocacy initiative		
College and career academy	✔	✔
Annual student performance targets and objectives		
Project management process		✔
School governance teams		
Viable employee recruitment and retention program		
Comprehensive professional learning for all staff		✔
School based budget development process	✔	✔
Staffing efficiency	✔	✔
Allocations based on needs	✔	✔
Compensation alignment	✔	✔

Colquitt County Schools:

First year as a Charter System: 2015-16   **2019- 2020 Enrollment**:   9,447

Number of Schools in System: 13   **College and Career Academy:** No

Colquitt County Schools

2016	2017	2018	2019
66.0	67.1	68.9	70.6

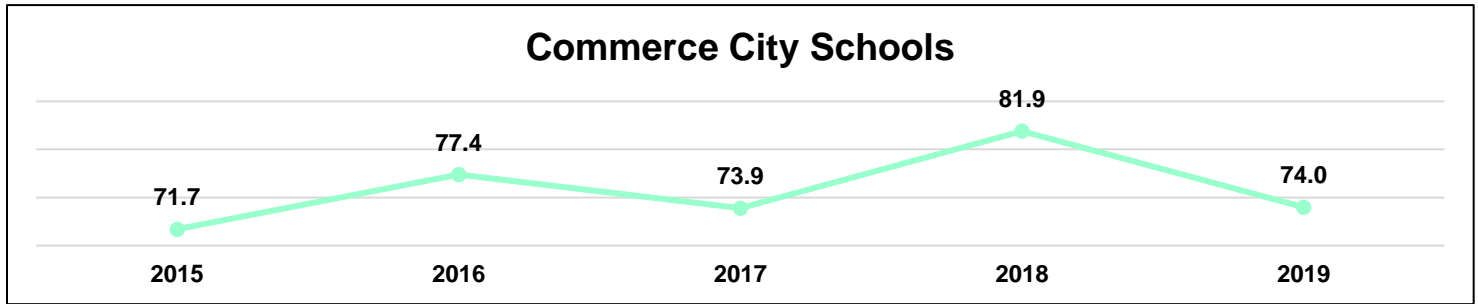| Essential or Innovative Features included in your charter system contract.	Use of waivers to implement	Use of charter system supplemental funding
Ensuring children are successful when they enter school through the Striving Readers birth-to-five program;		
Implementing instructional models and teaching frameworks that are effective for all students by merging multiple STEM models into a STEAAM (science, technology, engineering, art, agriculture, and mathematics), introducing alternative organizational and instructional strategies for students in K-5 who are developmentally delayed, are English learners, or have special needs and evaluating the gifted program to ensure rigor, consistency, effectiveness, and better articulation among elementary, middle, junior high and high school programs;		✔
Personalizing learning through integration of digital technology and extending learning time by implementing blended, hybrid, and virtual learning opportunities for students;		
Adopting alternative scheduling strategies and school grade configurations that are effective for all students by implementing later daily starting and dismissal times for secondary student and maintain new grade configuration for middle and junior high schools.		

Commerce City Schools:

First year as a Charter System: 2014-15   **2019- 2020 Enrollment**:   1,699

Number of Schools in System: 4   **College and Career Academy:** No

Commerce City Schools

71.7 (2015)   77.4 (2016)   73.9 (2017)   81.9 (2018)   74.0 (2019)

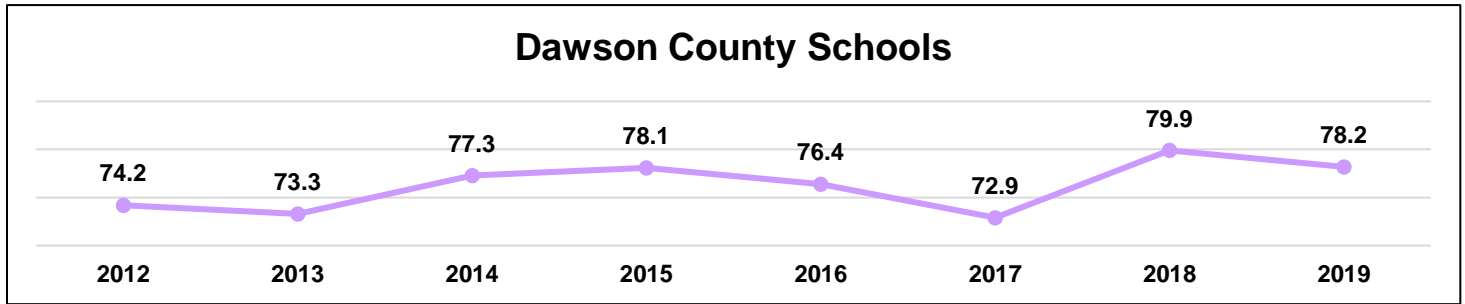| Essential or Innovative Features included in your charter system contract.	Use of waivers to implement	Use of charter system supplemental funding
Flexible scheduling in all schools in order to implement remediation and acceleration opportunities based on student performance and progress;		
Professional development in the areas of differentiation use of technology, and use of assessment data;		
Foreign language program in grades K-8	✔	
Emphasis on fine arts, including language, music and art	✔	✔
Tiger Time, a before and after school tutoring program designed to proactively address areas of deficiency		✔
Distance learning opportunities for students who are interested in completing elective courses not currently offered at Commerce middle school		

Dawson County Schools:

First year as a Charter System: 2010-11   **2019- 2020 Enrollment**:   3,640

Number of Schools in System: 7   **College and Career Academy:** No

Dawson County Schools

Year	Value
2012	74.2
2013	73.3
2014	77.3
2015	78.1
2016	76.4
2017	72.9
2018	79.9
2019	78.2

Essential or Innovative Features included in your charter system contract.	Use of waivers to implement	Use of charter system supplemental funding
Award innovative grants to teachers to improve student achievement in math, science, and social studies at each individual school		✔
Quarterly monitoring student achievement data (both formative and summative) at the school and district level with district approved data collection documents which allows proactive monitoring of student progress, so any necessary changes can occur earlier in the school year		
Implement Camp Invention, a STEM summer extended learning experience that allows students to 'explore science, technology and their own innate creativity, inventiveness and entrepreneurial spirit' and provide scholarships and reduced fees for low-income families		✔
Partner with post-secondary institutions in the surrounding community allowing students to benefit from specialized instructors, online course offerings, and dual enrollment		
Participate in the REACH scholarship program (an integral tenet of the Complete College Georgia Initiative) a needs-based mentorship and scholarship program designed to encourage students, starting in middle school, to persist in their educational pursuits. Students are pro vied with the academic, social, and financial support needed to graduate from high school, access college, achieve post-secondary success, and be prepared for the 21st Century workforce		✔

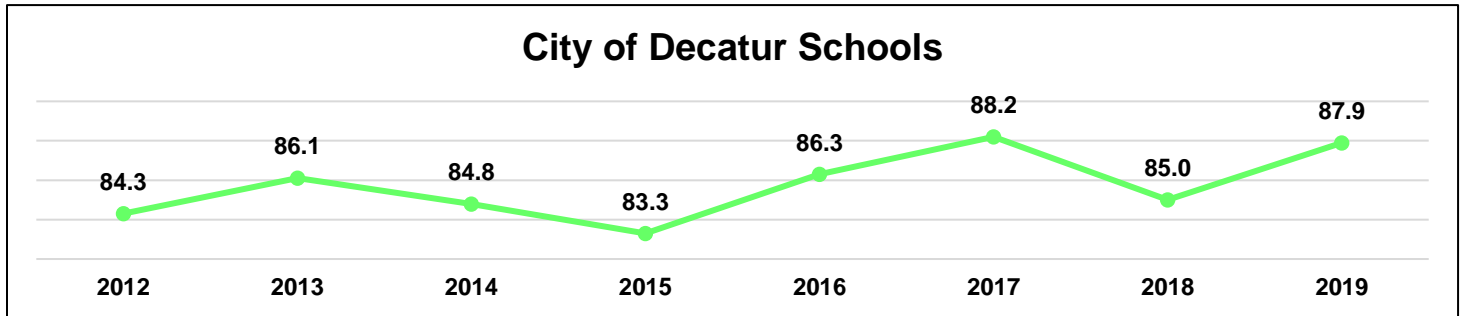| Essential or Innovative Features included in your charter system contract.	Use of waivers to implement	Use of charter system supplemental funding
Realignment from a traditional middle and high school model to a middle school that served grades 6-7, a junior high school that serves grades 8-9, and a high school that serves grades 10-12, thereby, allowing the system to provide more academic opportunities to its students, with the overall goal of increasing the graduation rate and increasing student achievement by providing an advanced curriculum for 6th, 7th, and 8th graders, academic and elective high school credit offerings for 8th graders, intensive credit recovery for 9th graders who do not meet promotion criteria, earlier focus on Career Pathways at Junior High (8th9th grades) and increasing Move on when Ready (MOWR) opportunities by partnering with University of North Georgia to offer college credit classes in Dawson County		
Dawson LEAD Initiative (Learning and Engagement Achievement Digitally) 1:1 device, Schoology (LMS), Google for Education, Active	✔	
Directory, Bus Boss, Mobile Device Management, Classworks, Wireless Access Points, Online Registration, PowerSchool IEP		
High School Community Based Instruction (CBI)	✔	
Student Coaching Academy	✔	
RMS: Moving forward with Technology: iPad Cases (Innovative MiniGrant)	✔	✔
KES: Computer Coding in Math (Innovative Mini-Grant)	✔	✔
RES:Computer Science/Coding and Robotics (Innovative Mini-Grant)	✔	✔
DCHS: 3-D Printers (Innovative Mini-Grant)	✔	✔
DCHS: CNC Manufacturing Program (Innovative Mini-Grant)	✔	✔
DCMS: Blended Learning Center/Phase 1 (Innovative Mini-Grant)	✔	✔
RvES: Livescribe Magic (Innovative Mini-Grant)	✔	✔
BMES: iPads for Creation in math class (Innovative Mini-Grant)	✔	✔

City of Decatur Schools:

First year as a Charter System: 2008-09

2019- 2020 Enrollment: 5,874

Number of Schools in System: 9

College and Career Academy: Yes

City of Decatur Schools

Year	Value
2012	84.3
2013	86.1
2014	84.8
2015	83.3
2016	86.3
2017	88.2
2018	85.0
2019	87.9

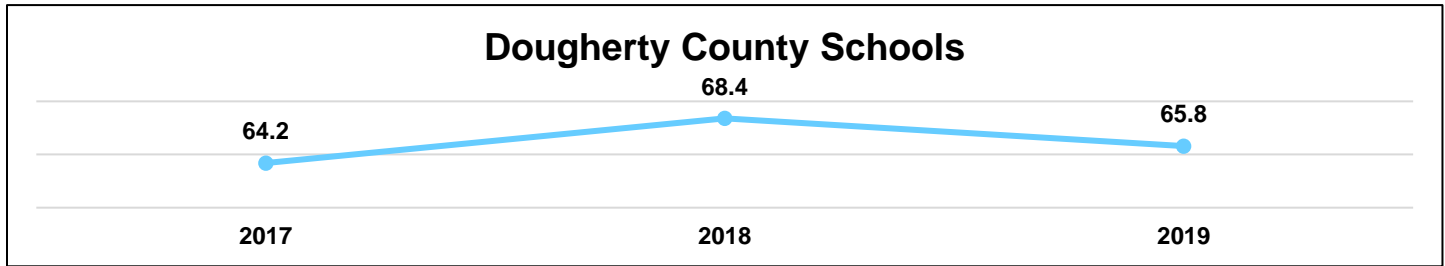| Essential or Innovative Features included in your charter system contract.	Use of waivers to implement	Use of charter system supplemental funding
Implementation of International Baccalaureate Program in Grades 11-12, creating seamless IB education for grades 4-12		
Extending foreign language learning for all students		
Implementation of a 1:1 technology initiative for Grades 4-8		
Exploration and possible development of STEAM academy		
Creation of a Decatur Online Academy to promote blended and virtual learning		
Implementation of criterion-based grading		
Preparation for school reconfiguration and change in reform model - beginning 2018-19 - K-2, 3-5 - 3-5 all IB PYP		
Expand 1:1 technology K-3		
Exploration for implementation of Restorative Practices		

Dougherty County Schools:

First year as a Charter System: 2016-17   **2019- 2020 Enrollment**: 13,882

Number of Schools in System: 21   **College and Career Academy:** Yes

Dougherty County Schools

2017	2018	2019
64.2	68.4	65.8

Essential or Innovative Features included in your charter system contract.	Use of waivers to implement	Use of charter system supplemental funding
Increase organizational effectiveness by implementing an eight-step change process and benchmark with large community business partner to create training for scaling and managing organizational change		✔
Assess and align student support services to match students with external wrap-around services that meet students' social, physical, and/or academic needs beyond the regular school day		✔
Enhance students' self-regulation, problem solving, and conflict resolution skills by providing students and staff with discipline alternatives (e.g. restorative justice, PBIS, ALIVE)		✔
Expand STEM articulations, K-12, to provide seamless experiential STEM instruction and learning and create pipeline for increased student achievement in math and science		✔
Provide students with increased course offerings aligned to their interest to increase students' academic engagement, the possibility of early graduation and early college placement		
Expand the 1-to-1 Technology Initiative to provide every child in Dougherty County Schools with personalized learning opportunities (e.g. hybrid, blended, real time, virtual, home, any-time, any-place learning)		
Implement non-traditional, non-competitive instructional groups for under-motivated and oftentimes over-aged students to increase achievement		
Open a College and Career Academy to improve students' early participation in career choice learning, increase student achievement and persistence to high school graduation		

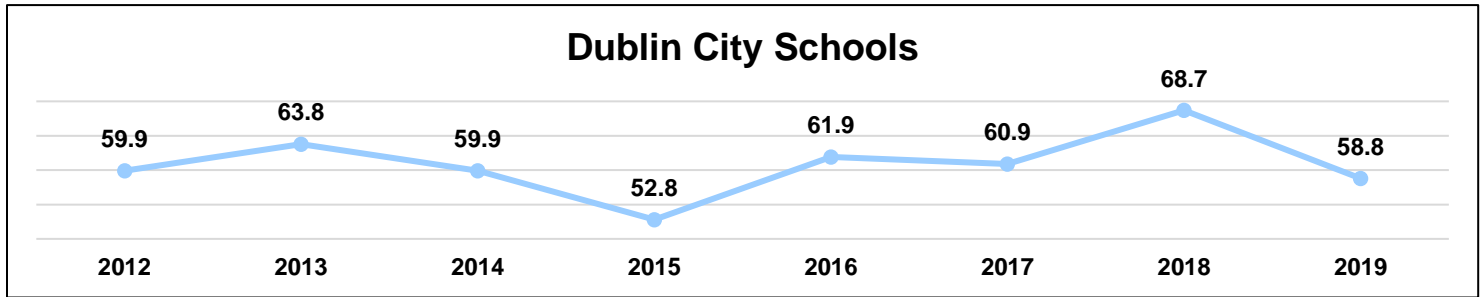| Essential or Innovative Features included in your charter system contract.	Use of waivers to implement	Use of charter system supplemental funding
Create single-sex academies to provide a more focused learning experience and minimize concerns common in co-ed environments		
Extensive Writing Programs implemented in 2 elementary schools		✔
Middle School Hybrid Integrated Learning Program		✔
Fontas & Pinnell Leveled Literacy Intervention Program		✔
Elementary IBO Expansion		✔
STEM/ STEAM Elementary Programs		✔
Restorative (Justice) Practices Program		✔

Dublin City Schools:

First year as a Charter System: 2011-12

2019- 2020 Enrollment: 2,296

Number of Schools in System: 5

College and Career Academy: Yes

Dublin City Schools

2012	2013	2014	2015	2016	2017	2018	2019
59.9	63.8	59.9	52.8	61.9	60.9	68.7	58.8

Essential or Innovative Features included in your charter system contract.	Use of waivers to implement	Use of charter system supplemental funding
Create two P-4 schools that will each have a unique academic theme to involve students in project-based learning to learn performance standards	✔	✔
School Governance Councils: Each school's Council, with continuous training in operational matters, will have a more substantial voice in the local school decision-making process. This increase in decision-making responsibility represents a significant departure from current decision-making model		
Will utilize flexible scheduling models to offer the best instructional structure to provide for credit recovery, collaboration with local colleges and to ensure increased student achievement	✔	✔
Will demonstrate improvement by concentrating on differentiated instruction, mastery of learning and standards-based classrooms	✔	✔
Create a regional career academy to allow neighboring districts to pool resources with the technical college to offer students more career pathways	✔	✔
Implement the International Baccalaureate program at the middle and high school to ensure a challenging academic program for students intending to go directly to a four-year college		✔
Promotion of system mission, vision, and brand throughout the community		
Microsoft Industry Certifications at Dublin Middle School	✔	✔
JR. Fire Fighter Program with the City of Dublin (Students are taking courses from firefighters)	✔	
ROTC Drone Flight Program		
STEAM Smart Lab at Susie Dasher Elementary School		

Essential or Innovative Features included in your charter system contract.	Use of waivers to implement	Use of charter system supplemental funding
Fifth Grade Academy at Dublin Middle School	✔	✔
Jr. City Council with the City of Dublin		
Night School, Saturday School	✔	✔
Summer High School Course Credit	✔	✔

Evans County Schools:

First year as a Charter System: 2019-20   **2019- 2020 Enrollment**: 1,945

Number of Schools in System: 4   **College and Career Academy:** Yes

The 2019-20 school year will be the baseline for Evans County as a Charter System

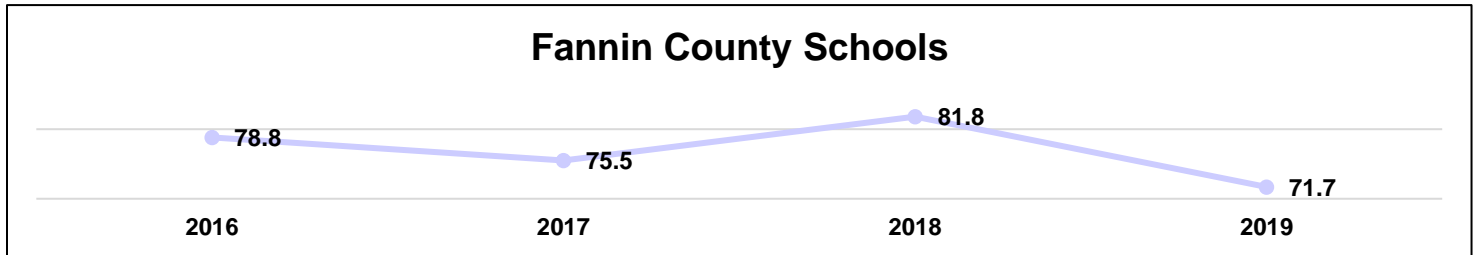| Essential or Innovative Features included in your charter system contract.	Use of waivers to implement	Use of charter system supplemental funding
College and Career Academy - Wall to Wall model within Claxton High School		
Flexible scheduling - utilize flexible calendars and bell schedules to provide opportunities for remediation, acceleration, and innovation.		
Graduation requirements - work in collaboration with local post-secondary institutions to develop additional innovative pathways toward graduation, utilizing teacher certification waivers.		
Project-based learning- opportunities such as STEM projects, Habit for Humanity, and Child Care Development that will align with Georgia curriculum standards and integrate academic contents.		

Fannin County Schools:

First year as a Charter System: 2015-16   **2019- 2020 Enrollment**: 2,919

Number of Schools in System: 5   **College and Career Academy:** No

Fannin County Schools

	2016	2017	2018	2019
	78.8	75.5	81.8	71.7

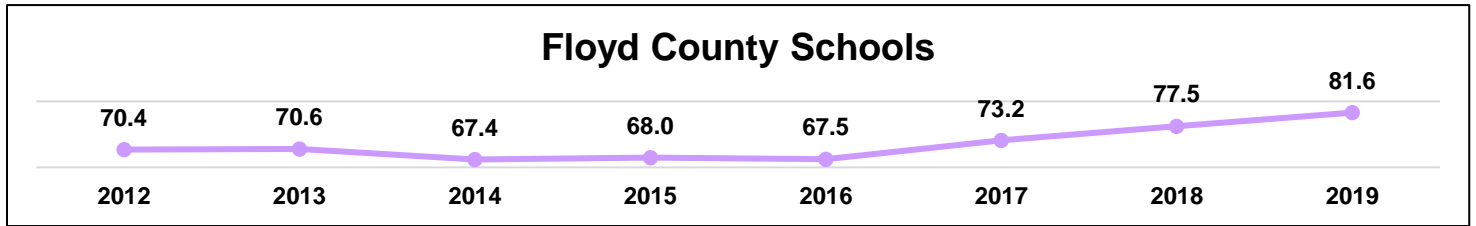| Essential or Innovative Features included in your charter system contract.	Use of waivers to implement	Use of charter system supplemental funding
Utilizing Flexible Service Models	✔	✔
Implementing STEM instructional strategies across curriculum to increase student exploration at elementary and middle school levels	✔	✔
Creation of a College and Career Academy		
Expand postsecondary options	✔	✔
Four out of Five Schools are recognized by GADOE as Operational and one emerging.	✔	
Established elementary co-curricular and extra-curricular clubs (i.e. Garden club, sign language clubs, exercise/running clubs, robotics clubs and team competitions, photography club, TOME Literary Clubs, Math		
Student Councils		
Mentoring at risk students by facility and staff	✔	✔

Floyd County Schools:

First year as a Charter System: 2010-11   **2019- 2020 Enrollment**: 9,529

Number of Schools in System: 18   **College and Career Academy:** Yes

Floyd County Schools

2012	2013	2014	2015	2016	2017	2018	2019
70.4	70.6	67.4	68.0	67.5	73.2	77.5	81.6

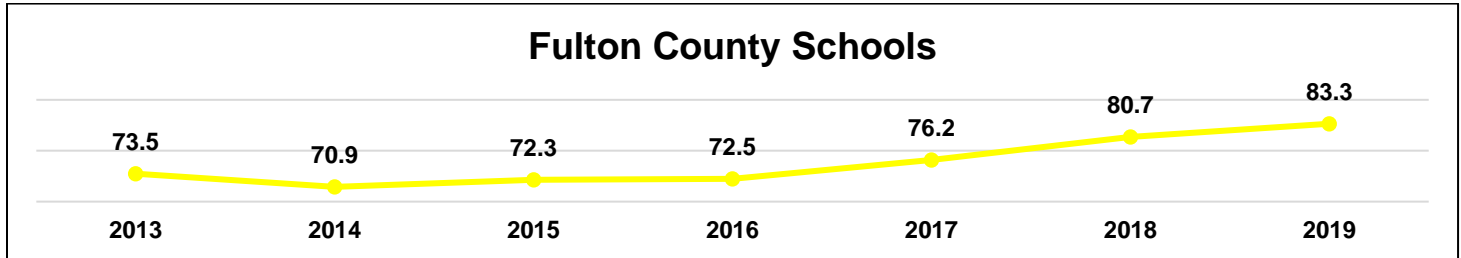| Essential or Innovative Features included in your charter system contract.	Use of waivers to implement	Use of charter system supplemental funding
Alternatives to retention for students who have not mastered the grade level standards by the end of the traditional grading period by bridging students across grade levels	✔	✔
Building relationships to support the System's mission by partnering with, parents, business and community leaders.	✔	✔
Making school and courses relevant to children through hands on learning experiences, internships, and partnerships with business, industry, and post-secondary education		
Expanding pathways to graduation through technology integration, blended learning with FTE awarded for virtual learning, credit bearing internships, system developed virtual learning, and alternative graduation programs	✔	✔

Fulton County Schools:

First year as a Charter System: 2012-13   **2019- 2020 Enrollment**: 93,897

Number of Schools in System: 97   **College and Career Academy:** No

Number of Charter Schools: 13 - 10 locally approved start-up charter schools and 3 State Charter Schools.

Fulton County Schools

Year	Value
2013	73.5
2014	70.9
2015	72.3
2016	72.5
2017	76.2
2018	80.7
2019	83.3

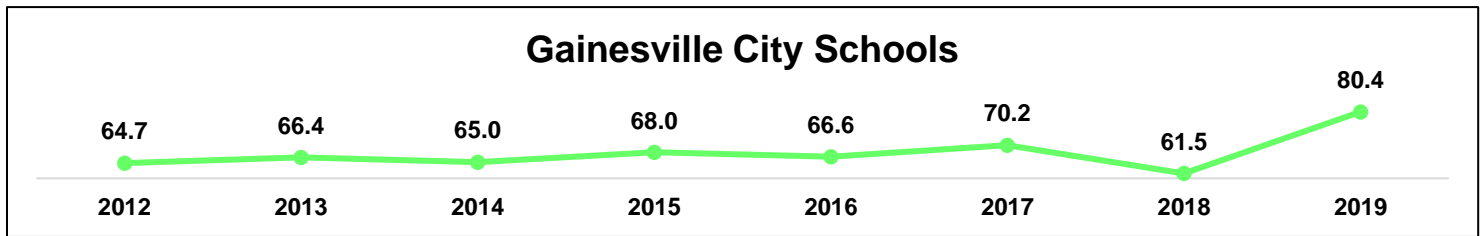| Essential or Innovative Features included in your charter system contract.	Use of waivers to implement	Use of charter system supplemental funding
Flexible, Integrated, and Differentiated Instruction: new methods that provide more interactivity and problem-based teaching, increased flexibility in pacing, more utilization of the Internet and web-based tools that align with the informational culture, and more opportunities for experiential learning		✔
Broader Curriculum Options: options such as classes that prepare students for multiple pathways that include vocational student and life skills in addition to college readiness, new ways to earn course credit, flexibility in sequencing, and expanded foreign language and fine arts.	✔	✔
Performance Management Enhancement: performance management enhancements such as performance-based recruitment, placement and retention of staff.		
School Culture Enhancement: school culture enhancements such as incentives for increased parental involvement, increased parental accountability and support for school uniforms.		✔

Gainesville City Schools:

First year as a Charter System: 2008-09

2019- 2020 Enrollment: 8,079

Number of Schools in System: 8

College and Career Academy: No

Gainesville City Schools

64.7	66.4	65.0	68.0	66.6	70.2	61.5	80.4
2012	2013	2014	2015	2016	2017	2018	2019

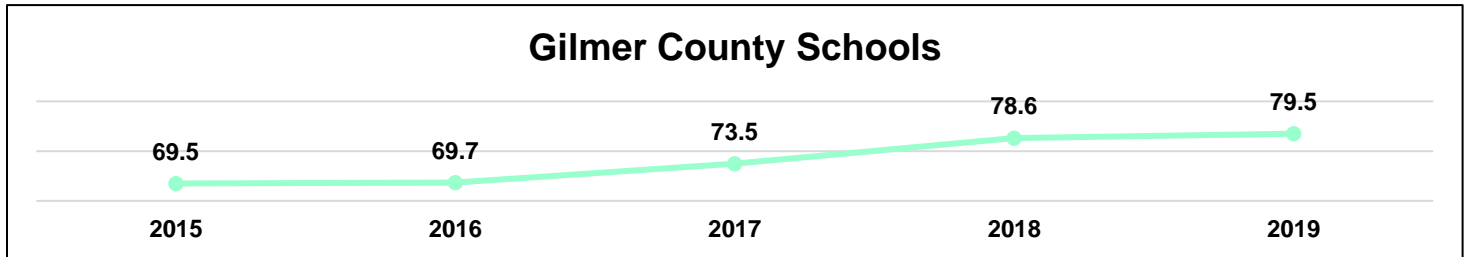| Essential or Innovative Features included in your charter system contract.	Use of waivers to implement	Use of charter system supplemental funding
Using technology innovations such as 1:1 device (tablets, net books, laptops, desktops, smart phones etc.) to support teachers and students (K-12) in blended learning environments to continuously improve student learning;		✔
Implementing blended learning on all of our campuses (Pre-K - 12) that combines face to face classroom methods with computer mediated activities to form an integrated instructional approach;		✔
Implementing innovative modes of professional development (e.g. use of video and social networking tools) to provide examples of outstanding instructional practice;		✔
Implementing student centered teaching strategies to personalize learning through differentiation		
Implementing teacher and leader evaluation instruments (using electronic platform and 1:1 devices)		✔
Open Enrollment for Parental School Choice- with transportation provided		✔
Elementary magnet theme programs with specialized program offerings		✔
World language instruction or experience in every school		✔
Leadership programs and career pathways enhancements at middle and high school		✔
Specialized Science, Technology, and Math Programs: Robotics in elementary, middle, and high school		✔
Use of the UCLA Mental Health in Schools framework to address barriers to learning and re-engage students who are experiencing underachievement.		✔
STEAM Director to promote innovation in schools		✔
Director of College and Career Readiness to support personalized learning		✔
Partnership with Boys and Girls Club to provide afterschool tutoring and enrichment		✔

Gilmer County Schools:

First year as a Charter System: 2014-15   **2019- 2020 Enrollment**: 4,189

Number of Schools in System: 6   **College and Career Academy:** No

Gilmer County Schools

	2015	2016	2017	2018	2019
	69.5	69.7	73.5	78.6	79.5

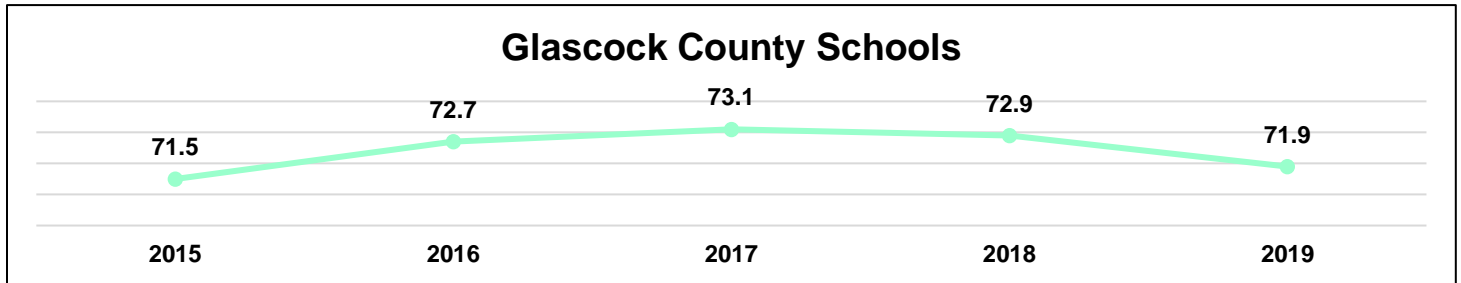| Essential or Innovative Features included in your charter system contract.	Use of waivers to implement	Use of charter system supplemental funding
Flexibility in requirements and delivery of remedial and accelerated programs;	✔	✔
Performance-based assessments used at all grade levels to measure 21st Century and career preparedness skills, including technology;		✔
Graduation requirements broadened to ensure students are fully prepared for the world of work and post-secondary education and students provided alternative ways to earn credit;	✔	✔
Increased collaboration between the post-secondary institutions, business and industry members, community, and the schools.	✔	
Flexible schedule in grades K - 4 using MAP data for interventions and enrichment		✔
Extended Learning Time at middle schools and high school		✔

Glascock County Schools:

First year as a Charter System: 2014-15   **2019- 2020 Enrollment**: 557

Number of Schools in System: 2   **College and Career Academy:** No

Glascock County Schools

	71.5	72.7	73.1	72.9	71.9
	2015	2016	2017	2018	2019

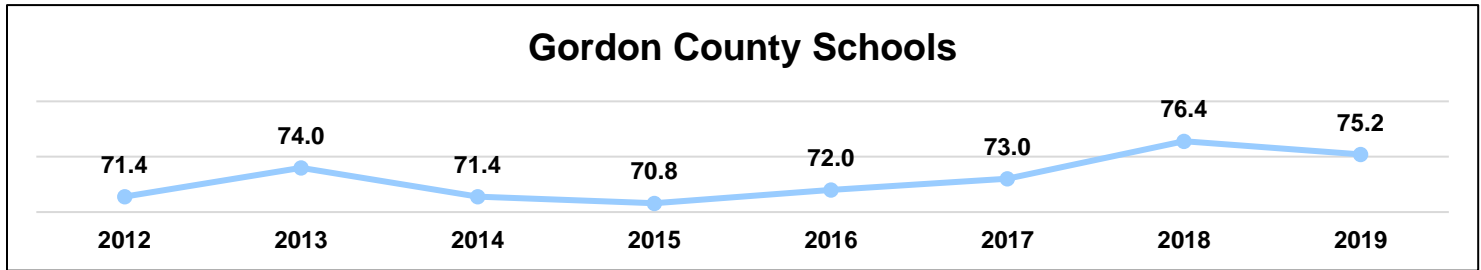| Essential or Innovative Features included in your charter system contract.	Use of waivers to implement	Use of charter system supplemental funding
Flexible service model to serve students based on need versus a state required label (EIP, gifted, REP)	✔	✔
Career awareness and exploration programs at the elementary and middle school levels to better prepare students to make informed pathway decisions at the high school level		✔
Flexibility in scheduling, class sizes, and required seat time in delivery of educational program at all grade levels	✔	
Expanding dual enrollment opportunities through a partnership with Warren County Career Academy	✔	✔

Gordon County Schools:

First year as a Charter System: 2011-12   **2019- 2020 Enrollment**: 6,612

Number of Schools in System: 10   **College and Career Academy:** Yes

Gordon County Schools

Year	Value
2012	71.4
2013	74.0
2014	71.4
2015	70.8
2016	72.0
2017	73.0
2018	76.4
2019	75.2

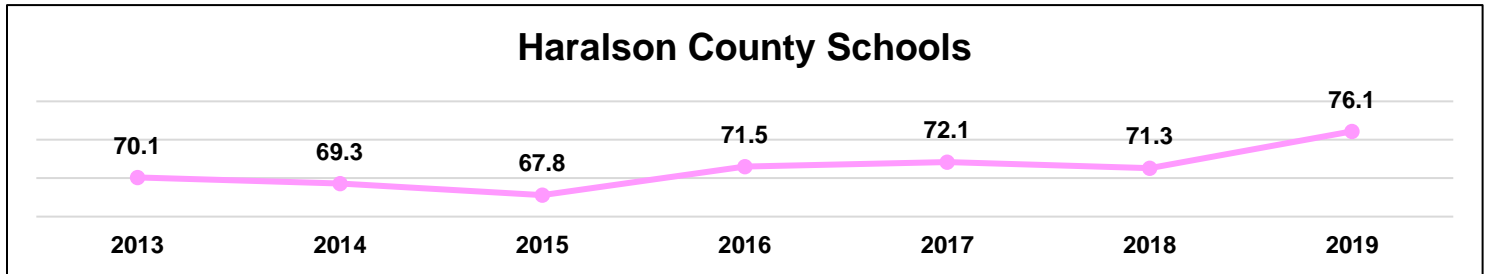| Essential or Innovative Features included in your charter system contract.	Use of waivers to implement	Use of charter system supplemental funding
Implement 1:1 technology for students to diversify use of instructional methods and learning options	✔	✔
Utilize school-based employees as route drivers, as well as including a stipend or flexible calendar or salary schedule in an effort to reduce the bust driver shortage	✔	
Create wall-to-wall career-themed academies in middle and high schools where every student will become a part of a small-learning community with a career focus and to increase relevance and engagement by students	✔	✔
Alternate use of facilities, off-site lab spaces to increase instructional access	✔	✔
Utilize trainers from industry and business partners to provide technology instruction for teachers and students	✔	✔
Provide job-embedded professional learning in the area of instructional technology for classroom teachers		
Operate and continue to build an implement programs at the College and Career Academy	✔	✔
Provide professional learning externships for teachers and industry professionals	✔	
Develop webpage for elementary career lessons	✔	
Implement STE(A)M education at all levels	✔	✔
Offer industry-recognized credentialing instruction) e.g. Six Sigma, OSHA, etc.)	✔	✔

Haralson County Schools:

First year as a Charter System: 2013-14

2019- 2020 Enrollment: 3,345

Number of Schools in System: 6

College and Career Academy: No

Haralson County Schools

Year	Value
2013	70.1
2014	69.3
2015	67.8
2016	71.5
2017	72.1
2018	71.3
2019	76.1

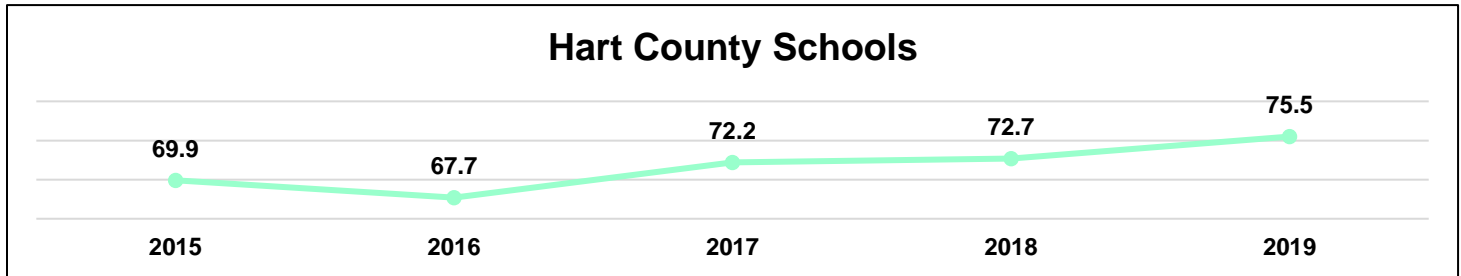| Essential or Innovative Features included in your charter system contract.	Use of waivers to implement	Use of charter system supplemental funding
Flexibility in requirements and delivery of remedial and accelerated programs		✔
Performance-based assessments will be used at all grade levels to measure 21st Century and career preparedness skills, including technology.		✔
Flexibility in graduation requirements and providing students alternative ways to earn credit		✔
Increase collaboration between the post-secondary institutions, business and industry members, community, and the schools.		✔
Flexibility in seat time and scheduling designed to support a four-day school week		✔
Emphasis on blended learning and BYOT initiatives		✔
STEM initiatives across all grade levels.		✔
College and Career Academy		✔

Hart County Schools:

First year as a Charter System: 2014-15   **2019- 2020 Enrollment**: 3,359

Number of Schools in System: 5   **College and Career Academy:** Yes

Hart County Schools

2015	2016	2017	2018	2019
69.9	67.7	72.2	72.7	75.5

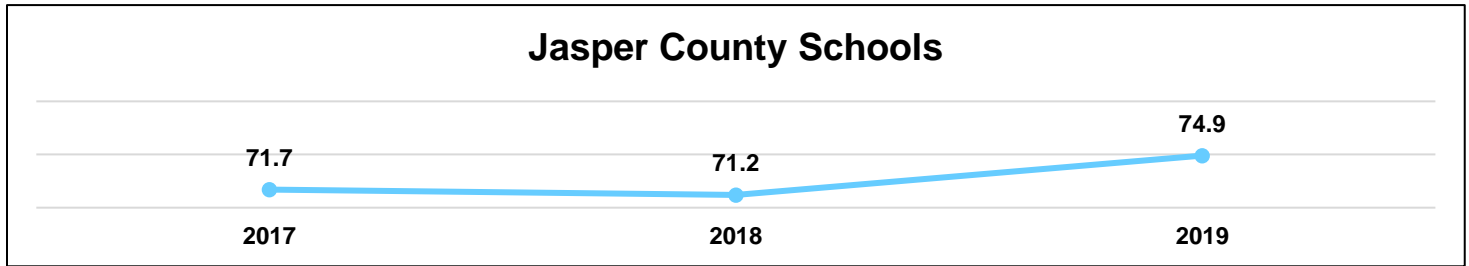| Essential or Innovative Features included in your charter system contract.	Use of waivers to implement	Use of charter system supplemental funding
Data teams to focus on student progress and the impact of instructional strategies;		
Redefinition of graduation that will allow students to earn credit in alternative ways, such as through content mastery	✔	
Course work that will prepare students for entry into post-secondary option or the work force	✔	
Targeted interventions for both advanced and struggling students;	✔	✔
STEM application at all levels		✔
Increased opportunities for student to demonstrate mastery in real-life, community-based settings		✔
Bring Your Own Technology (BYOT)		✔
Innovative technology to allow for increased teacher self-reflection, student achievement and safety.		✔
Leadership Training for Administrators		✔

Jasper County Schools:

First year as a Charter System: 2016-17

2019- 2020 Enrollment: 2,412

Number of Schools in System: 4

College and Career Academy: No

Jasper County Schools

	2017	2018	2019
Value	71.7	71.2	74.9

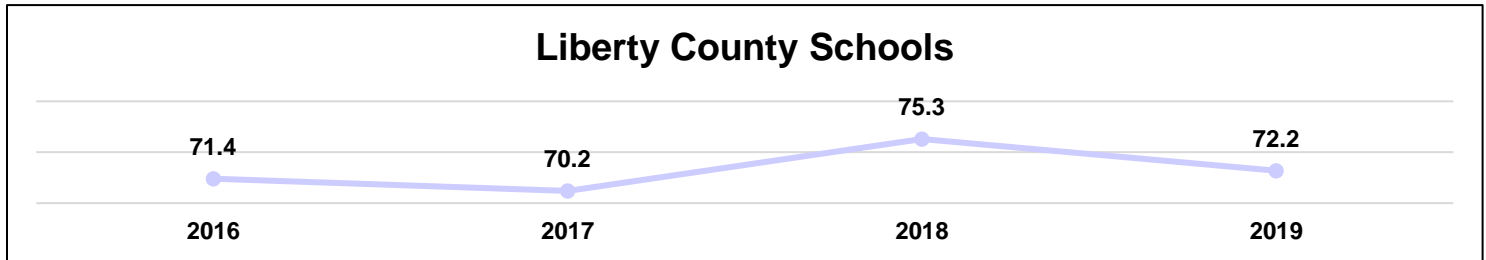| Essential or Innovative Features included in your charter system contract.	Use of waivers to implement	Use of charter system supplemental funding
Implement Flexible Service Models to serve students based on their individual needs	✔	✔
Expand the currently operating Virtual Academy to include a broader range of ages and curriculum to better support all students in grades 3- 12	✔	✔
Offer advanced study opportunities for accelerated students in grades 5- 8	✔	
Provide an extended year and/or day for those students needing additional time to complete subject content		
Increase student exploration, application, and evaluation through the development and use of STEAM methodology	✔	✔
Expand post-secondary options and partnerships with Southern Crescent Tech, Georgia College, Mercer University and expand CTAE opportunities for all students based on the needs of the student population and the regional economic community	✔	✔
Offer the opportunity to earn high school graduation credits for internships completed with participating local businesses	✔	
Provide on-going professional learning opportunities for all staff Technology Incorporation of the Arts into planning		
Enhance the opportunity for blended learning models within the classroom setting.		✔

Liberty County Schools:

First year as a Charter System: 2015-16   **2019- 2020 Enrollment**: 10,092

Number of Schools in System: 12   **College and Career Academy:** Yes

Liberty County Schools

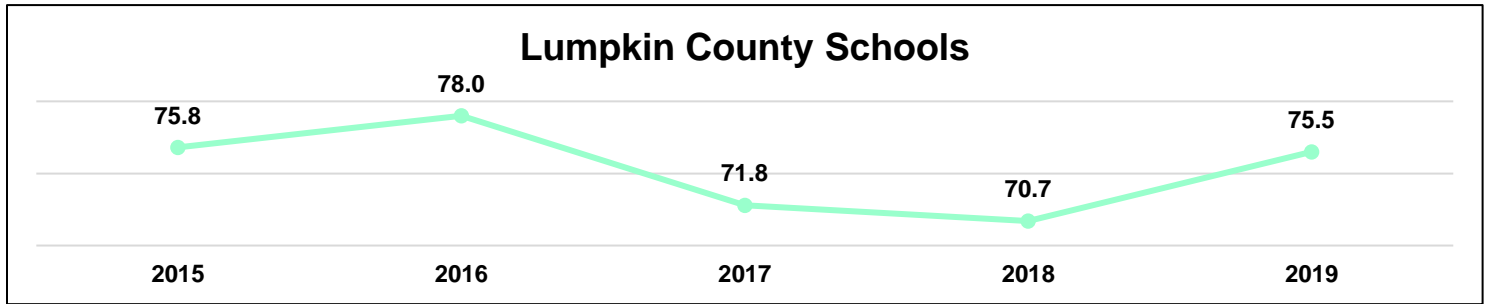| Essential or Innovative Features included in your charter system contract.	Use of waivers to implement	Use of charter system supplemental funding
Increasing fine and performing arts opportunities	✔	✔
Implementing a Reading Transition Course		
Utilizing flexibility by extending instruction time for math and/or reading / flexible scheduling	✔	✔
Expanding the RESSLA program	✔	✔
Integrating STEM/STEAM		✔
Preparing students to be college and career ready by creating digital courses		✔
Liberty College and Career Academy	✔	✔
High School credit in middle school	✔	✔

Lumpkin County Schools:

First year as a Charter System: 2014-15   **2019- 2020 Enrollment**: 3,854

Number of Schools in System: 5   **College and Career Academy:** No

Lumpkin County Schools

	2015	2016	2017	2018	2019
	75.8	78.0	71.8	70.7	75.5

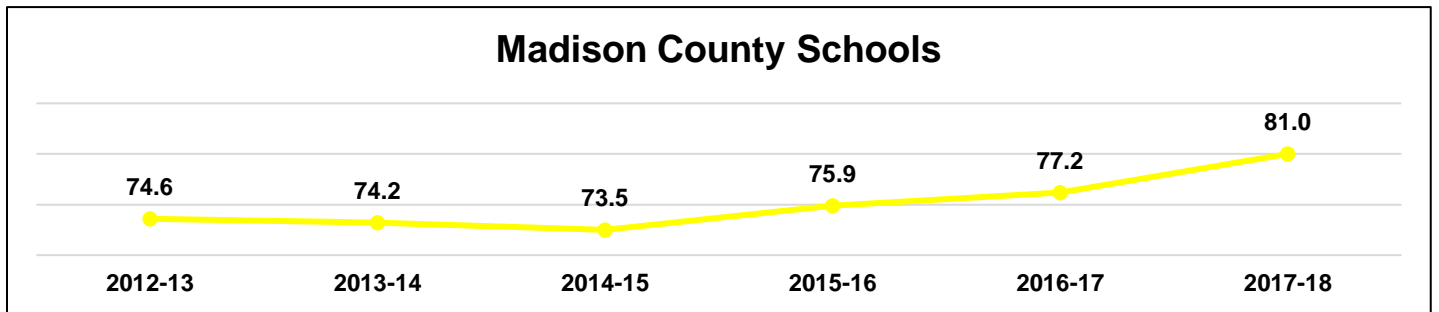| Essential or Innovative Features included in your charter system contract.	Use of waivers to implement	Use of charter system supplemental funding
Emphasis on 21st Century Essential Skills throughout the classroom and work experiences from expert speakers, on-site tours, work experiences, and internship/apprenticeships;		✔
Design of grade level specific experiences and designation of grade level applicable skills within four areas:		
a. Project-based Learning		✔
b. Career Exploration		✔
c. Qualities and Knowledge (Etiquette, Habits of Mind and soft skills)		✔
d. Introduction of the International Standards for Technology		✔

Madison County Schools:

First year as a Charter System: 2012-13   **2019- 2020 Enrollment**: 4,996

Number of Schools in System: 7   **College and Career Academy:** Yes

Madison County Schools

74.6	74.2	73.5	75.9	77.2	81.0
2012-13	2013-14	2014-15	2015-16	2016-17	2017-18

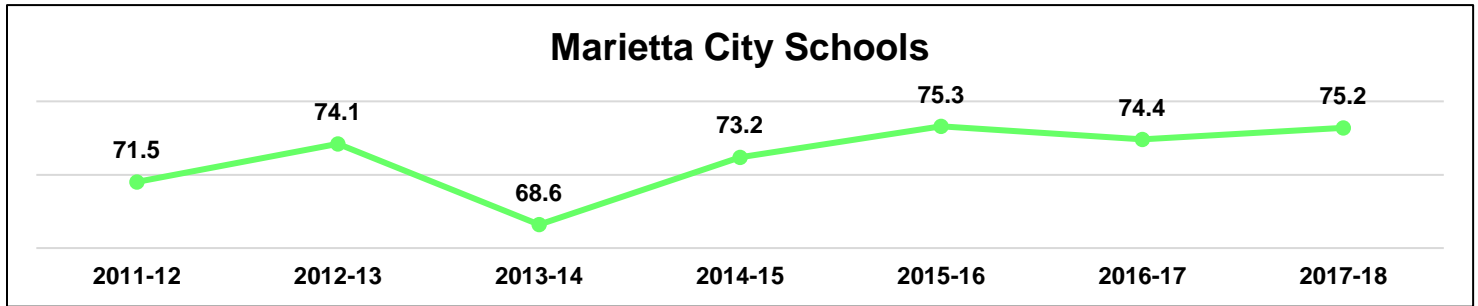| Essential or Innovative Features included in your charter system contract.	Use of waivers to implement	Use of charter system supplemental funding
Flexible, Integrated, and Differentiated Instruction: The Madison County Charter System shall employ new methods that provide more interactivity and problem-based teaching that align with community resources, increased flexibility in pacing to serve those students in need of acceleration as well as those students falling behind, and innovative solutions to prepare for success in a college or career following graduation. *developed the serve by need not label model of support *developed an apprenticeship program for students to work at Caterpillar *Increased the power of data teams to impact instruction *partnership with the Foothills Education Charter High School	✔	✔
Enhanced Accountability: The Madison County Charter system shall implement an enhanced accountability framework that will extend beyond test scores and include job preparedness ratings and post-secondary measures. Indicators will include work ethic indicators and problem-solving skills	✔	✔
Programming and Course Flexibility: The Madison County Charter System shall implement a variety of options that will allow a student to acquire course credit based on content mastery or career pathway classes. *Ag Co-op high school course in the summer *Created a College and Career Academy that opened in September 2014. Summer health and P.E. with activity ours outside of class. We are also sharing an Adjunct Faculty member with Athens Technical College	✔	✔

Marietta City Schools:

First year as a Charter System: 2008-09   **2019- 2020 Enrollment**: 8,887

Number of Schools in System: 13   **College and Career Academy:** Yes

Marietta City Schools

Year	Value
2011-12	71.5
2012-13	74.1
2013-14	68.6
2014-15	73.2
2015-16	75.3
2016-17	74.4
2017-18	75.2

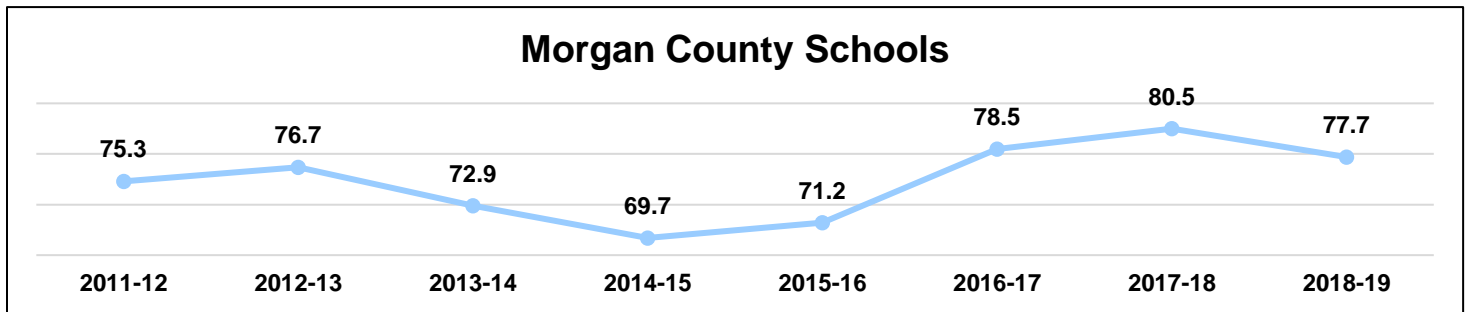| Essential or Innovative Features included in your charter system contract.	Use of waivers to implement	Use of charter system supplemental funding
Alternatives to retention for students who have not mastered the grade level standards by the end of the traditional grading period. This would include remediation sessions after school or during the summer. This may also involve additional courses or class work during the school year	✔	✔
Implementing alternative schedules and calendars for students with differing needs or those students who are not on-track	✔	✔
Utilizing a class size waiver to creatively group students in ways that serve a larger group of students in innovative instructional approaches	✔	✔
Greater use of online learning for accelerations and remediation	✔	✔
Creative additional courses in middle school and high school, incorporating curriculum standards while integrating real-world relevance.	✔	✔
Alternatives to retention for students who have not mastered the grade level standards by the end of the traditional grading period. This would include remediation sessions after school or during the summer. This may also involve additional courses or class work during the school year.	✔	

Morgan County Schools:

First year as a Charter System: 2011-12   **2019- 2020 Enrollment**: 3,196

Number of Schools in System: 4   **College and Career Academy:** Yes

Morgan County Schools

2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
75.3	76.7	72.9	69.7	71.2	78.5	80.5	77.7

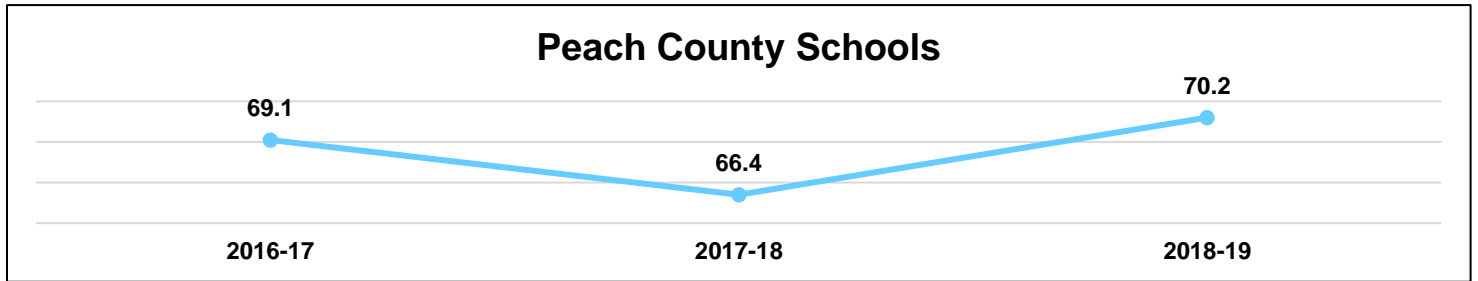| Essential or Innovative Features included in your charter system contract.	Use of waivers to implement	Use of charter system supplemental funding
Award innovative mini-grants to teachers/schools/system to improve student growth in identified areas of need and the success of grant activities will be measured with a pre and post assessment and targeted goals	✔	✔
Design and use integrated courses which cover curriculum standards for multiple subjects	✔	✔
Create opportunities for credit-earning internships and externships in grades 9-12		
Implement a strong teacher induction program, for teachers out of field or who have industry certification but not teacher certification, aimed at sharing education information (such as classroom management strategies, the non-negotiable, special education accommodation, Tier I standard-based classrooms, differentiated instruction, etc.) to these new to the field of education teachers		
Monitor student growth at the school and system level two times during the year which will allow district and school level leaders to be proactive regarding student growth by initiating necessary changes prior to the administration of the EOG/EOC assessments		
Schedule times for observation and collaborative meetings during the school day for beginning and master teachers to engage in peer coaching a feedback from their colleagues to improve their craft.		

Peach County Schools:

First year as a Charter System: 2016-17   **2019- 2020 Enrollment**: 3,693

Number of Schools in System: 6   **College and Career Academy:** No

Peach County Schools

69.1   66.4   70.2

2016-17   2017-18   2018-19

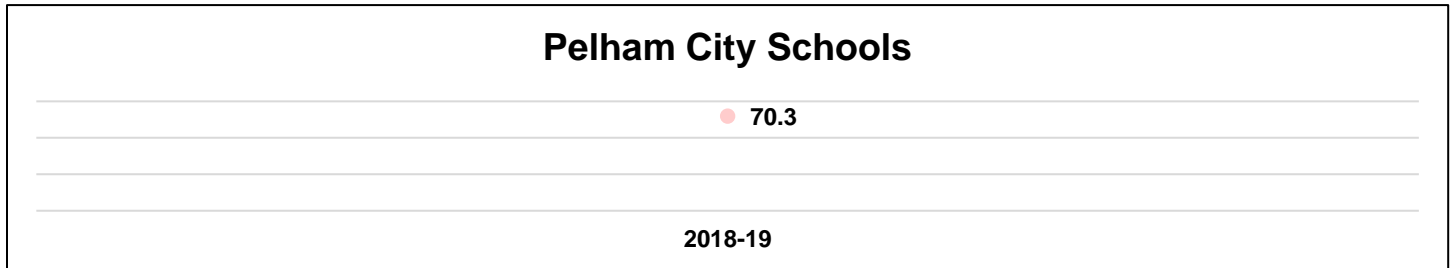| Essential or Innovative Features included in your charter system contract.	Use of waivers to implement	Use of charter system supplemental funding
Administer system-wide universal screenings in reading and math		✔
Implement literacy strategies modeled after the GOSA Reading Grant Strategies		
Recruit community and college partners to help support incentive programs for professional development and the recruitment and retention of teachers		
Implement a comprehensive induction and mentoring program for new teachers and newly hired instructional staff		
Provide professional learning from the GaDOE for instruction on how to develop and implement PBIS		
Develop learner profiles to ensure that the educational needs, skills and interests of each student in all grades are recognized and incorporated into the instructional program, to include academic data, interest/learning styles, goal setting, and career planning		✔
Provide training on implementing RTI with increased fidelity to fully address students' individual learning needs		

Pelham City Schools:

First year as a Charter System: 2018-19

2019- 2020 Enrollment: 1,429

Number of Schools in System: 3

College and Career Academy: Yes

Pelham City Schools

● **70.3**

2018-19

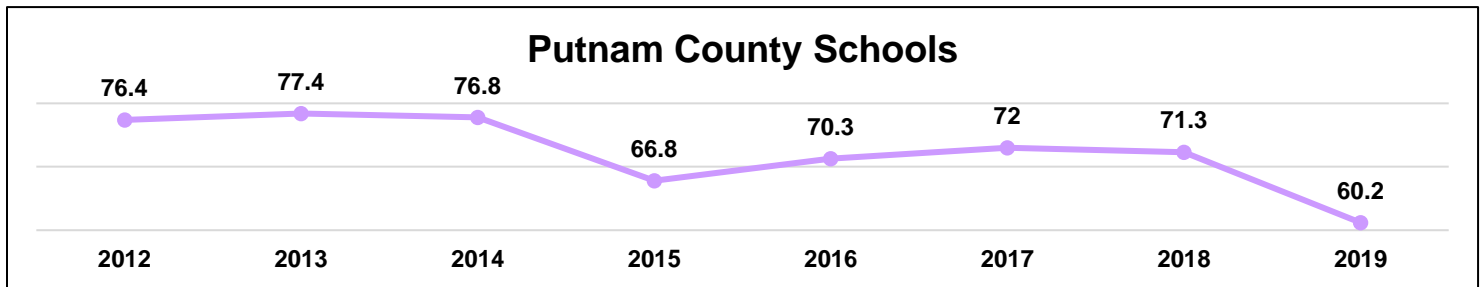| Essential or Innovative Features included in your charter system contract.	Use of waivers to implement	Use of charter system supplemental funding
Establish a College and Career Academy	✔	
Expand Dual enrollment options	✔	✔
Expand high school course options at the middle school	✔	✔
Increase the integration of technology by students and staff	✔	✔

Putnam County Schools:

First year as a Charter System: 2010-11   **2019- 2020 Enrollment**: 3,006

Number of Schools in System: 4   **College and Career Academy:** Yes

Putnam County Schools

Year	2012	2013	2014	2015	2016	2017	2018	2019
Value	76.4	77.4	76.8	66.8	70.3	72	71.3	60.2

Essential or Innovative Features included in your charter system contract.	Use of waivers to implement	Use of charter system supplemental funding
Collaborating with post-secondary institutions to provide college accredited courses for high school courses that will meet high school graduation requirements	✔	
Extending learning through Summer Inspiration, a summer program focusing on the individual needs of student in a caring and creative environment, emphasizing the social, emotional, physical and intellectual development of each child		✔
Training all grade level teachers in Project-based learning teaching methodology where students will work for extended time periods on projects that enhance the use of 21st Century skills and enable students to develop a product that demonstrates inquiry, learning mastery and innovation		
Implementing competency-based learning allowing students to progress through the curriculum at their own pace	✔	
Expanding school and system collaboration of classroom observations by pairing up system level and school level personnel to visit all classrooms a minimum of three times a year, guided by the school's leadership's expectations to create a teamwork environment and to ensure that school leadership and teachers share the same expectations		
Increasing experiential learning projects through "Virtual History" and "Interactive Learning Projects".		
Our students benefit from our commitment to art education which improves language development, spatial-temporal skills and IQ	✔	

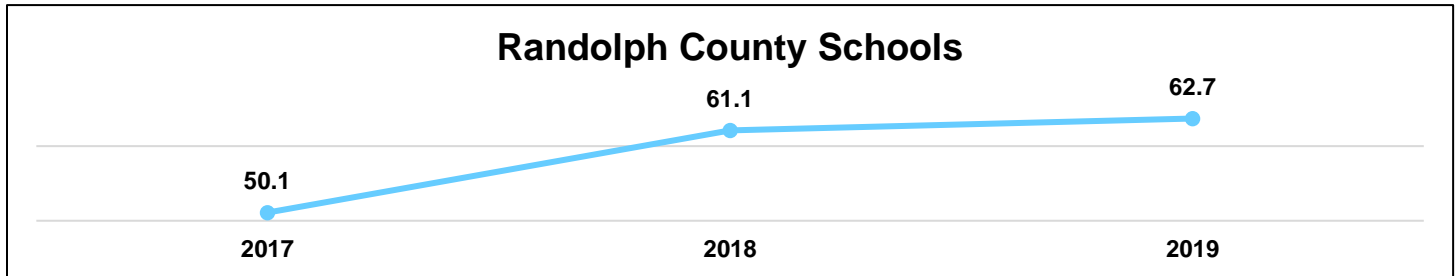| Essential or Innovative Features included in your charter system contract.	Use of waivers to implement	Use of charter system supplemental funding
Our students benefit from our commitment to foreign language education which serves as a catalyst for innovative thinking in a student's conceptual development	✔	
Our students benefit from our commitment to the performing arts and music education which improves language development, critical thinking, creativity, and collaboration.	✔	✔
Standards Mastery assessment that is formative "NAVVY"	✔	

Randolph County Schools:

First year as a Charter System: 2016-17   **2019- 2020 Enrollment**: 816

Number of Schools in System: 3   **College and Career Academy:** Yes

Randolph County Schools

2017	2018	2019
50.1	61.1	62.7

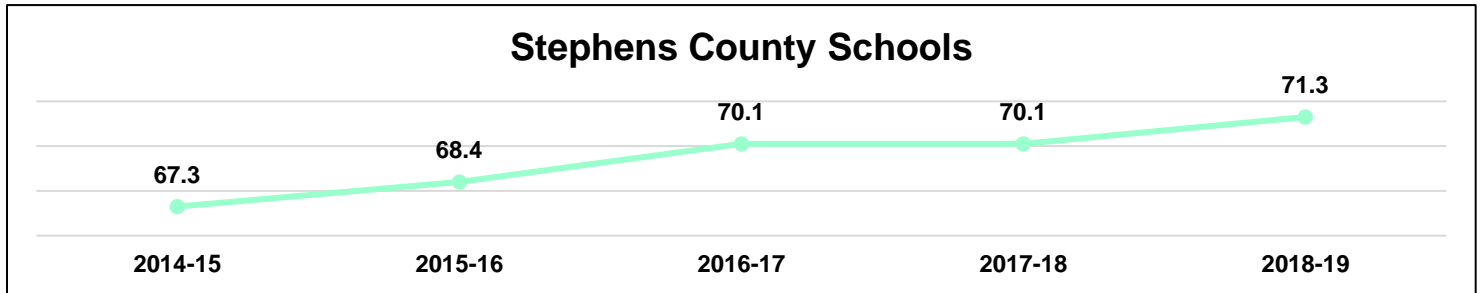| Essential or Innovative Features included in your charter system contract.	Use of waivers to implement	Use of charter system supplemental funding
Increase partnership with Albany Technical College and Andrew College to ensure students are college and/or career ready		✔
Creation of a college and career academy		✔
Continue to increase graduation rate through one-on-one/small group instruction to students who are not on grade level		✔
Assign a mentor to each credit recovery student to help each student stay on task, monitor progress, and identify potential barriers to completion		✔
Provide personalized career clusters for all students grades 6-12 through GACollege411		✔
Dispersal of resources and funding based on student achievement data, district surveys, and all state and federal required initiatives		✔
Implementation of a budget for recurring costs of data collection, intervention materials, and technology		✔
Establish monthly professional learning communities for school and district leaders		✔
Develop and utilize a systematic comprehensive plan to implement professional learning that is research-based and vertically aligned from one grade to the next as well as aligned with Common Core Georgia		✔
Implementation of a (SCIENCE.TECHNOLOGY. ENGINEERING. and Math (STEM) K-12 Computer Science Program		✔
Continue the Summer School Academy for teachers		✔
Educational field trips and incentives for students		✔

Stephens County Schools:

First year as a Charter System: 2014-15

2019- 2020 Enrollment: 3,984

Number of Schools in System: 6

College and Career Academy: No

Stephens County Schools

Year	Value
2014-15	67.3
2015-16	68.4
2016-17	70.1
2017-18	70.1
2018-19	71.3

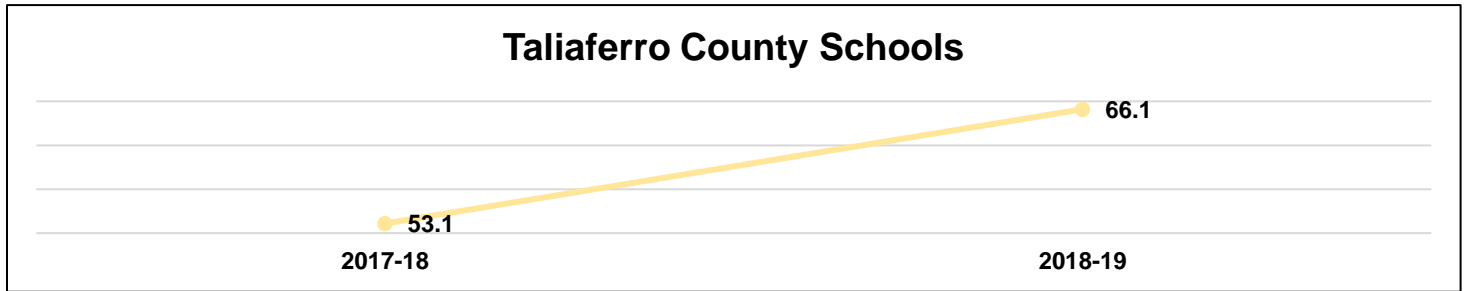| Essential or Innovative Features included in your charter system contract.	Use of waivers to implement	Use of charter system supplemental funding
Examination of graduation requirements, including providing alternative ways for students to earn credit through the use of courses that are not found in the list of state funded class offerings	✔	✔
Applied interventions for students based on need, including systematic targeting, implementation, review and revision of interventions based	✔	✔
Targeted coursework for high school students that will prepare them for admission requirements for technical schools and colleges	✔	✔
Flexibility in requirements and delivery of remedial accelerated programs	✔	✔
Use of performance-based assessment at all grade levels to measure 21st century and career preparedness skills, including technology	✔	✔

Taliaferro County Schools:

First year as a Charter System: 2017-18   **2019- 2020 Enrollment**: 172

Number of Schools in System: 1   **College and Career Academy:** No

Taliaferro County Schools

- 53.1 — 2017-18
- 66.1 — 2018-19

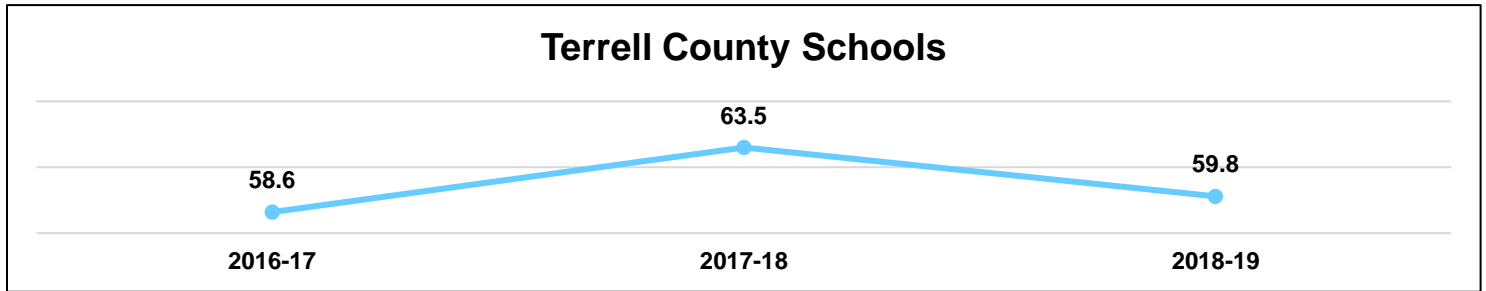| Essential or Innovative Features included in your charter system contract.	Use of waivers to implement	Use of charter system supplemental funding
Dual Enrollment classes		
Use of local health clinic for Health Science and Informational Tech programs		
Use of New Environmental Science area for Horticulture programs		
Use of UGA extension Agent as teacher for Horticulture Classes	✔	✔

Terrell County Schools:

First year as a Charter System: 2016-17   **2019- 2020 Enrollment**: 1,218

Number of Schools in System: 3   **College and Career Academy:** No

Terrell County Schools

	2016-17	2017-18	2018-19
Score	58.6	63.5	59.8

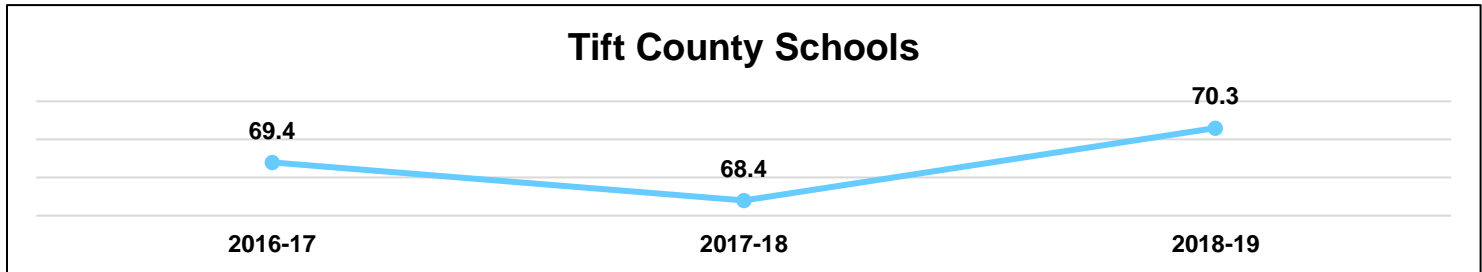| Essential or Innovative Features included in your charter system contract.	Use of waivers to implement	Use of charter system supplemental funding
Create community service opportunities where students in 11th and 12th grade can earn academic credit	✔	
Ensure students are meeting academic achievements in all subject areas by implementing flexible service models to serve students based on need not state-required label	✔	✔
Provide release time for increased professional development in instructional planning	✔	✔
Partner with community businesses to offer pathway options that will ensure students are college, career and workforce ready when they graduate from high school	✔	✔
Expand CTAE pathway options through a partnership with Southwest Georgia Regional Career Academy for students that have an interest in pathway options not offered by system	✔	✔
Evaluate students' career interests through a survey and assign students to work-based learning internships aligned with their interests and the community business needs	✔	

Tift County Schools:

First year as a Charter System: 2016-17   **2019- 2020 Enrollment**: 7,626

Number of Schools in System: 11   **College and Career Academy:** Yes

Tift County Schools

	2016-17	2017-18	2018-19
	69.4	68.4	70.3

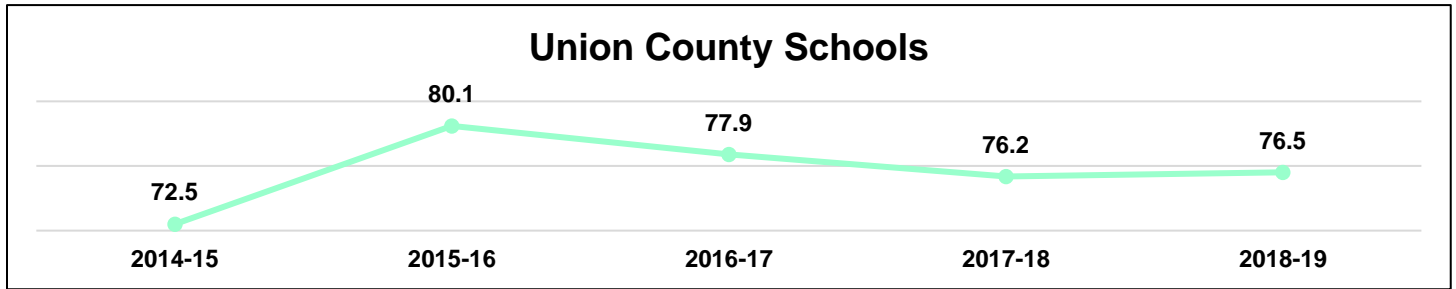| Essential or Innovative Features included in your charter system contract.	Use of waivers to implement	Use of charter system supplemental funding
Implement alternative grouping and instructional strategies, restructure school day, and extended school day or year	✔	✔
Reconfigure schools from PreK, K-3, 4-5, 6, 7-8, 9 and 10-12 to Prek-5, 6- 8 and 9-12 to better serve student needs by creating longer and more productive relationships with students, parents, and faculty, increasing student engagement opportunities and academic opportunities for students, decreasing transportation challenges and increasing opportunities for more effective horizontal and vertical long-range planning at the school level	✔	✔
Develop learner profiles and personalized learning plans to ensure that the education's needs, skills, and interests of each student in grades 6-12 are recognized and incorporated into the instructional program	✔	✔
Provide a competency and project-based curriculum that is flexibly paces, emphasizes 21st Century skills and accommodates students' individual needs		✔
Establish an instructional delivery system incorporates cutting edge technology which supports blended, hybrid, and virtual learning through anytime, anywhere learning opportunities	✔	✔
Implement innovative and effective organizational strategies for the following sub-populations of students in K-5: economically disadvantaged, developmentally delayed, English language learners, special needs and gifted students, and other students who are unable to function effectively in the regular classroom	✔	✔
Adopt instructional delivery models for identified student subpopulations that will increase significantly their engagement, attendance, and academic achievement	✔	✔

Union County Schools:

First year as a Charter System: 2014-15

Number of Schools in System: 5

2019- 2020 Enrollment: 2,868

College and Career Academy: No

Union County Schools

Year	Value
2014-15	72.5
2015-16	80.1
2016-17	77.9
2017-18	76.2
2018-19	76.5

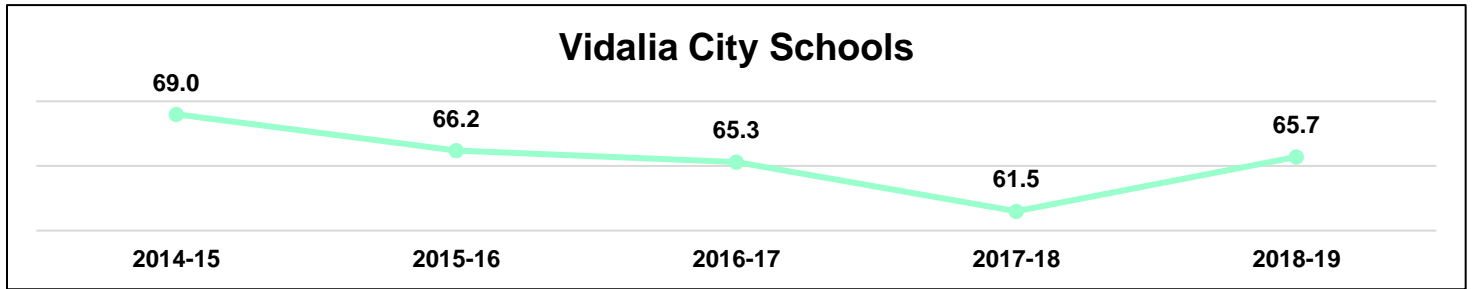| Essential or Innovative Features included in your charter system contract.	Use of waivers to implement	Use of charter system supplemental funding
Flexible service models to serve students based on their individual needs rather than the state-identified label	✔	
A unique approach to increase student exploration, application, and evaluation in STEM concepts utilizing a vertical approach in elementary, middle and high school. The district will merge multiple STEM models by developing content knowledge, utilizing research mentors locally a regionally, and providing field research opportunities for students in a rural school district	✔	✔
Expand postsecondary partnerships to include academic and vocational opportunities for all students based on the needs of the student population and the regional economic community	✔	

Vidalia City Schools:

First year as a Charter System: 2014-15

2019- 2020 Enrollment: 2,566

Number of Schools in System: 4

College and Career Academy: Yes

Vidalia City Schools

69.0 — 66.2 — 65.3 — 61.5 — 65.7

| 2014-15 | 2015-16 | 2016-17 | 2017-18 | 2018-19 |

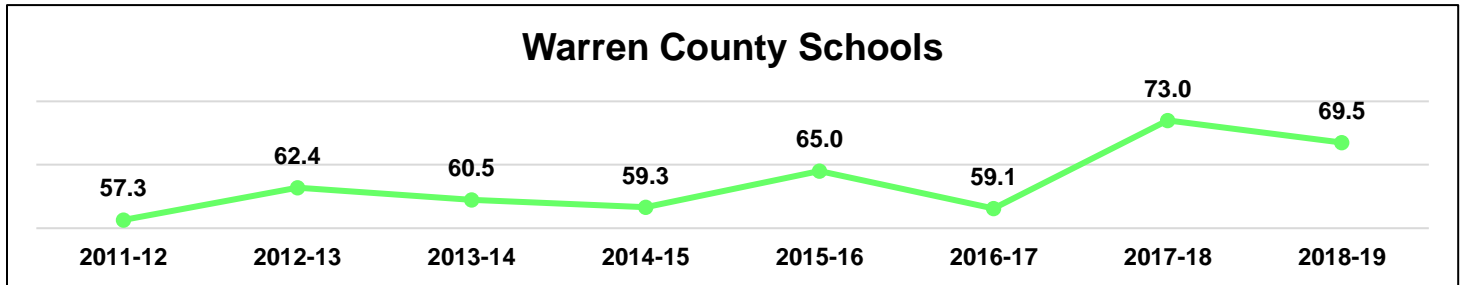| Essential or Innovative Features included in your charter system contract.	Use of waivers to implement	Use of charter system supplemental funding
Increasing focus on fine arts by leveraging relationships with local artisans and musicians	✔	✔
Building relationships with local business and industry to provide real world job training and skill building		✔
Creating pre-AP classes at the middle school level		
Used charter funds to offer Spanish in the 7th and 8th grade for high school credit. It seemed to be easier to manage initially with personnel than Latin		✔
We are currently working on a plan to waive course requirements for those students participating in the GPP program	✔	
We actually used our Charter funds to add Music and Art back in our		✔
Elementary and Primary Schools		✔

Warren County Schools:

First year as a Charter System: 2008-09   **2019- 2020 Enrollment**: 626

Number of Schools in System: 3   **College and Career Academy:** Yes

Warren County Schools

Year	Value
2011-12	57.3
2012-13	62.4
2013-14	60.5
2014-15	59.3
2015-16	65.0
2016-17	59.1
2017-18	73.0
2018-19	69.5

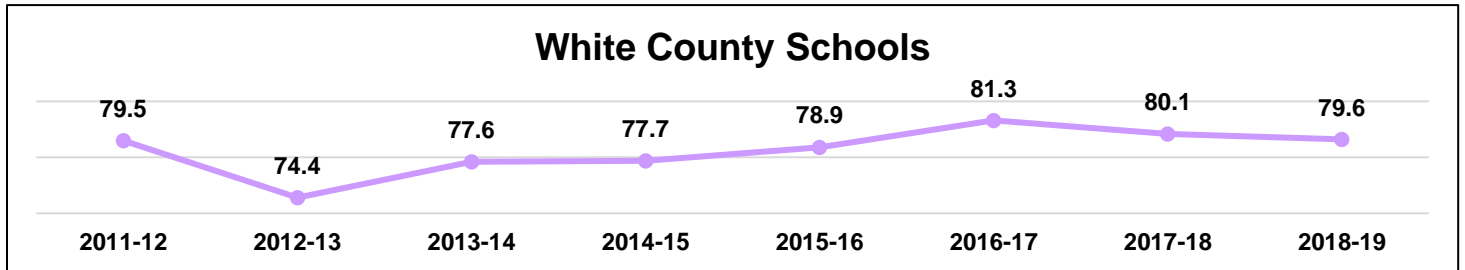| Essential or Innovative Features included in your charter system contract.	Use of waivers to implement	Use of charter system supplemental funding
Youth Entrepreneurship Program - developed with collaboration with the Warren County Chamber of Commerce, this is a class where students actually plan, develop and start up a business on their own. Business owners in the community serve as mentors and presenters during this class. Students compete for funding from community businessmen by presenting their business plans to a panel.		
Youth Apprenticeship Program / Workforce Investment Act Program - Combining these two programs allows students to receive credit while they work in the community and receive compensation		
Dual Enrollment Classes - the Career Academy opened in September 2012 and, based on a market analysis of the area, five courses being offered by Oconee Fall Line Tech: Nursing, Welding, Computer Systems, Early Childhood Education, Cyber, Industrial Maintenance, Shampoo Tech. These hands-on classes and the dual enrollment with Oconee Fall Line Tech help prepare students for college, careers and life		
Spanish- Foreign language will be expanded to include elementary and middle school students. The Charter System plans to offer two classes of Spanish for elementary students. Additionally, Spanish for Carnegie credit will be offered at the middle school as well as one exploratory Spanish class for middle school students		
Technology - through grants, the Charter System will also provide students with boards in every classroom K-12. The Charter System will also provide students with iPads, iPods, mobile labs, laptops, active expressions, active votes, etc., in lieu of textbooks and plans to implement BYOT initiatives	✔	✔
Youth Entrepreneurship Program - developed with collaboration with the Warren County Chamber of Commerce, this is a class where students actually plan, develop and start up a business on their own. Business owners in the community serve as mentors and presenters during this class. Students compete for funding from community businessmen by presenting their business plans to a panel.		✔

White County Schools:

First year as a Charter System: 2010-11   **2019- 2020 Enrollment**: 3,855

Number of Schools in System: 7   **College and Career Academy:** No

White County Schools

Year	Value
2011-12	79.5
2012-13	74.4
2013-14	77.6
2014-15	77.7
2015-16	78.9
2016-17	81.3
2017-18	80.1
2018-19	79.6

Essential or Innovative Features included in your charter system contract.	Use of waivers to implement	Use of charter system supplemental funding
Creating virtual learning opportunities for acceleration and remediation		✔
Utilizing innovative instructional approaches to best serve students with differing educational needs	✔	✔
System-wide expansion of foreign language curriculum		
Implementing additional work-based learning opportunities and expanding college and career programs to ensure students are college and/or workforce ready upon graduation	✔	
Implement new research-based reading initiative system wide Grade K-5	✔	✔

Acknowledgements

A special thank you from the GaDOE District Flexibility and Charter Schools Division to the following individuals and teams for their contributions to this report.

State Board of Education District Flexibility and Charter Schools Committee
> Mr. Kevin Boyd, Chair
> Mr. Scott Johnson (State Board Chair)
> Ms. Lisa Kinnemore
> Mr. Trey Allen
> Mr. Scott Sweeny

Georgia Department of Education
> Richard Woods, State Superintendent
> Dr. Xiaoying Wu, Education Statistics Analyst, Policy Division
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