



December 17, 2021

In accordance with the Tennessee High-Quality Charter Schools Act, the Hamilton County Department of Education is submitting the required Annual Authorizing report compiled by this office for your review. Our office is in the process of developing a framework to officially review and offer feedback to each charter school annually. In the meantime, please accept this more narrative version of an annual report.

Our complete district information is as follows:

Hamilton County Department of Education
3074 Hickory Valley Road
Chattanooga, TN 37421
District #330

If you have any further questions, please do not hesitate to contact my office directly.

Sincerely,

A handwritten signature in black ink, appearing to read "Kelly Coffelt", is positioned below the word "Sincerely,".

Kelly Coffelt
Charter Schools Coordinator

Hamilton County Department of Education
Tennessee Annual Authorizer Report
Section I, page 1

LEA list of charter schools:

**Chattanooga Charter School of Excellence - Elementary School
Grades K-5**

Address:	2029 E. 23 rd Street Chattanooga, TN 37404
Telephone:	(423) 710-1121
Fax:	(423) 710-3180
School Leader(s):	Dr. Marcia Griffin, Founder/CEO Jennifer Huskins, Principal
School Leader(s) Email Address:	mgriffin@chattanooga charter.com jhuskins@chattanooga charter.com
Operating Status:	(B) Open and operating
Contracted Services:	None

**Chattanooga Charter School of Excellence - Middle School
Grades 6-8**

Address:	1912 S. Willow Street Chattanooga, TN 37411
Telephone:	(423) 777-4603
Fax:	(423) 777-4075
School Leader(s):	Dr. Marcia Griffin, Founder/CEO Dr. Desiree Seay, Principal
School Leader(s) Email Address:	mgriffin@chattanooga charter.com dseay@chattanooga charter.com
Operating Status:	(B) Open and operating
Contracted Services:	None

**Chattanooga Girls Leadership Academy
Grades 6-12**

Address:	1802 Bailey Avenue Chattanooga, TN 37404
Telephone:	(423) 702-7230
Fax:	(423) 386-3005
School Leader(s):	Dr. Elaine Swafford, Executive Director Kelli Fulton, Principal
School Leader(s) Email Address:	elaineswafford@cglonline.com kellifulton@cglonline.com
Operating Status:	(B) Open and operating
Contracted Services:	None

**Chattanooga Preparatory School
Grades 6-9**

Address:	1849 Union Ave Chattanooga, TN 37404
Telephone:	(423) 602-7737
Fax:	(423) 541-6003
School Leader(s):	Brad Scott, Head of School Diamond Kelley, Principal
School Leader(s) Email Address:	bradscott@chattanoogaprep.com diamondkelley@chattanoogaprep.com
Operating Status:	(B) Open and operating
Contracted Services:	None

**Ivy Academy
Grades 6-12**

Address:	8520 Dayton Pike Soddy Daisy, TN 37379
Telephone:	(423) 305-7494
Fax:	
School Leader(s):	Holly Slater, Executive Director Angie Markum, Director of Development Rachel Swafford-Cook, Supervisor of Academics and Curriculum
School Leader(s) Email Address:	hslater@ivyacademychattanooga.com amarkum@ivyacademychattanooga.com Rscook@ivyacademychattanooga.com
Operating Status:	(B) Open and operating
Contracted Services:	None

Hamilton County Department of Education
Tennessee Annual Authorizer Report
Section II

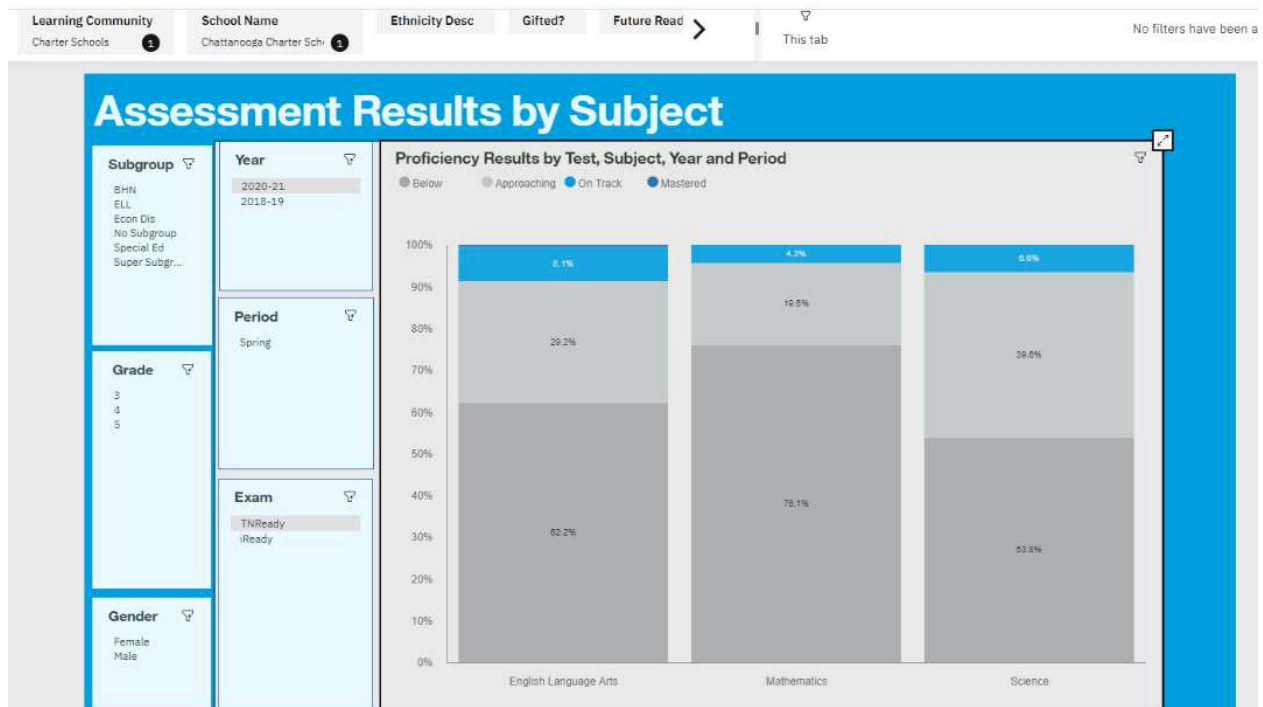
Each charter school in Hamilton County is going to be reviewed by a county-specific Performance Framework, modeled on the State’s Model Performance Framework in 2022. Since this is a new practice for this Authorizer, the information below is not scored, but is based on the sections of the State’s Performance Framework.

The exception to this year’s report is the district will “holding harmless” the charter schools for their student performance on state assessments, as the state did for school accountability in light of the COVID-related issues experienced by schools in 2020-2021 (Accountability Hold Harmless Act SB7001/HB7003).

Chattanooga Charter School of Excellence - Elementary School

1. Academic Performance & School Culture

2020-2021 TN Ready Data



- On track or mastered students fell in achievement by 1-2 percentage points from the previous year in both English and Math.
- Current year site visits and school reports indicate an emphasis on tutoring, RTI fidelity and quality classroom instruction using newly purchased CKLA curriculum to make gains by TNReady 21-22.

- Comparative Performance

Chattanooga Charter School of Excellence Elementary fell well below the district's achievement numbers for 20-21. [CCSE]
Grades 3-5 On Track and Mastered - ELA: 35.8% [8.1%] Math: 40.8% [4.3%]

Due to their high (95%) participation rate in TN Ready, the district will follow the state's example in "holding harmless" for this year's state assessments.

School Culture

CCSE Elementary conducts exit interviews with each family to determine why they have chosen to leave. Overall, their retention rate continues to be positive.

- 22 students withdrawn from 2021
- 12 moved out of district or state
- 5 indicated transportation issues
- 5 transferred to other schools/homeschool

CCSE Elementary has seen an increase in PTA participation in 2021. They are continuing their PBIS plan, which includes a focus on SEL and the individual student.

2. Financial Performance

No deficiencies were reported in the 20-21 financial audit. The elementary school continues to operate on a small but secure budget. They received several small grants totalling under \$10,000. A substantial amount was spent on COVID-19 response at \$328,738 (in combination with the middle school).

The full audit report was submitted to the TDOE office of Charter Schools in October 2021.

3. Operations

Some positive changes were made to CCSE's operations, mainly having a dedicated K-5 principal in place and the addition of a dedicated 6-8 principal for the middle school. The schools have two separate campuses and now two principals.

CCSE Elementary continued to serve their families during the COVID school closures with meal pick up and delivery and ensuring one-to-one devices for students. Parents were contacted at least once per week by a staff member to check on their well-being and satisfaction with the school.

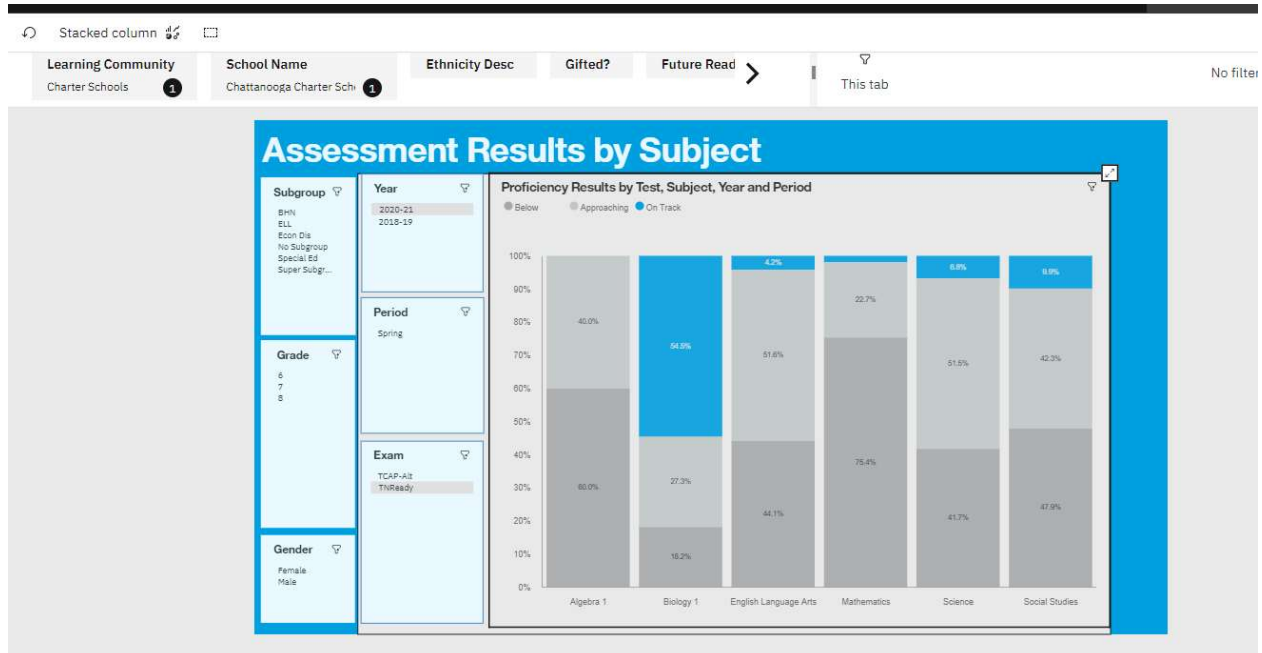
Two governing board members resigned during 20-21.

A sizable commitment has been made to the building of a gymnasium for the elementary school. This expansion will allow for related arts space and physical education as well as after school sports and activities. The leadership team is dedicated to creating a safe space with worthwhile activities for their students beyond the school day. The start of this is a popular

partnership with the Boys and Girls club that comes to the school each day, provides tutoring and dinner for each child who attends.

Chattanooga Charter School of Excellence - Middle School

1. Academic Performance & School Culture 2020-2021 TNReady Data



- On track or mastered students fell in achievement by 14 percentage points from the previous year in both English and Math.
- Current year site visits and school reports indicate an emphasis on tutoring, RTI fidelity and quality classroom instruction using newly purchased CKLA curriculum to make gains by TNReady 21-22.
- Emphasis is on using district benchmarks and iReady to identify weaknesses and strengths in order to pinpoint areas for improvement for each student.

Comparative Performance

The district saw a 12% decrease in math achievement for grades 6-8, which was on par with the loss experienced by CCSE Middle. The school performed well below the district in both Math and ELA. [CCSE]

Grades 6-8 On Track and Mastered - ELA: 25.1% [4.2%] Math: 27.4% [1.0%]

Due to their high (95%) participation rate in TN Ready, the district will follow the state's example in "holding harmless" for this year's state assessments.

School Culture

CCSE Elementary conducts exit interviews with each family to determine why they have chosen to leave. Overall, their retention rate continues to be positive.

- 7 students withdrawn from 2021
- 5 moved out of district or state
- 2 indicated transportation issues

2. Financial Performance

No deficiencies were reported in the 20-21 financial audit. The middle school continues to operate on a small but secure budget. A substantial amount was spent on COVID-19 response at \$328,738 (in combination with the elementary school).

The full audit report was submitted to the TDOE office of Charter Schools in October.

3. Operations

Some positive changes were made to CCSE's operations, primarily having a dedicated K-5 principal in place and the addition of a dedicated 6-8 principal for the middle school. The schools have two separate campuses and now two principals.

CCSE Middle continued to serve their families during the COVID school closures with meal pick up and delivery and ensuring one-to-one devices for students. Parents were contacted at least once per week by a staff member to check on their well-being and satisfaction with the school.

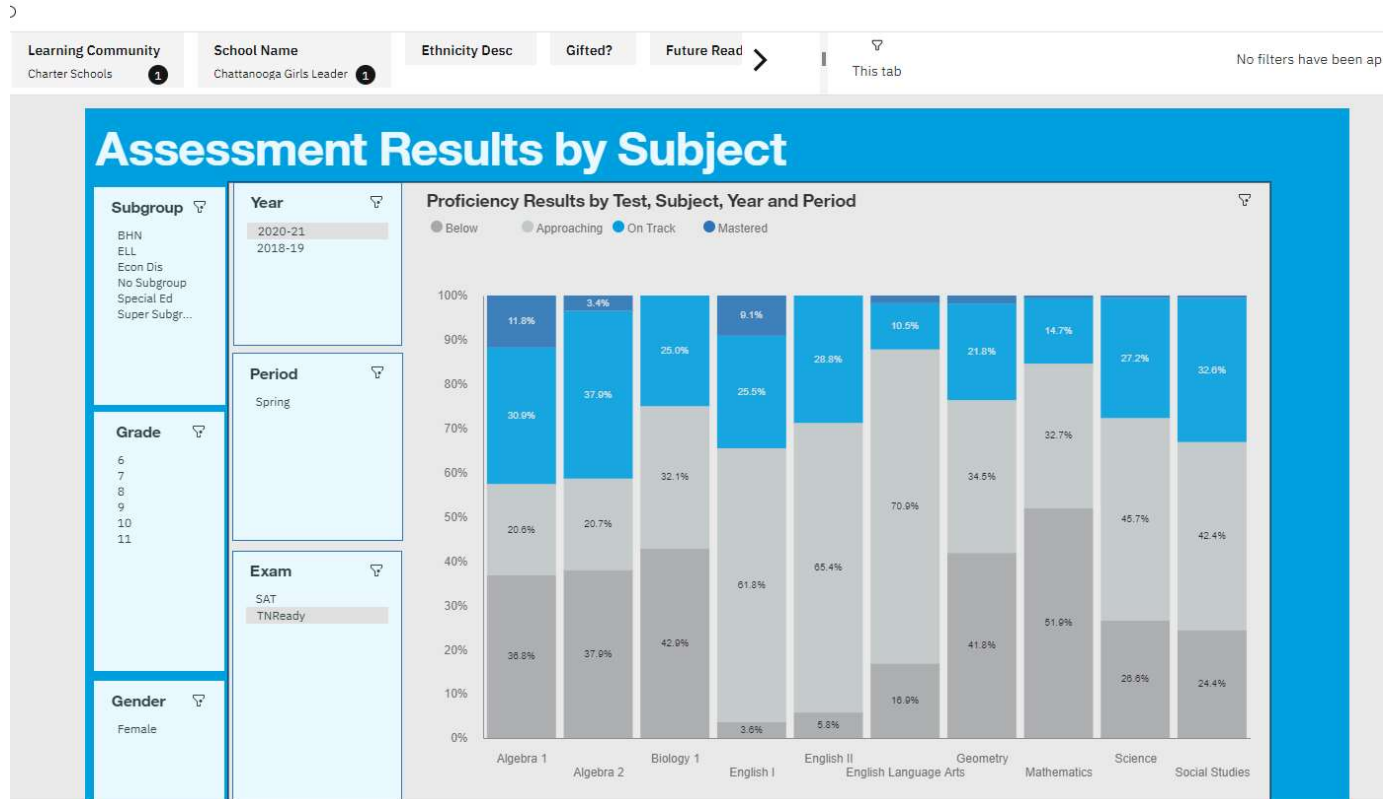
Two governing board members resigned during 20-21. There are 7 members total on the governing board for CCSE.

School Leadership has dedicated a significant amount of funding and effort into a separate gymnasium for grades 6-8. This will allow for their current auditorium to be dedicated to band and music classes, as well as performances and programs. The gymnasium will allow for team sports to take place after school as well as physical education classes during the school day.

Chattanooga Girls Leadership Academy

1. Academic Performance & School Culture

2020-2021 TN Ready Data



- CGLA nearly maintained 2018 levels of achievement in all courses
- ACT composite score was 20.8, above the state and district rates
- CGLA maintained a level 5 TVAAS score from 2018 to 2021

Comparative Performance

In high school courses, CGLA outperformed the district in Algebra I and Algebra II for students scoring Mastered and On Track in EOC courses. [CGLA]

District EOC - Algebra I = 20.6% [42.7%]

Algebra II = 21% [39.3%]

They were on pace with the district in English I and Geometry, but fell below the district achievement in Biology = 47.3% [25.9%]

Middle School Comparative Performance

CGLA scored below the district achievement in both ELA and Math. [CGLA]

Grades 6-8 On Track and Mastered - ELA: 25.1% [12.4%] Math: 27.4% [18.03%]

Due to their high participation rate in TN Ready, the district will follow the state's example in "holding harmless" for this year's state assessments.

School Culture

CGLA's registrar tracks the reason for each student's withdrawal from the school. Last year, there were 32 students who did not return.

- 5 moved out of district or state
- 24 students transferred to zoned district schools
- 1 student transferred to a private school
- 1 student transferred to a district magnet school
- 1 student transferred to home school

2. Financial Performance

CGLA's financial audit for 2020 had no deficiencies or material weaknesses and was submitted to the state October 1, 2021.

The school had an additional \$1.8 Million in grants and donations for 20-21. They were able to meet their fundraising goals despite the COVID obstacles to in-person events. The school has numerous community partnerships (28 identified) who offer financial and program support. During the 20-21 school year, COVID related expenses totalled \$214,155.

3. Operations

CGLA had stable leadership for 20-21, with the CEO, principal and assistant principal continuing for another year.

The Governing board had a regular rollover of members who completed their term and new members were onboarded. There are 20 regular members of the CGLA governing board.

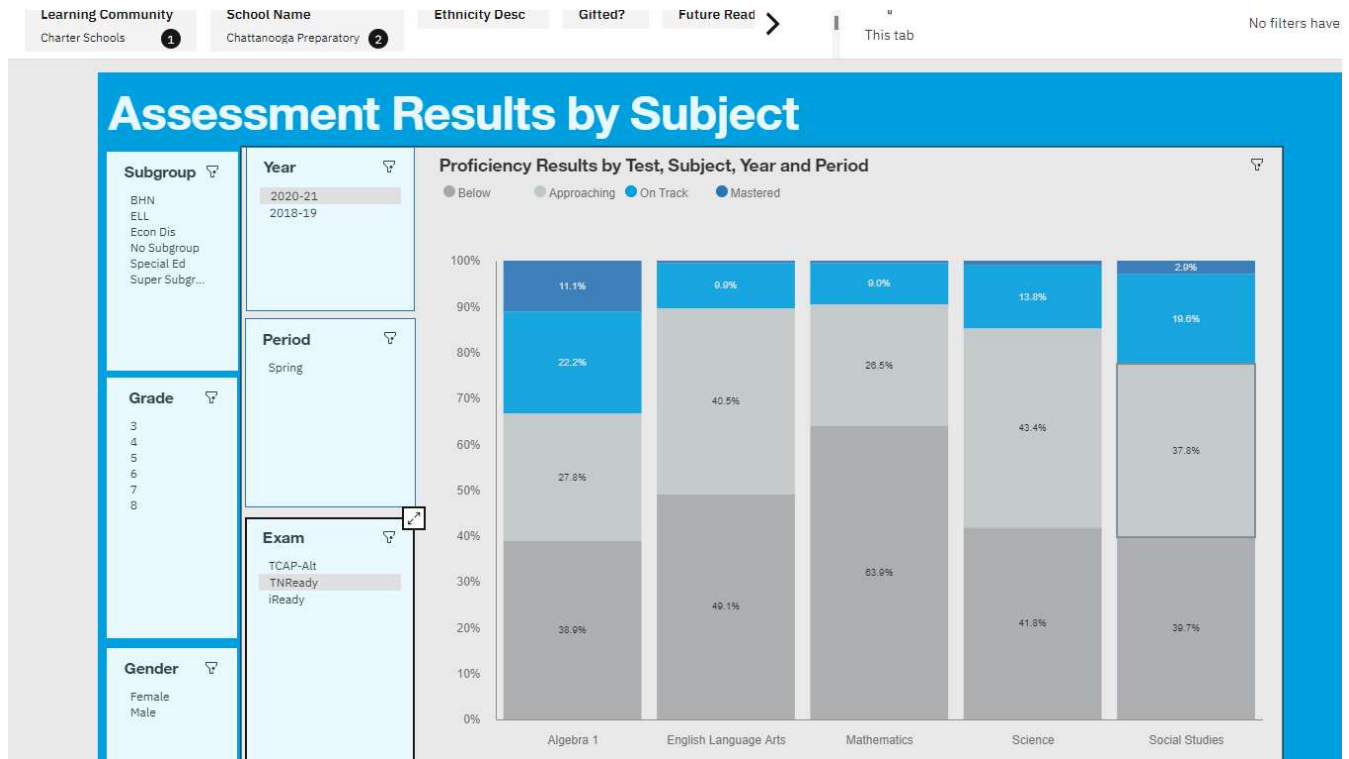
Mentorships and Internships are an integral part of the CGLA experience. Though they could not take place "normally," these mentorships did occur during the 20-21 school year. The school has a dedicated staff member to facilitate these experiences for students. This school year is a return to all students being offered mentors and high school community internships.

The school opened an on-site medical clinic with a nurse and physician, connected to a physician's clinic, for all students in 2019. With the COVID shutdowns, the physician switched to telehealth and helped to link students and families to community resources.

Families were served during the remote learning days through "Mustang Express" which delivered basic household supplies as well as student meals. Parent involvement continued with virtual opportunities, and this year has seen an increase in PTO attendance.

Chattanooga Preparatory School

1. Academic Performance & School Culture 2020-2021 TNReady Data



- 2020-2021 was the first year with a full middle school at Chattanooga Prep.
- Many students enrolled in AP Spanish with 70% of those scoring 3 or higher
- Achievement fell by at least 10 percentage points across the board.
- Emphasis in school year 21-22 is on tutoring, RTI, and engagement to improve TNReady for Spring 2022.

Comparative Performance

Chattanooga Prep fell below the district in On Track and Mastered performance in all areas except Algebra I. Chatt Prep had 33.3% of Algebra I test-takers perform On Track or Mastered, compared with 20% of district test takers.

Chatt Prep scored below the district achievement in both ELA and Math. [Chatt Prep] Grades 6-8 On Track and Mastered - ELA: 25.1% [10%] Math: 27.4% [9.0%]

Due to their high participation rate in TN Ready, the district will follow the state’s example in “holding harmless” for this year’s state assessments.

School Culture

Chatt Prep tracks student attrition with exit surveys. They report using this data to inform programming decisions aimed at retaining students and improving overall attendance. In 2021,

several after-school activities were added. The school increased their daily attendance to 98.2% and held to a 94% returning student rate.

- 8 total students withdrew from Chatt Prep
- 4 students moved out of district/state
- 4 students transferred to district schools

2. Financial Performance

Chattanooga Prep's Financial Audit for 2020 was submitted October 1, 2021. There were no findings for this year or the previous year, according to the audit report.

Chatt Prep continues to have a positive financial position with a \$6 Million Net Position; this includes an operating fund balance of \$2.5 Million. In 2020, they reported donations and pledges in the amount of \$1.2 Million.

3. Operations

Chattanooga Prep had no leadership changes in 20-21.

There were no changes to the governing board at Chatt Prep in 20-21. The school currently has a 19-member board.

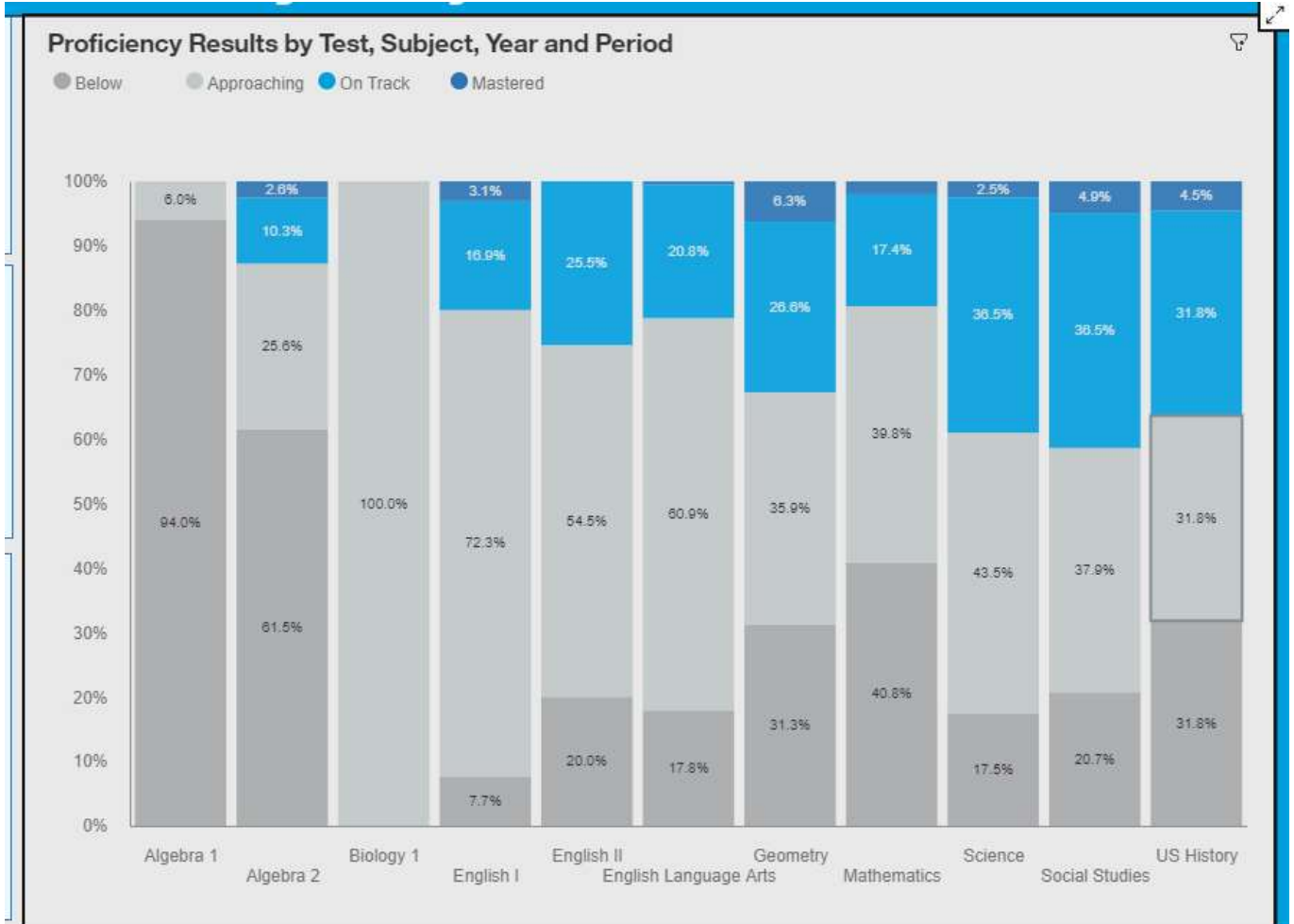
Chatt Prep continued to serve their families and students during COVID shifts to virtual learning and one day a week of virtual learning when they were in session. All students received a chromebook and the school ensured all families had EPB internet access. Food and gifts were shared with families for the holidays.

Large initiatives continued such as the "Speak Like a King" event that switched to virtual. The school introduced a reading incentive program to challenge students to read a million words. Those who completed the challenge were rewarded with time at Dave and Buster's, along with other incentives.

A focus of the Operations at Chatt Prep is on teacher retention. The school has a goal of 85% retention and is putting effort into training new teachers, celebrating successes and providing meaningful feedback for improvement.

Ivy Academy

1. Academic Performance & School Culture 2020-2021 TNReady Data



- Ivy students saw a decrease in all subjects tested from 2018 to 2021. The only exceptions were 8th grade Math and 9th graders taking the math EOC's. This cohort of 8th graders maintained their achievement and the 9th graders improved their scores.
- The largest achievement losses were in incoming 6th graders who scored well below the previous year's new students (-22%) in ELA. English II test takers also scored well below the 2018 levels (-16%).
- Ivy Academy had a challenge in shifting from an outdoors, environmental-focus curriculum to being fully or partially online for 20-21. The school made schedule changes, trained teachers, made wifi available outdoors on campus, as well as other COVID accommodations.
- The school is pushing to improve achievement rates this year with RTI fidelity, benchmark results, ExEd changes, and student incentives focused on academic achievement.

Comparative Performance

Ivy Academy's middle school students performed near the district percentages of On Track and Mastered in ELA and Math. [Ivy]

Grades 6-8 On Track and Mastered - ELA: 25.1% [21.4%] Math: 27.4% [19.5%]

In Geometry, Ivy outperformed the district with 32.8% scoring On Track and Mastered, compared with 26.5% in the district.

In all other high school EOC's, Ivy Academy students scored at least 10 percentage points below the district in every subject.

Two areas of concern are in Algebra I and Algebra II. [Ivy]

District On Track and Mastered: Algebra I = 20.6% [0.0%]
Algebra II = 21% [12.8%]

School Culture

Students asking to transfer from Ivy Academy are asked to complete an exit survey that asks for opinions on curriculum, staff, climate, transportation and extracurricular activities, as well as personal information. The school's concern from 20-21 attrition data is increasing racial and economic diversity.

- 40 total students transferred from Ivy Academy in 20-21
- 7 moved out of district/state
- 8 listed "personal reasons"
- 5 had COVID concerns
- 4 enrolled in private schools
- 9 transferred to district zoned schools
- 7 transferred to district choice schools

2. Financial Performance

Ivy Academy submitted their latest financial reports in their October Annual Report to the state. They have had no material findings in 12 years as well as maintaining a balanced budget for that time.

Ivy has an operating budget of \$3.9 million and received near \$35,000 in grants and donations for 20-21.

3. Operations

Ivy Academy did have a shift in leadership with the exit of the Academics and Curriculum Supervisor in 2021. The school promoted from within and Rachel Swafford-Cook took this position, Holly Slater shifted to Executive Director and Angie Markum to Director of Development.

The governing board had 5 new members in June 2021 due to rollover. Ivy has a 13-member board.

Ivy's staff experienced a significant shift from the outdoor, environmental-focused curriculum and teaching to going virtual for much of 20-21. This was cause for changes to teaching methods, the addition of technology and programs, and a need for teacher training. All students received chromebooks and EPB internet access, as needed. The school purchased Canvas to better connect school to home and held virtual workshops for families to learn the online tools. The school hired staff to increase counseling services and technical support.

Ivy maintained home communication with increased media platform presence and outdoor gatherings offered.