



**First State
Military
Academy**

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May 13, 2013

John Carwell, Jr.
Education Associate, Charter School Office
Delaware Department of Education
401 Federal Street, Suite #2
Dover, Delaware 19901-3639

Dear Mr. Carwell:

In reference to the Final Report from the Charter School Accountability Committee that was sent to FSMA last Tuesday, May 7, 2013, attached herein are our responses.

While we attempted to address some of the committee's findings that evening during the public hearings, we wanted to take an opportunity to offer a more comprehensive response. We have carefully reviewed each of your comments and provided both narrative responses and revised attachments to clarify our charter school application. We have also reviewed these updates with some of the members of the CSAC to ensure that we have appropriately addressed their comments.

Additionally, and as noted by the CSAC, we are partnering with Innovative Schools to strengthen the overall capacity of our Board and to ensure a successful launch in 2014. In this role, Innovative Schools has worked as both a thought partner as well as a hands-on member of our team. We remain convinced that without their help, FSMA would not have achieved the many milestones for this application. We have been extremely impressed with the quality of their work and the level of their expertise related to schools, and look forward to continuing this professional relationship well into the future.

In closing, we continue to feel confident in the educational and governance plan that we have developed, and believe strongly that the First State Military Academy will be a high-performing option for the students of Kent County.

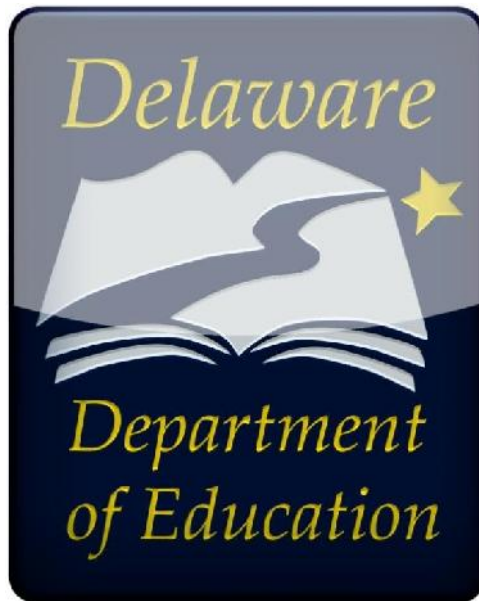
We look forward to a successful outcome on Thursday. Please let us know if you have any additional questions.

Sincerely,

Scott Kidner

First State Military Academy Board Chairperson

**CHARTER SCHOOL ACCOUNTABILITY COMMITTEE
DELAWARE DEPARTMENT OF EDUCATION**



FIRST STATE MILITARY ACADEMY

FINAL REPORT AND RECOMMENDATIONS

APPLICATION TO OPEN A CHARTER SCHOOL

Opening Date: August 2014

Grades: 9 - 12

Location: New Castle County

Date of Report: 6 May 2013

Background

Name	First State Military Academy		
Projected Enrollment	2013 -14	(planning)	
	2014 -15	200	(125- grade 9; 75-grade 10)
	2015 -16	325	(125- grade 9; 125-grade 10; 75-grade 11)
	2016 -17	450	(125 per in grades 9, 10, 11)
	2017 -18	500	(125 per in grades 9, 10, 11)
	At Capacity	500	Grades 9 -12
Mission	The mission of the First State Military Academy is to provide an educational experience that focuses on developing the intellectual, physical, and emotional growth of our Cadets.		
Vision	Through an environment of academic rigor, military discipline, citizenship, leadership, and the application of strong moral values, graduates will develop respect for themselves, those on whom they depend, and those who depend on them; ensuring successful entry into adult life.		

The Charter School Accountability Committee (Committee) convened on:

- 24 January 2013 for the Initial Meeting
- 6 February 2013 for the Preliminary Meeting.
- 23 April 2013 for the Final Meeting to make a final recommendation based on the school's response to the Committee's preliminary report.

At the Final Meeting, the Committee focused on the following criteria which required further clarification:

- Education Plan
- Performance Management
- Governance and Management
- Start-up and Operations
- Budget and Finance
- Charter Management Company Supplement

Education Plan

At the Preliminary Meeting, the Committee determined that the following subsections of the Education Plan did not meet the standard. The Committee discussed the applicant's response to the Preliminary Report and noted the following:

Student Performance Standards

- the response met the standard

School Culture

The Committee noted that Code of Conduct requires some minor edits (see below):

- To be in compliance with Delaware's bully prevention law (14 Del. C. 4112D), the definition of bullying in section II (A) needs to have the word "or" added to the end of the statement below:

Placing a student, school volunteer or school employee in reasonable fear of substantial harm to his or her emotional or physical well-being or substantial damage to his or her property; or

- The end of the first sentence in section IV.(B). of the hazing policy refers to an "institution of higher learning." It should refer to First State Military Academy.

The Bullying Prevention, Cyberbullying & Anti-Hazing Policy for the First State Military Academy has been revised to reflect the edits recommended by the Committee. The revised policy is included as Attachment A.

Special Populations and At-Risk Students

Students with Disabilities

- the response met the standard

Although the response submitted for the Students with Disabilities section did meet the standard for the Charter School Accountability Committee, The FSMA Founding Board would like to offer clarification around its Public Hearing statement that the school is a replication of the Delaware Military Academy.

The First State Military Academy will be a school where each cadet is well known and well served, regardless of their specific needs and/or disabilities. The First State Military Academy is looking to replicate the success of the JROTC program that the Delaware Military Academy has experienced and provide that same opportunity to students in Kent County. The First State Military Academy believes that it will offer cadets something unique that will bolster cadet success in Kent County with the seamless integration of the highly successful New Tech Network academic platform and culture with the JROTC culture of leadership.

The New Tech model of instruction, through its use of Project Based Learning, will create a collaborative environment where teachers can differentiate learning opportunities for all students within the classroom. Cadets will engage in collaborative, independent and community infused curricular work. It is through these avenues for creating robust and relevant instruction that teachers will be able to leverage available resources, time, technological, and human, to provide accommodations and modifications necessary for each cadet's success.

English Language Learners

The Committee noted the following:

- Districts/charters are required by law to notify parents in a language they understand that their child/children have been identified as English Language Learners. The phrase "to the extent practicable," has been removed from the 14 Del. C. Chapter 31. It is a legal obligation of the district/charter to provide notice in a language format that the parents of ELL students can understand – even when it is not "practicable and a

translator or translation company/agency must provide the written notice. This section should be amended.

The First State Military Academy will comply with 14 Del. C. Chapter 31. Parents of cadets who have been identified as English Language Learners will be provided notice that their cadet is eligible for services in a language the parent can understand. If needed, the school will contract with a translation company to translate documents.

- The Delaware English as a Second Language/Title III program is not the same as the Delaware World Language Initiative and does not use the same language proficiency standards. ACTFL standards are not used in the ESL program. This section must be amended to include this information.

The ELL section on “Services for English Language Learners” that was included in the First State Military’s response to the Preliminary Report of the Charter School Accountability has been amended based on the recommendations of the Committee and is included below.

Services for English Language Learners:

All programs of instruction for ELLs will include formal instruction in English language development and instruction in academic subjects so that ELLs have access to the regular curriculum. Programs will be in consistent pursuit of the goal of prompt acquisition of full English proficiency.

In order for the necessary modifications to be made so that teachers can reach and teach the diverse learners that may exist in their classrooms at their current level of content and language acquisition, teachers will have to be educated in how to deliver multiple assessments whose data will dictate necessities for intervention and strategy instruction. Based on the ACCESS for ELLs (Assessing Comprehension and Communication in English State-to-State for English Language Learners) and the English Language Development (ELD) Standards (debuted by WIDA in 2012), teachers will use the assessment data to plan lessons which assist and assess cadets’ abilities to achieve English language acquisition, using resources from the World-Class Instructional Design and Assessment (WIDA) and SIOP to be able to provide cadets with appropriate opportunities and differentiation to access both the content and language objectives. The teachers at the First State Military Academy will be diligent in their strategy choices, being sure to provide content and strategy instruction at the level of a student’s comprehensible input, so as to challenge, yet not frustrate English language learners.

The Committee requested the following:

On or before June 28, 2013, submit for review the school’s amended policy for serving English Language Learners.

Gifted Students

- the response met the standard

Student Recruitment and Enrollment

- the response met the standard

Student Discipline

- the response met the standard

The Accountability Committee concluded that the applicant's response to the "Education Plan" section met the standard with conditions.

Performance Management

Interim Assessments

- the response met the standard

The Committee determined that the applicant's to "Performance Management" section met the standard.

Governance and Management

The Committee noted the following:

- The submitted proposed amended by-laws, scheduled to be adopted by the applicant's board on April 16, 2013, addressed most of the concerns listed in the preliminary report; the adoption by the Board needs to be confirmed. However, the proposed amended by-laws, in Article I, Section 8, which lists the bases on which discrimination is prohibited, omits several bases required by state and federal laws, e.g., marital status, genetic information, age, sexual orientation and disability.
- The Committee recommended that the by-laws be further amended to make it clear that the applicant will not discriminate on any basis prohibited by any applicable law. Additionally, in Article II, there is a lack of consistency in the references to "Initial" and "Founding" Directors, and a lack of consistency as to whether Directors are to be appointed or elected; similarly, there is a lack of consistency in Article III as to whether Officers will be elected or appointed, and the Committee recommended that those inconsistencies be reconciled or explained.
- Thus, the response met the standard with the following condition.
 - ***On or before June 28, 2013, submit amended by-laws in accordance with the Committee's recommendation.***

The First State Military Academy Board will revise their by-laws to reflect the Committee's recommendations. After review by the Board's counsel, they will be sent to Ms. Catherine T. Hickey, Deputy Attorney General and Counsel to the Committee for her review. Following her endorsement, the State Military Academy Board will vote on the revised by-laws at June 18, 2013 meeting and submit the approved by-laws to the Committee on or before June 28, 2013.

The Accountability Committee concluded that the "Governance and Management" section met the standard with a condition.

Start-Up & Operations

Start-up Plan.

The Committee noted the following:

- The response included a more detailed narrative to supplement the original start-up plan. However, the response lacked specific and concrete steps necessary to complete the tasks identified in Attachment 19. The response included job descriptions for staff at the Charter Management Company Innovative Schools.

Included in this response as Attachment B is a revised Attachment 19 which outlines the specific tasks, timelines and individuals responsible for the start-up operations for the First State Military Academy. The attached documentation is a preliminary work plan which will be defined in even greater detail, pending the charter's approval by the State Board of Education. Furthermore, after approval, Innovative Schools' will schedule meetings with DDOE representatives in key start-up areas to review the work plan and to ask for their feedback. Based on their suggestions, the work plan will be revised to ensure that no detail is overlooked. (Please note that this is an actual work plan in progress; hence, many of the individual names in the 'Who' column are current employees of Innovative Schools. Other names are either outside contractors or school design partners.)

The school leader, once hired, is a pivotal member of the school start-up team and will collaborate with the Innovative Schools' Operations Manager to execute the work plan. Drawing on previous experience, Innovative Schools, along with the First State Military Academy Board has begun the process of searching for and hiring a school leader with the following benchmarks and results:

- The job description was posted in between February-March 2013 through multiple venues.
- 56 people applied for the position and were screened by Innovative Schools and the First State Military Academy's Personnel Committee.
- 17 candidates were invited to respond to essay questions scenarios and to engage in Skype interviews on May 10 and 14, 2013.
- Face to face interviews will be conducted on May 21, 2013.
- The full board will meet the two finalists in early June.
- The school leader will be on board by July 2013.
- A concern regarding the capacity of Innovative Schools to take on the initial start-up (and ongoing) activities. If all current applications are approved, Innovative Schools would be involved in the start-up of four new charter schools for the 2014-15 school year. Additionally, Innovative Schools has also been identified as the back-office vendor for a fifth school that, if approved, would open the same school year.

Please see the additional information regarding Innovative Schools' capacity as CMO in Section 10.

- The Committee also noted that the start-up activities identified in Attachment 19 occur prior to July 1, 2014 (in May and June). It is not clear how these activities will be funded. Additionally, the Committee questioned the timing of these activities and a potential conflict for any new teachers who are finishing out the 2013-14 school year at another school.

While most of the start-up activities are scheduled to begin July 1, 2013 or after, there are some activities that have already begun. Sources of funding for these earlier activities and others will be partially provided through fundraising activities, many of which are on hold awaiting final charter approval. In regard to questions about the timing of hiring teachers, contracts for new teachers would be set to begin on July 1, 2014 and would not be in conflict with other

contractual teaching positions for the 2013-14 school year.

- The Committee requested the following:

On or before May 31, 2013 submit a plan to address items above.

Transportation

The Committee noted the following concerns:

- The capacity of the Charter Management Company to provide assistance with safe transportation planning, execution and its ability to respond to contingencies and emergencies.

Please see the additional information regarding Innovative Schools' capacity as CMO in Section 10. Furthermore, after approval, Innovative Schools will request that the school leader, once hired, and an Innovative Schools' operations manager be placed on the DDOE transportation distribution list and be invited to regular transportation meetings to continue to build capacity around policies and regulations.

The First State Military Academy and Innovative Schools are fully committed to ensuring the safety of the cadets at all times. During the planning year, the school leader and the CMO operations manager will develop a contingency plan to address transportation emergencies. This plan will be created in concert with the procedures put in place by the busing company. All bus drivers will be trained in the contingency plan and will have a list of contacts and phone numbers at the school, beginning with the school leader and then the operations manager, and then down the chain of command that has been established by the school leader. Once informed of the emergency, in most cases, the school leader will go to the site to coordinate support with other emergency responders and ensure the safety of the cadets. The CMO operations manager would typically stay at the school to maintain the routine of the school day and to begin the process of notifying parents of the cadets involved in the situation. In the event of a catastrophic incident, additional staff members from the First State Military Academy as well as Innovative Schools may be called into service at either the school or at the emergency site to assist in securing the safety of all cadets.

The response cites an incorrect regulation and is not clear. Normally, hub stops are established outside of the district of the school. For those students living outside of the district of the school, it is the responsibility of the parents to transport their children to either the out-of-district hub stops, a point on a regular bus route within the district of the school or to the school.

The First State Military Academy will comply with 14 Delaware C. § 508. For those students living outside of the district in which the school is located, it will be the responsibility of the parents to transport their children to a hub-site located outside the district of the school, a point on the regular charter school bus route within the district of the school, or directly to the school.

The Committee concluded that the response did not meet the standard and imposed the following condition:

- **On or before May 31, 2013 submit a plan to address the items above.**

Note: The budget worksheet uses \$785/student as a basis for transportation. The FY13 allowance for transportation is \$843.85/student for charter schools in Kent County.

The budget sheets for the First State Military Academy have been amended to reflect the FY13 allowance for transportation for charter schools in Kent County. See the budget worksheet in Appendix C.

Safety and Security

- the response met the standard

Lunch/Breakfast

The Committee noted the following:

- The response indicates that FSMA will participate in the National School Lunch/School Breakfast Program and will be using a vendor for meals.
- Delaware Met must contact Aimee Beam, Program Manager for School Nutrition, at 302 735-4060 during the planning year if they plan to participate in the National School Lunch/School Breakfast Program. Contact during the planning year is essential so that they can receive proper training and complete the application and procurement processes.

The Accountability Committee concluded that the “Start-Up Operations” section met the standard with conditions.

Budget and Finance

The Committee noted the following:

- The State revenues on the budget worksheets do not match State revenues calculated on the revenue worksheets. There is no explanation for the difference in the two numbers.

Updated revenue sheets are attached as Appendix C.

- The budget does not include a counselor in Year 1.

An updated budget and narrative showing a counselor in Year 1 is attached as Appendix C.

- The budget does not include custodians in Years 1 and 2. It is not clear from the budget narrative whether these costs are included in Line 43.

An updated budget and narrative showing custodians in Years 1 and 2 is attached as Appendix C.

- The information/calculation provided in the narrative for Line 33 does not match the budget spreadsheet. Which number is correct? Additionally, the narrative notes that \$2,000 has been budgeted for legal fees, which seems very low considering the average billing rate for legal services.

The budget narrative has been updated to reflect that Line 33 accounts for contracted costs related to legal and audit work. The \$2,000 in legal expenses referred to the start-up expenses in the application year to incorporate the organization. An updated budget and narrative is attached as Appendix C.

- The narrative indicates that lines 3-55 on the Federal Funds worksheet were not budgeted at that time. However, the worksheet has amounts for FTEs for years 1-4. How were these amounts calculated?

The budget narrative has been updated to detail the methodology used to determine the expenses budgeted on the Federal Funds Sheet. The budget narrative is attached as Appendix C.

Thus, the Committee requested that:

- ***On or before May 31, 2013, provide clarification regarding the items listed above.***

The Accountability Committee concluded that the applicant's response to the Budget and Finance section did not meet the standard.

Charter Management Company Supplement

The Committee noted the following:

- The capacity of Innovative Schools (IS) to support FSMA's educational program is addressed in a meaningful way. IS will partner with national design partner, New Tech. IS will act as the local touch point and leverage the expertise of New Tech to ensure that the school model is replicated with fidelity. The time allotment for the CMO Coordinator position is not clear.

Innovative Schools, a Delaware-based nonprofit, was contracted by the Founding Board of the First State Military Academy to support and expand the Board's capacity during the application year, planning year, and the first four operating years. The First State Military Academy will have a fully functioning Governing Board as prescribed by the State of Delaware charter law. While most schools are governed solely by the schools' Board, the First State Military Academy will also be supported by the Innovative Schools' staff and the New Tech Network. The Founding Board of the First State Military Academy believes strongly that this structure provides for an additional layer of oversight and accountability for the school and will ensure a successful school opening.

In order to support the efforts of the operating board at the First State Military Academy, Innovative Schools will dedicate the equivalent of one full-time staff member solely to the execution and monitoring of the planning year work plan and activities, including a dedicated Operations Manager for each CMO school. It is the responsibility of the Operations Manager to ensure that all elements of school start-up are well-orchestrated and details are not overlooked. Innovative Schools has also created a full-time Director level position to oversee and coordinate all of the work related to the CMO schools.

- The major area of concern is Innovative School's capacity to take on a significant portion of the start-up and ongoing activities of the school. If all current applications are approved, Innovative Schools would be involved in the start-up of four schools for the 2014-15 school year. Additionally, Innovative Schools has been identified as the back-office vendor for a fifth school that, if approved, would be opening in the same school year.

As an organization, Innovative Schools does not take the responsibility and the role that it will play as First State Military Academy's CMO lightly and without deep consideration of its own capacity and meticulous planning. The Board of Innovative Schools demands excellence in the work of all staff members and, along with the Executive Director and Senior Director of Operations, will monitor the growth and development of the CMO services very closely.

Drawing on their experience with the currently approved charters, Innovative Schools, along with the First State Military Board has begun the process of searching for and hiring a school leader with the following benchmarks and results:

- The job description was posted in between February-March 2013 through multiple venues.
- 56 people applied for the position and were screened by Innovative Schools and the First State Military Academy's Personnel Committee.
- 17 candidates were invited to respond to essay questions scenarios and to engage in Skype interviews on May 10 and 14, 2013.
- Face to face interviews will be conducted on May 21, 2013.
- The full board will meet the two finalists in early June.
- The school leader will be on board by July 2013.

Additionally, Innovative Schools has arranged meetings for the First State Military Academy leadership team with key funders in Delaware and begun the grant writing process. To ensure that the First State Military Academy is able to secure a facility, Innovative Schools has supported the development of a USDA loan application and visited potential school sites.

Regarding the back-office Solutions Support, Innovative Schools remains committed to their current and future clients and will expand their capacity (described below) so that they can continue to provide excellent back-office Solutions Support to all of their existing and new clients.

- It is not clear how the FSMA board will effectively oversee, monitor and evaluate the Innovative Schools.

The Governing Board of the First State Military Academy will monitor the work of Innovative Schools on a monthly basis as indicated by the performance of the school relative to the Performance Framework and conduct a CMO services evaluation on a quarterly basis.

At monthly board meetings, the School Leader and CMO Operations Manager will use a Charter School Data Dashboard to report directly to the Governing Board on the school's financial health, academic standing, school operations, parent and community involvement, and additional areas essential to the school's success. When it is fully built out, the Dashboard will incorporate data from the State's Education Insight Data Dashboard with additional metrics defined by the Governing Board, the school's charter, and the Charter Schools Performance Framework. Innovative Schools is currently contracting with Mike Stetter and Associates, Inc. to build the Charter School Data Dashboard with a completion date of August 2013. Beginning in

September of 2014, the Innovative Schools' Operations Manager will collaborate with the School Leader to populate the Charter School Data Dashboard and to review the data with the School Leader prior to the Governing Board's monthly meeting.

The Governing Board will evaluate the performance of the CMO on a quarterly basis using an evaluation tool that is aligned to the First State Military's School Start-Up and Operations Work Plan. At the beginning of each quarter the Operations Manager will meet with the School Leader and the Governing Board Chair to review and receive feedback on the work plan deliverables and aligned evaluation tool for the next quarter. This meeting will ensure that open communication is maintained regarding the expectations of the Board Chair, School Leader, and CMO Operations Manager regarding the work to be completed in the upcoming quarter and the metrics that will be used to evaluate the work. A sample of that evaluation tool is included as Appendix D.

Despite the use of the monthly monitoring through the Charter Schools Data Dashboard and the quarterly reporting tool, if the Governing Board decides that Innovative Schools as CMO is not able to execute the contract, the Board has the power to terminate Innovative Schools.

- There is a concern regarding the allocation of the "Back Office Support Specialist" position. The response indicates that 1/4 of a full-time position will be allocated for two schools (essentially 1/8 of a full-time position per school). This allocation cannot effectively support a charter school given the vast array of duties this position handles.

Innovative Schools has already started the process of cross-training their current back-office Solutions Specialist teams to ensure that each of them is at full capacity and is able to assist the CMO schools. An additional back-office Solutions Specialist will be hired in March 2014 in anticipation of the fall openings and to handle the back-office support work that will be critical in the six months prior to the school opening. When the school becomes operational, Innovative Schools currently plans to offer 85 hours of back-offices support per month to each of the four new schools. This far exceeds the average of 55 hours per month that are used by our current clients. Given the size of the Solutions Specialist team, Innovative Schools will be able to flex in additional hours of support as necessary to ensure the school's back office operations are being run in accordance with the State of Delaware guidelines.

Through Innovative Schools, the First State Military Academy will also be able to access Delaware Talent Management, a teacher pipeline that recruits teachers from across the country to teach in Delaware. Through Delaware Talent Management, candidates will be pre-screened for their certification and interest to teach in a New Tech/JROTC program. Furthermore, because Innovative Schools will be the CMO, the school leader will receive coaching around the recruitment, selection, development, and retention to teaching talent. Additional coaching will focus on the results of the Instructional Culture Survey and the data it provides around the professional and instructional culture of the school.

The Committee requested that:

- ***On or before May 31, 2013, provide clarification regarding the items listed above.***

The Accountability Committee concluded that the "Charter Management Company" section did not meet the standard.

Summary and Recommendations

Application Sections	Charter School Accountability Committee' s Recommendations
(1) Founding Group and School Leadership	Met
(2) Education Plan	Met with conditions
(3) Performance Management	Met
(4) Staffing	Met
(5) Governance and Management	Met with a condition
(6) Parent and Community Involvement	Met
(7) Start-up and Operations	Met with conditions
(8) Facilities	Met
(9) Budget and Finance	Not Met
(10) Charter Management Company	Not Met

The Charter School Accountability Committee recommends to the Secretary of Education that the application for the First State Military Academy be approved with conditions.

List of Attendees

Preliminary Meeting of the Charter School Accountability Committee

First State Military Academy

23 April 2013

Members of the Committee

- Mary Kate McLaughlin, Committee Chair, Chief of Staff
- Mary Ann Mieczkowski, Director, Exceptional Children Resources
- Debora Hansen, Education Associate, Visual and Performing Arts;
Charter School Curriculum Review
- April McCrae, Education Associate, Education Associate, Science Assessment
and STEM
- Kendall Massett, Executive Director, Delaware Charter Schools Network (Non-
voting)

Staff to the Committee

- Catherine T. Hickey, Deputy Attorney General, Counsel to the Committee
- John Carwell, Director, Charter School Office
- Patricia Bigelow, Education Associate, Charter School Office
- Chantel Janiszewski, Education Associate, Charter School Office
- Brook Hughes, Education Associate, Finance Charter School
- Sheila Kay-Lawrence, Administrative Secretary, Charter School Office

Representatives of the First State Military Academy

- David McGuigan, Board Member
- Dennis Dinger, Board Member
- Rhonda Hill, Innovative Schools

Additional Attendees

- Barbara Mazza, Education Associate, Curriculum Access & Differentiation of
Instruction

Appendix A

Bullying Prevention, Cyberbullying & Anti-Hazing Policy

Bullying Prevention, Cyberbullying & Anti-Hazing Policy

The First State Military Academy recognizes that safe learning environments are necessary for students to learn and achieve high academic standards. Our school strives to provide safe learning environments for all students and all employees. All incidents of bullying, cyberbullying, and hazing are strictly prohibited.

I. Prohibition of Bullying

To further these goals and as required by 14 Del. C. 4112D, The First State Military Academy hereby *prohibits the bullying of any person on school property or at school functions or by use of data or computer software that is accessed through a computer, computer system, computer network or other electronic technology of a school district or charter school from grades kindergarten through grade twelve. The District further prohibits reprisal, retaliation or false accusation against a target, witness or one with reliable information about an act of bullying.*¹

"School function" includes any field trip or any officially sponsored public or charter school event.

"School property" means any building, structure, athletic field, sports stadium or real property that is owned, operated, leased or rented by any public school district or charter school including, but not limited to, any kindergarten, elementary, secondary, or vocational-technical school or charter school, or any motor vehicle owned, operated, leased, rented or subcontracted by any public school or charter school.

II. Definition of Bullying

As used in this policy, bullying means any intentional written, electronic, verbal or physical act or actions against a student, school volunteer or school employee that a reasonable person, under the circumstances should know will have the effect of:

A. Placing a student, school volunteer or school employee in reasonable fear of substantial harm to his or her emotional or physical well-being or substantial damage to his or her property; or

B. Creating a hostile, threatening, humiliating or abusive educational environment due to the pervasiveness or persistence of actions or due to a power differential between the bully and the target; or

C. Interfering with a student having a safe school environment that is necessary to facilitate educational performance, opportunities or benefits; or

D. Perpetuating bullying by inciting, soliciting or coercing an individual or group to demean, dehumanize, embarrass or cause emotional, psychological or physical harm to another student, school volunteer or school employee.

E. Explanation of Bullying: Bullying is usually defined as involving **repeated** acts of aggression that aim to dominate another person by causing pain, fear or embarrassment. However, one act alone **may** constitute bullying if the requisite intent and effect set forth in the definition

¹ Legal or Regulatory Requirements are in *italics* throughout.

are met. Bullying may be perpetuated by an individual or a group. It may be direct or indirect. Although a person may be repeatedly bullied, a different person might be doing the bullying each time, which may make it difficult to recognize that bullying is occurring. An act is intentional if it is the person's conscious objective to engage in conduct of that nature. The actions listed below are some examples of intentional actions which may become bullying depending on their reasonably foreseeable effect:

Physical bullying: Pushing, shoving, kicking, destroying of property, tripping, punching, tearing clothes, pushing books from someone's hands, shooting/throwing objects at someone, gesturing, etc.

Verbal bullying: Name calling, insulting, making offensive comments, using offensive language, mimicking, imitating, teasing, laughing at someone's mistakes, using unwelcome nicknames, threatening

Relational Bullying: Isolation of an individual from his or her peer group, spreading rumors.

Cyber-bullying: Bullying by using information and communication technologies. Cyber-bullying may include but is not limited to:

1. Denigration: spreading information or pictures to embarrass,
2. Flaming: heated unequal argument online that includes making rude, insulting or vulgar remarks,
3. Exclusion: isolating an individual from his or her peer group,
4. Impersonation: Using someone else's screen name and pretending to be them
5. Outing or Trickery: forwarding information or pictures meant to be private.

More specific policies regarding cyberbullying are outlined in the following section.

Sexual Bullying: Unwanted touch of a sexual nature, unwanted talking about private parts, unwanted comments about target's sexuality or sexual activities.

This list should be used by way of example only, and is by no means exhaustive. These actions become bullying if they meet the definition with regard to intent and reasonably foreseeable effect. This policy is not intended to prohibit expression of religious, philosophical or political views, provided that the expression does not substantially disrupt the education environment. Similar behaviors that do not rise to the level of bullying may still be prohibited by other district policies or building, classroom or program rules.

III. Cyberbullying

- A. Cyberbullying (as defined herein) is strictly prohibited. Incidents of cyberbullying shall be treated by the First State Military Academy in the same manner as incidents of bullying.
- B. Cyberbullying means the use of uninvited and unwelcome electronic communication directed at an identifiable student or group of students, through means other than face-to-face interaction, which
 - (1) interferes with a student's physical well-being; or
 - (2) is threatening or intimidating; or
 - (3) is so severe, persistent, or pervasive that it is reasonably likely to limit a student's ability to participate in or benefit from the educational programs of the school district or charter school.

Communication shall be considered to be directed at an identifiable student or group of students if it is sent directly to that student or group, or posted in a medium that the speaker knows is likely to be available to a broad audience within the school community.

- C. Whether speech constitutes cyberbullying will be determined from the standpoint of a reasonable student of the same grade and other circumstances as the victim.

- D. The place of origin of speech otherwise constituting cyberbullying is not material to whether it is considered cyberbullying under this policy, nor is the use of First State Military Academy materials.
- E. Each year, the First State Military Academy shall inform students in writing of mediums where posting of speech will be presumed to be available to a broad audience within the school community, regardless of privacy settings or other limitations on those postings. It is presumed that postings on Facebook, Twitter, MySpace, YouTube, and Pinterest are presumed to be available to a broad audience within the school community, regardless of privacy settings or other limitations on those postings.

IV. Anti-Hazing

- A. Hazing, as defined below, is strictly prohibited at the First State Military Academy. Any person who causes or participates in hazing commits a class B misdemeanor. Furthermore, if any component of the hazing incident is classified as a reportable offense and it occurs on school property or during a school function, it will be reported according to Delaware's mandatory school crime reporting law.
- B. "Hazing" means any action or situation which recklessly or intentionally endangers the mental or physical health or safety of a student or which wilfully destroys or removes public or private property for the purpose of initiation or admission into or affiliation with, or as a condition for continued membership in, any organization operating under the sanction of or recognized as an organization by the First State Military Academy. The term shall include, but not be limited to, any brutality of a physical nature, such as whipping, beating, branding, forced calisthenics, exposure to the elements, forced consumption of any food, liquor, drug or other substance, or any other forced physical activity which could adversely affect the physical health and safety of the individual, and shall include any activity which would subject the individual to extreme mental stress, such as sleep deprivation, forced exclusion from social contact, forced conduct which could result in embarrassment, or any other forced activity which could adversely affect the mental health or dignity of the individual, or any willful destruction or removal of public or private property. For purposes of this definition, any activity as described in this definition upon which the admission or initiation into or affiliation with or continued membership in an organization is directly or indirectly conditioned shall be presumed to be "forced" activity, the willingness of an individual to participate in such activity notwithstanding.
- C. The anti-hazing policy applies to acts conducted on or off campus whenever such acts are deemed to constitute hazing.
- D. Individuals who are determined to be in violation of this policy are subject to any or all of the following penalties: the imposition of fines, the withholding of diplomas or transcripts pending compliance with the rules or pending payment of fines and the imposition of probation, suspension or dismissal.
- E. Organizations sanctioned or administered by the First State Military Academy who are determined to be in violation of the anti-hazing policy and authorize hazing in blatant disregard of such rules, penalties may also include rescission of permission for that organization to operate on campus property or to otherwise operate under the sanction or recognition of the First State Military Academy.
- F. All penalties imposed under the authority of this section shall be in addition to any penalty imposed in accordance with the criminal laws of this State or for violation of any other institutional rule to which the violator may be subject.

V. School-wide Bully Prevention Program

The First State Military Academy is committed to their adoption of a school-wide bully prevention Program. *The school is directed to develop or adopt a school-wide bully prevention program that is research-based.*

A. The First State Military Academy will strive to meet these goals:

1. Reduce existing bullying problems among students
2. Prevent development of new bullying problems
3. Achieve better peer relations and staff-student connections at school

B. Our program contains:

1. School level component

a. All school staff will strive to:

- i. Treat others with warmth, positive interest and involvement
- ii. Set firm limits for unacceptable behavior
- iii. Apply nonphysical, non-hostile negative consequences when rules are broken.
- iv. Act as authorities and positive role models
- v. Solve bullying problems in a consistent manner across all grade levels and all school locations.

b. The First State Military Academy will create a PBS team to mentor and evaluate implementation of school wide program.

c. Policy is in effect in all areas of the school, including but not limited to hallways, buses, and specials.

d. The following principles will apply to everyone on school property or at a school function:

- i. I will not bully others
- ii. I will try to help anyone that I suspect is being bullied
- iii. I will try to include students who are left out.
- iv. If someone is being bullied, I will tell an adult

e. The First State Military Academy will kick-off a School-wide bully program with an assembly every year. This may also include committee and staff trainings, school-wide questionnaires, staff discussion group meetings, and programs to involve parents, as determined by the PBS team.

2. Classroom level components

- a. Post and enforce principles against bullying (Posters)
- b. Regular, ongoing class meetings, discussions, or role playing activities
- c. Involve parents in bullying prevention.
- d. Find creative ways to incorporate issues involving bullying into the regular curriculum.

3. Individual Level Components

- a. Supervise students' activities
- b. Ensure that all staff intervenes appropriately on the spot when suspected bullying occurs
- c. Discuss bullying behavior with students who bully and (separately) with targets of bullying, and with their parents.

- e. Develop Behavioral Intervention Plans for involved students, with a graduated response.
 - f. Address bystander involvement.
- 4. Community Level Components
 - a. Develop partnerships with community members to support your school's program
 - b. Help spread anti-bullying message in the community
 - c. Involve community members in the PBS team.
- C. Resources and Curricula

The First State Military Academy will implement a bully prevention program to ensure the education of our students and staff on the seriousness of bullying in the school. However this will not be used as the sole component of the program.
- D. When setting up their school wide bully prevention program, The First State Military Academy will avoid the following:
 - 1. Relying on quick fixes. A one-time speaker may be one component of the program but by itself does not meet the requirements of a school wide program.
 - 2. Providing group treatment or self-esteem programs for students who bully is inappropriate as research shows that these methods are counterproductive.
 - 3. Focusing on anger control management for those who bully. Bullying is not a result of uncontrolled anger toward the target, but rather proactive aggressive behavior. Anger management may be more appropriate for participants in mutual conflicts or for those who are being bullied.
 - 4. Providing Mediation/Conflict Resolution for bullying. The power imbalance involved in bullying may make the process intimidating for the victim and therefore inappropriate. These methods are useful only where the peers involved in conflict were formerly friends, or in situations of normal peer conflict that is not based on a power imbalance.
 - 5. Exposing a specific victim's feelings to the bully or class.

VI. Positive Behavior Support Team

The First State Military Academy will establish site-based committee that is responsible for coordinating the school's bully prevention program including the design, approval and monitoring of the program. A majority of the members of the site-based committee shall be members of the school professional staff, of which a majority shall be instructional staff. The committee also shall contain representatives of the administrative staff, support staff, parents and staff from the special program(s). These representatives shall be chosen by members of each respective group except that representatives of the non-employee groups shall be appointed by the school principal.

- A. The PBS team shall:
 - 1. Hold regular meetings
 - 2. Select a coordinator of the program
 - 3. Consider, decide upon and coordinate any staff training sessions (beyond the 1 hour gang and bully prevention training required in 11 Del. C. 4123A), as needed.
 - 4. Create and maintain a training log (either paper or electronic) to keep a record of the school staff which have been trained, and what training they have received. Decide upon the need for and provide short, concise training updates in writing or at staff meetings.
 - 5. Consider, decide upon and oversee formal or informal evaluation techniques and materials (such as questionnaires), as needed

6. Consider, decide upon and order materials, as needed
7. Consider, decide upon and lead staff discussion groups as needed
8. Consider and decide upon additional guidelines for consistent positive consequences for those who follow the rules and consistent negative consequences for students who break them.
9. Review and refine the school supervisory system.
10. Plan a school kick-off event
11. Establish subcommittees, as needed
12. Decide upon and implement methods of notification to students, parents and the community concerning the school-wide program.

VII. Reporting Requirements

Bullying is unacceptable and a culture of openness is the best way to counter such behavior. It is the responsibility of each member of the school community: pupils, staff and parents to report instances of bullying or suspicions of bullying, with the understanding that all such reports will be listened to and taken seriously.

A. Any school employee that has reliable information that would lead a reasonable person to suspect that a person is a target of bullying shall immediately report it to the administration.

1. Initial Concerns

- a. Staff members are encouraged to watch for early signs of bullying and stop them before they worsen.
- b. Even though there has been no report of bullying to a staff member, each staff member is encouraged to be vigilant and look for students who appear to be isolated from other students, about whom inappropriate comments are made by other students, or who show signs of peer victimization.
- c. To confirm their concerns the staff member may choose to take the following steps:
 - i. Intensify observations of student in question
 - ii. Confer with colleagues about that student
 - iii. Consult the school's bullying database.
 - iv. Take an informal survey of students about class climate
 - v. Engage in short personal interviews with some students
 - vi. Conduct a brief sociometric survey
 - vii. Contact the parent to see how student likes school
 - viii. Speak privately with the victim

2. Written Report

- a. If measures confirm the staff member's concerns that a student is being bullied, if a staff member receives a report of a bullying matter, or if a staff member observes a bullying incident, they must inform the person designated by the administration immediately and in writing within 24 hours. The written report shall be reasonably specific as to actions giving rise to the suspicion of bullying and shall include:
 - i. Persons involved, designating bully, target, and bystanders roles.
 - ii. Time and place of the conduct and alleged, number of incidents.
 - iii. Potential student or staff witnesses.
 - iv. Any actions taken.
- b. Short, easy to use forms can be obtained from the principal or district office.

VIII. Investigative Procedures

A. The First State Military Academy will establish a procedure for the administration to promptly investigate in a timely manner and determine whether bullying has occurred.

1. All complaints must be appropriately investigated and handled consistent with due process requirements.
2. The School Leader will be responsible for responding to bullying complaints.
3. Neither complainant nor witnesses should be promised confidentiality at the onset of an investigation. It cannot be predicted what will be discovered or what kind of hearing may result. However, efforts should be made to increase the confidence and trust of the person making the complaint. Whenever practical, the investigating person will make efforts to document the bullying from several sources. This prevents the bully, when confronted, from assuming that the victim is the complainant. Student victims may have a parent or trusted adult with them, if requested, during any investigatory activities.
4. After receiving notice of the suspected bullying, either through a short form, an incident report, or an anonymous or other written complaint, the designated person will review the complaint in conjunction with any other related complaints. Reasonable steps will then be taken by the designated person to verify the information and to determine whether the information would lead a reasonable person to suspect that a person has been a victim of bullying. Part of the procedure of the investigation of such instances shall include a determination of whether the target of the bullying was targeted or reported being targeted wholly or in part due to the target's race, age, marital status, creed, religion, color, sex, disability, sexual orientation, gender identity or expression, physical appearance or national origin. This subsection does not preclude the school from identifying other reasons or criteria why a person is a target of bullying.
5. Once the administrator has confirmed that a person has been the victim of bullying, the administrator will take prompt investigatory steps to determine who committed the acts of bullying and whether others played a role in perpetuating the bullying. The administrator will avoid forewarning the student suspects, and will interview suspects separately and in rapid succession.
6. After identifying those who committed the act or acts of bullying, the administrator will apply disciplinary action, consistent with due process rights, and the range of consequences identified herein. The bully will be informed that graduating consequences will occur if the bullying continues.
7. The administrator will keep a written record of the bullying incident, and any disciplinary actions taken. The administrator will keep any written statements of those committing the bullying, victims and witnesses. Discussions with all parties should be documented as soon as possible after the events. The school will not destroy or discard any material records or evidence while a criminal investigation into or prosecution relating to the incident is ongoing. The location of the records shall be in the Dean's office as a safe neutral place for access.
8. A follow-up will be completed two weeks later to determine whether the bullying has continued, and whether additional consequences are needed. An additional follow-up will occur in two months, regardless of whether new incidents have been reported.
9. Each confirmed incident must be recorded in the School Register of Bullying Incidents. The School register is also located in the Dean's office.

B. All alleged and substantiated incidents of bullying must be reported to the DOE within 5 working days. The report of substantiated incidents shall include the determination of whether the target of the bullying was targeted or reported being targeted wholly or in part due to the target's race, age, marital status, creed, religion, color, sex, disability, sexual orientation, gender identity or expression, physical appearance, national origin or other reason.

C. The administrator should be aware that some acts of bullying may also be crimes which under the School Crime Reporting Law (14 Del. C. 4112) are required to be reported to the police and /or the Department of Education.

IX. Non-Classroom Supervision

To the extent that funding is available, The First State Military Academy will develop a plan for a system of supervision in non-classroom areas. The plan shall provide for the review and exchange of information regarding non-classroom areas.

A. The PBS team will review and refine the supervisory system specifically to make bullying less likely to happen using the following techniques:

1. Determine the “hot spots” for bullying in the building, and why those hot spots exist.
2. Consider ways of either keeping certain groups apart during transition, or building positive collaborations between older and younger students.
3. Consider adult density in hot spots, if necessary.
4. Consider the attitude and behaviors of supervising adults in hot spots, and determine a way to increase their competence in recognizing and intervening in bullying situations.
5. Determine and disseminate a consistent graduated method by which all staff will recognize and respond to bullying.
6. Develop and provide a method for communication of staff so that a staff who observes bullying can intervene and notify other staff involved in supervising the same students during the day.
7. Develop a consistent and user-friendly school-wide method of logging bullying incidents or observations about students at risk for bullying or being bullied.
8. Develop or review the policy for hallway supervision before and after school and during the time when students are moving between classes

X. Consequences for Bullying

Consequences for bullying should be immediately and consistently applied and must be delivered in a non-hostile manner. Consequences should be disagreeable or uncomfortable but should not involve revenge or hostile punishment.

A. Consequences should take into account:

1. Nature and severity of the behaviors
2. Degrees of harm
3. Student’s age, size and personality (including development and maturity levels of the parties involved)
4. Surrounding circumstances and context in which the incidents occurred
5. Prior disciplinary history and incidences of past or continuing patterns of behavior
6. Relationships between the parties involved (including any imbalance of power between the perpetrator and victim)
7. Ease of use for staff (within available resources and time constraints)

B. *The appropriate range of consequences for bullying is as follows:*

1. Removal of positive reinforcers:
 - a. Time-out.
 - b. Loss of a privilege.
2. Use of negative or unpleasant stimuli:
 - a. Rebuke or verbal reprimand clearly specifying what is not acceptable and consequences if repeated.
 - b. Notice to parent.
 - c. Serious talk with school staff member.
 - d. Serious talk with school staff member with parents present.
 - e. Supervised break times.
 - f. Behavioral report cards sent home.
 - g. Creation of a behavior contract.
 - h. In-school suspension.
 - i. Detention.
 - j. Reassignment of seats in class, lunch or on bus.
 - k. Reassignment of classes. (Extreme case)
 - l. A referral to an external agency
 - m. Reassignment to another school, or another mode of transportation.
 - p. Expulsion.
 - q. Report to Law Enforcement officials
3. In addition, but never as replacement for disciplinary action, formative activities should be given, which may include:
 - a. Reparation to victim in the form of payment for or repair of damage to possessions out of bullies own money.
 - b. Cooperation with assessment of problems.
 - c. Education about what bullying is and why it is not acceptable.
 - d. Documentation on books or films about bullying.
 - e. Completion of bully related workbooks.
 - f. Completion of Letter of acknowledgement of actions to victim (only after reviewed by staff and never in cases of sexual bullying).
 - g. Completion of psychological assessment or evaluation.
 - h. Completion of counseling (In house or referral to an outside agency, individual or family).
 - i. Cooperation with a behavioral management program developed in consultation with a mental health professional.
 - j. Submission to a psychological, psychiatric or neuropsychiatric evaluation before bully can return to school.
 - k. Completion of community service.

C. The First State Military Academy believes that positive consequences should be given when students are obeying the rules about bullying. These consequences may include:

1. Enthusiastic, concrete, behavior-specific praise
2. Creative consequences that are positive for your students considering their age, sex, and maturity level.

D. The First State Military Academy believes that victims should be given support. If bullying is suspected, staff members will make an effort to:

1. Find a private opportunity for discussion with victim.
2. Discuss with victim what support they need.
3. Ensure their safety.
4. Record the event and follow through with actions.

5. Provide the victim with opportunities to gain peer support.
6. Refer the victim to available help in-school.
7. Provide the victim with an opportunity to explain to the alleged perpetrator that the conduct is unwelcome, disruptive, or inappropriate either in writing or face to face, if the victim chooses to do so.
8. Make referrals to external agencies if necessary.
9. Provide the victim with information for mental health or medical treatment needs.

XI. Training

A. The First State Military Academy will provide a combined training each year totaling at least one (1) hour in the identification and reporting of criminal youth gang activity pursuant to § 617, Title 11 of the Delaware Code and bullying prevention pursuant to § 4112D, Title 14 of the Delaware Code. The training materials shall be prepared by the Department of Justice and the Department of Education in collaboration with law enforcement agencies, the Delaware State Education Association, the Delaware School Boards Association and the Delaware Association of School Administrators. Any in-service training required by this section shall be provided within the contracted school year as provided in 14 Del. C. § 1305(e).

B. All school employees must either attend the provided training session live or participate via the on-line training module provided by the DDOE through its Professional Development Management System (PDMS). Regardless of training content delivery used, staff with Identify Management System (IMS) accounts shall verify training by checking the assurance statement for the bullying/gang identification course in the Blackboard course delivery system. School administration will finalize verification through the PDMS.

XII. Reporting Procedures

A. The procedures for a student and parent, guardian or relative caregiver pursuant to § 202(f) of this Title or legal guardian to provide information on bullying activity will be as follows:

1. Staff members will respond quickly and appropriately when a student reports bullying.
2. Staff members will provide the student with a practical, safe, private and age-appropriate place to report bullying to them verbally.
3. A letter box will be placed in the office, so that students who feel unable to talk they can have a point of contact. Information found in the box will be treated with care and the school leader will be responsible for this information. Bullying request for support forms will be available to all students, but are not required for a report.
4. Parents may submit written complaints to the teacher or school leader, including as much specific information as possible. The complaint should include information as to:
 - a. Conduct involved
 - b. Persons involved, designated bully, target, and bystanders' roles
 - c. Time and place of the conduct alleged, number of incidents
 - d. Names of potential student or staff witnesses.
 - e. Any actions taken in response
5. Short, easy to use complaint forms can be obtained by students or parents from the principal or school office.
6. Anyone, including students, parents, family members, or mentors may report bullying. A report may be made to any staff member. Reports should be made in writing.
7. Each principal will designate a person or persons responsible for responding to bullying complaints.

8. Every identified complainant who files a written complaint with a staff member will receive a written explanation of results to the extent that it is legally allowed and be given an opportunity to inform the designated person as to whether or not the outcome was satisfactory. Easy to use follow-up forms will be made available in the main office.

9. Every confirmed bullying incident will be recorded in the School Register of Bullying incidents, which will be a central record for designated staff to read. This will give an indication of patterns which may emerge of both bullies and victims.

XIII. Anonymous Reports

Formal disciplinary action solely based on an anonymous report is not permitted. Independent verification of the anonymous report is necessary in order for any disciplinary action to be applied.

XIV. Notification of Parents

A Parent, guardian or relative caregiver pursuant to 14 Del. C § 202(f) or legal guardian of any target of bullying or person who bullies another must be notified.

XV. Retaliation

Retaliation following a report of bullying is prohibited. The consequences and appropriate remedial action for a person who engages in retaliation shall be determined by the administrator after consideration of the nature, severity, and circumstances of the act.

XVII. Procedure to Communicate with Medical and Mental Health Professionals

A. The following procedures for communication between school staff members and medical professionals who are involved in treating students for bullying issues must be followed:

1. Pediatricians/Primary Care Physicians and Mental Health Professionals are important links in the overall wellness of the whole child. The ability to communicate appropriately to identify the optimal health care needs of the child is necessary when issues at school impact the physical and emotional health of the child. This is especially true in bullying due to the social nature of the problem. Release of information forms must be signed by the parent, guardian or relative caregiver pursuant to 14 Del. C. § 202(f) or legal guardian in order for the primary care physician or mental health professional to communicate with school personnel regarding any treatment of a child. Releases should be signed both at school and at the physician or mental health professional's office before communication may take place according to HIPPA and FERPA guidelines.

2. If a parent refuses to sign a release form at school the school will review this policy with them, explaining the reasons the release would be advantageous to their child.

3. After confirmation that a child has been involved in a bullying incident, if the administrator's designee recommends a mental health evaluation be completed, the school may:

- a. Require that return to school will be contingent upon the clinical evaluation providing recommendations and treatment plan if identified as appropriate.
- b. Require that student remain in in-school suspension and that return to regular class schedule will be contingent upon the clinical evaluation providing recommendations and treatment plan if identified as appropriate.

4. Summary of this evaluation shall be shared at a meeting with student, parent/guardian and school administrator's designee) prior to return to school or the general population.

B. Emergency evaluations can be obtained through Christiana Care Health Services Emergency Center at Christiana or Wilmington Hospital (302)-733-1000, the Rockford Center (866)-847-4357. Crisis services are also available through Child Mental Health, State of Delaware 24 hour hot line (302)-633-5128. Non-emergent services can be obtained through Children and Families First (800)-734-2388, Catholic Charities (302)-655-9624, and Delaware Guidance (302)-652-3948 in New Castle County or by contacting your medical insurance for recommended providers in your area.

XVII. Implementation

The school bullying prevention program must be implemented throughout the year, and integrated with the school's discipline policies and 14 Del. C. § 4112.

XVIII. Accountability

The First State Military Academy will adopt a policy by December 1, of each school year. The policy will be distributed to all students, parents, faculty and staff by above date.

XIX. Awards

In any year when the Delaware Department of Education provides an awards system for exemplary bullying prevention programs, the school shall submit a nomination if it believes its program is exemplary and the reasons why it believes that school should receive an award for its Bully Prevention Program, with supporting documentation.

XX. Immunity

A school employee, school volunteer or student is individually immune from a cause of action for damages arising from reporting bullying in good faith and to the appropriate person or persons using the procedures specified in the school district or charter schools' bullying prevention policy, but there shall be no such immunity if the act of reporting constituted gross negligence and/or reckless, willful, or intentional conduct.

XXI. Other Defenses

A. *The physical location or time of access of a technology-related incident is not a valid defense in any disciplinary action by the school district or charter school initiated under this policy provided there is sufficient school nexus.*

B. *This section does not apply to any person who uses data or computer software that is accessed through a computer, computer system, computer network or other electronic technology when acting within the scope of his or her lawful employment or investigation of a violation of this policy in accordance with school district or charter school policy.*

XXII. Relationship to School Crime Reporting Law

An incident may meet the definition of bullying and also the definition of a particular crime under State or federal law. Nothing in this policy shall prevent school officials from fulfilling all of the reporting requirements of § 4112, Title 14 of the Delaware Code, or from reporting probable crimes that occur on school property or at a school function which are not required to be reported under

that section. Nothing in this section shall abrogate the reporting requirements for child abuse or sexual abuse set forth in Chapter 9 of Title 16 of the Delaware Code, or any other reporting requirement under State or federal law

XXIII. School Ombudsman Information

The telephone number of the Department of Justice School Ombudsman shall be provided in writing to parents, students, faculty and staff; and shall be on the website of the school district and each school. The contact information shall also be prominently displayed in each school.

XXIV. Rules and Regulations

Implementation of this policy shall comply with all rules and regulations the Delaware Department of Education may promulgate to implement Title 14 Section 4112D of the Delaware Code.

XXV. Policy Notification

The policy shall appear in the student and staff handbook and if no handbook is available, or it is not practical to reprint new handbooks, a copy of the policy will be distributed annually to all students, parents, faculty and staff.

Appendix B

Charter Management Organization Work Plan

**(Revised Attachment 19 of the original First State
Military Academy charter application)**

First State Military Academy: CMO Work Plan for Start-Up Operations
Working Preliminary/May 13, 2013

	A	B	C	D	E	F	G	H	I	J
1	Deliverable	Area	Primary	Secondary	Check-In	Status	Due	Status	Completed	Comments
2	Advertise for Commandant position	Personnel	Zahava	Jessica			1-Feb-2013		Yes	
3	NTN to share case studies, process items around interviewing for school	Personnel	Dawn	Zahava			1-May-2013			
4	Schedule Interviews/ Hire Commandant	Personnel	Zahava	Rhonda			1-May-2013	IP		
5	Hire Commandant	Board	Board	Rhonda			1-May-2013			
6	Apply for 501(c)3 status	Board	Jane	Don			1-May-2013			
7	Explore facility options for 2014-2015 School Year	Facility	Don	Howard Smith			1-May-2013			Ongoing until secured; see different facilities explored in notes below.
8	Condition of Approval: On or before 5/31/13, provide clarification requested regarding capacity of Innovative Schools to serve as CMO	Board	Don	Dawn			31-May-2013	IP		Don to prepare clarification; to Dawn for processing
9	Condition of Approval: On or before 5/31/13, provide clarification of Budget and Finance items noted in the CSAC Final Report.	Finance	Don	Dawn			31-May-2013	IP		Don to prepare clarification; to Dawn for processing
10	Condition of Approval: On or before 5/31/13, submit a revised Attachment 19 to include specific and concrete steps to be executed in the Start-Up	Operations	Deb R	Dawn			31-May-2013	IP		DR to draft revisions; to Don for review; to dawn for submission and submission
11	Condition of Approval: On or before 5/31/13, clarify transportation for those Cadets living outside of the district of the school.	Operations	Deb R	Dawn			31-May-2013	IP		Response drafted and sent to Dawn for processing
12	Develop Scope of Work and MOU with New Tech Network	Board	Don	Dawn			1-Jun-2013			
13	Confirm Cadet recruitment and budget	Marketing/ Recruitment	Jane	Rhonda			1-Jun-2013			
14	Confirm first year Professional Development plan and required trainings	Personnel	Rhonda	NTN			1-Jun-2013			Draft started; on hold until Commandant is hired.
15	Enroll in FSF	Finance	Jane	DDOE			1-Jun-2013			Contact 302-744-1056
16	Finalize employee handbook	Personnel	Rhonda	Board			1-Jun-2013			

First State Military Academy: CMO Work Plan for Start-Up Operations
Working Preliminary/May 13, 2013

	A	B	C	D	E	F	G	H	I	J
17	Establish process for application acknowledgment, data collection, filing, etc	Marketing/ Recruitment	Rhonda	Caitlin			1-Jun-2013			
18	Approve Employee Handbook received from Personnel Committee prior to first hire	Board	Rhonda	Don			1-Jun-2013			
19	Establish single point of contact for application/enrollment inquiries	Marketing/ Recruitment	Rhonda	Caitlin			1-Jun-2013			
20	Condition of Approval: Submit on or before 6/28/13 the school's <u>amended policy for service English Language Learners</u> to reflect comments in CSAC final report.	Academic	Rhonda	Dawn			28-Jun-2013	IP		Rhonda to prepare; submit to Dawn for final processing
21	Condition of Approval: Submit on or before 6/28/13 <u>amended By-Laws</u> in accordance with CSAC Final report and provide evidence of Board adoption.	Board	Don	Rhonda			28-Jun-2013	IP		Don to send to legal for amendments; to DDOE for Review
22	Develop detailed program design/ implementation for the school	Academic	Rhonda	Dawn			1-Jul-2013			Plan development to begin during Commandant training
23	Attend National Charter School Conference (July 2013)	Board	Rhonda	Don			1-Jul-2013			Annual in July
24	Transition Founding Board to Operating Board; schedule Board Training sessions	Board	Rhonda	Don			1-Jul-2013			
25	Establish Board meeting schedules and protocols	Board	Rhonda	Don			1-Jul-2013			
26	Execute contract w/ NTN	Board	Don	Dawn			1-Jul-2013			
27	Board Training/Finance	Board	Jane	Rhonda			1-Jul-2013			To be scheduled
28	Submit application to Army JROTC	Board	Rhonda	Dawn			1-Jul-2013			
29	Execute agreement w/ Army JROTC	Board	Board	Don			1-Jul-2013			
30	Attend National NTN Conference	Board	Rhonda	Don			1-Jul-2013			Date is 8/7/2013; secure registration; Board member and Commandant to attend
31	Join Delaware Charter School Network (DCSN)	Board	Rhonda	Don			1-Jul-2013			Schedule mtg w/ Kendall
32	Sign CMO Contract	Board	Don	Debbie D			1-Jul-2013			

First State Military Academy: CMO Work Plan for Start-Up Operations
Working Preliminary/May 13, 2013

	A	B	C	D	E	F	G	H	I	J
33	Develop Board Member Handbook that includes all important policies/protocols/necessary documents	Board	Rhonda	Don			1-Jul-2013			
34	Establish payroll/staff benefits	Board	Don	Board			1-Jul-2013			
35	Secure financine for facility and renovations	Facility	Don	Board			1-Jul-2013			
36	Finalize Contract for CMO services	Finance	Don	Debbie D			1-Jul-2013			
37	Develop pre-opening budget	Finance	Jane	Don			1-Jul-2013			Budget developed; tracking expenses and fundraising will be ongoing. Largest variable in budget right now is the facility.
38	Reach out to lenders for a \$300,000 Line of Credit for Planning Year	Finance	Don	Board			1-Jul-2013			
39	Arrange for liability insurance	Finance	Jane	Don			1-Jul-2013			
40	Banner for recruitment events	Marketing/ Recruitment	Rhonda	Board			1-Jul-2013			Design process to start on xxx with Mobius. Goal to have all design work complete b vxxx
41	Contact DDOE to secure directory of contacts for start-up support	Operations	Commandant	Rhonda			1-Jul-2013			
42	Schedule Commandant mtg w/ community leaders, local state reps and others w/ interest in the school	Parent/Communi nity	Commandant	Rhonda			1-Jul-2013			
43	Confirm payroll and benefit structures are in place	Personnel	Jane	Don			1-Jul-2013			
44	Develop logo	Marketing/ Recruitment	Mobius	Rhonda			1-Jul-2013			Begin design process with Mobius. Goal to have all design work complete by xxx
45	Website	Marketing/ Recruitment	Mobius	Rhonda			1-Jul-2013			Design process to start on xxx with Mobius. Goal to have all design work complete by xxx

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46	Cadet recruitment brochure	Marketing/ Recruitment	Mobius	Rhonda			1-Jul-2013			Design process to start on xxx with Mobius. Goal to have all design work complete by xxx
47	Set – up Social networking sites and maintain with regular updates	Marketing/ Recruitment	Mobius	Rhonda			1-Jul-2013			
48	Develop monthly press release that can be sent out about activities related to the launch of the school	Marketing/ Recruitment	Commandant	Rhonda			1-Jul-2013			Begin in Summer 2013 (or when Commandant is hired)
49	Create flyer to distribute about upcoming community engagement meetings / draft press release to send out to media list about community engagement meetings	Marketing/ Recruitment	Commandant	Rhonda			1-Aug-2013			Plan sessions in partnership with Commandant; Commandant will need training on the NTN Parent info session format
50	Set up custom E – newsletter template	Marketing/ Recruitment	Commandant	Rhonda			1-Aug-2013			Design process to start on xxx with Mobius. Goal to have all design work complete by xxx
51	Identify advertising opportunities and collect pricing information to prioritize.	Marketing/ Recruitment	Commandant	Rhonda			1-Aug-2013			Check budget for advertising
52	Review and confirm Cadet recruitment goals and plan	Marketing/ Recruitment	Commandant	Rhonda			1-Aug-2013			
53	Develop format for parent engagement sessions utilizing NTN format	Parent/Comm nity	Commandant	Rhonda			1-Aug-2013			
54	Contact DTI Help Desk (for Information Services)	Finance	Jane	Rhonda			1-Aug-2013			Help desk: 302-739-8046 for ISO designation
55	Establish Forms (PO's Expense) and procedures	Finance	Jane	Don			1-Aug-2013			
56	Sign up for PHRST Benefits training	Personnel	Jane	Commandant			1-Aug-2013			
57	Set dates for open enrollment period; application deadline; lottery	Marketing/ Recruitment	Commandant	Rhonda			1-Aug-2013			November 2013 - January 2014

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58	Confirm lottery process	Marketing/ Recruitment	Rhonda	Dawn			1-Aug-2013			Lottery process written in to the letters that parents will receive. Text about this process will also be developed and included on the website
59	Establish acknowledgment process for all enrollment applications to ensure order received, maintained, and status (i.e. founding board member child etc.) is documented	Marketing/ Recruitment	Rhonda	Caitlin			1-Aug-2013			
60	Cadet Code of Conduct	Cadet Services	Commandant	Rhonda			1-Aug-2013			Posted on website; print copies for Cadets and parents; arrange for annual advisor (teacher) review w/ Cadets and sign-off.
61	Identify any co-curricular program that will be offered	Academic	Rhonda	Dawn			1-Aug-2013			On hold until Commandant is identified
62	Identify Science and Social Studies Coalition meeting schedule, if applicable	Academic	Commandant	Dawn			1-Aug-2013			
63	Board Training/NTN	Board	Rhonda	Don			1-Sep-2013			To be scheduled
64	Develop work plan for JROTC program implementation	Academic	Rhonda	Dawn			1-Sep-2013			Program, uniforms, supplies and equipment
65	Schedule all other required NTN Conferences	Academic	Rhonda	Dawn			1-Sep-2013			
66	Confirm Cadet retention plan	Marketing/ Recruitment	Commandant	Rhonda			1-Sep-2013			
67	Fine-tune curriculum alignment	Academic	Commandant	Dawn			1-Sep-2013			Work w/ DDOE
68	Identify DDOE/ DCAS meeting schedule and training schedule	Academic	Rhonda	Dawn			1-Sep-2013			When the Commandant is hired, we will get these dates for him/her to attend
69	Identify materials that will be needed for classrooms (white board, chalk board, etc)	Academic	Commandant	Dawn			1-Sep-2013			

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70	Identify additional funding needs	Finance	Jane	Don			1-Sep-2013			
71	Develop budget for all miscellaneous expenditures for classroom materials, office supplies, etc.	Finance	Jane	Commandant			1-Sep-2013			
72	Develop check-list of all necessary documentation to be collected from families for enrollment application	Marketing/ Recruitment	Commandant	Rhonda			1-Sep-2013	IP		List developed as part of application spreadsheet. Caitlin taking point on tracking this.
73	Contact DDOE regarding special education compliance and trainings	Professional Development	Rhonda				1-Sep-2013			Check DDOE contact
74	Approve Cadet Handbook and Code Conduct received from Marketing/Cadet Recruitment Committee	Board	Rhonda	Don			1-Sep-2013			Board approval application period
75	Schedule Commandant meeting w/ DDOE (John Carwell)	Personnel	Commandant	Rhonda			1-Sep-2013			
76	Begin Conversation about necessary personnel in conjunction with earned units (reference budget, discuss with Dawn as you begin this process)	Personnel	Commandant	Jane			1-Sep-2013			
77	Confirm school calendar	Operations	Commandant	Rhonda			1-Oct-2013			
78	Identify key personnel to be hired	Personnel	Commandant	Rhonda			1-Oct-2013			
79	Develop assessment calendar (same time as school year calendar)	Academic	Commandant	Dawn			1-Oct-2013			Will develop in partnership with Commandant
80	Formally Adopt all School Policies in Application	Board	Rhonda	Don			1-Oct-2013			List of policies included in Board handbook; review each carefully; some are conditions of charter approval
81	Establish budget and oversight systems	Finance	Jane	Rhonda			1-Oct-2013			
82	Submit Application to the Longwood Foundation for start-up year expenses	Finance	Rhonda	Caitlin			1-Oct-2013			Met w/ Longwood; application written; will submit in September

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83	Prepare Cadet/Parent Handbook and Code of Conduct for publication	Marketing/ Recruitment	Commandant	Rhonda			1-Oct-2013			
84	Board Training/Data Dashboard	Board	Rhonda	Don			1-Nov-2013			To be scheduled
85	Develop RTI plan, structures, and interventions (bucket in with Special Ed - may be more after Year 1 or Year 2)	Academic	Commandant	Rhonda			1-Nov-2013			Building out from RTI plan in charter application; will work on this once Commandant has been hired.
86	Develop formal Staff recruitment plan	Personnel	Commandant	Charles			1-Nov-2013			Begin when Commandant is hired
87	Identify staffing heirarchies (Lead teachers, etc)	Personnel	Commandant	Charles			1-Nov-2013			
88	Identify all assessment materials to be utilized (December - March)	Academic	Commandant	Dawn			1-Dec-2013			Work w/ NTN
89	Identify/Hire auditor	Finance	Jane	Don			1-Dec-2013			
90	Establish donation policy regarding technology and books	Finance	Commandant	Jane			1-Jan-2014			
91	Board training/Evaluating the Commandant, CMO & Board thru Gap Analysis	Board	Rhonda	Don			1-Jan-2014			To be scheduled
92	Prep 1st year budget	Finance	Jane	Commandant			1-Jan-2014			With Commandant
93	Outreach to potential community/business partners	Parent/Community	Commandant	Rhonda			1-Jan-2014			
94	Contact publishers to begin negotiation for curriculum (start in winter to see if we can get as many free samples as possible - finalize in March)	Academic	Commandant	Dawn			1-Jan-2014			
95	Conduct Mid and End-of-Year evaluations of all major contracts (CMO: Commandant)	Board	Commandant	Don			1-Jan-2014			Bi-Annual; Every January and June of each year
96	Announce lottery date and hold lottery, if necessary	Marketing/ Recruitment	Commandant	Rhonda			1-Jan-2014			
97	Confirm lottery process and date; announce and arrange for logistics	Marketing/ Recruitment	Commandant	Rhonda			1-Jan-2014			
98	Contact all applications to confirm interest and provide lottery information	Marketing/ Recruitment	Commandant	Rhonda			1-Jan-2014			

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99	Develop/prepare process for September 30th Unit Count	Operations	Commandant	Charles			1-Jan-2014			Develop manual; schedule training for Commandant & teachers; ensure all staff can access eSchool Plus and are well-trained on entering daily attendance; establish documentation and filing system for accurate and complete 9/30 files
100	Submit floor plan for custodial allocation	Operations	Commandant	Rhonda			1-Jan-2014			John Marinucci 302-735-4033
101	Advertise for positions	Personnel	Commandant	DTM			1-Jan-2014			
102	Confirm salary rates (w/ Board approval)	Personnel	Commandant	Rhonda			1-Jan-2014			
103	Advertise for all staff	Personnel	Commandant	DTM			1-Jan-2014			
104	Confirm staff retention plan	Personnel	Commandant	Charles			1-Jan-2014			
105	Schedule Commandant to attend National Charter School Conference and other related conferences	Professional Development	Commandant	Rhonda			1-Jan-2014			Secure conference dates; registration and travel arrangements
106	Identify all federal data to be submitted for special education funding throughout IEP process	Cadet Services	Commandant	Rhonda			1-Jan-2014			
107	Develop/Prepare Cadet Registration Procedures	Cadet Services	Commandant	Deb R			1-Jan-2014			Must be available immediately following parent notification of acceptance

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108	Develop Registration Forms/ Enrollment Packet	Cadet Services	Commandant	Deb R			1-Jan-2014			Basic registration info; residence verification; 'Help' resources for bc, immuniz, etc; Free/Red lunch; PTA membership; school supplies check list; Orientation Info; emergency cards; Health exam and immunization requirements and forms; Immunization exclusion for religious beliefs; medical consent for presc/non-presc drugs; health risk screen questionnaire; school map/ room locations
109	Plan Registration Events	Cadet Services	Commandant	Rhonda			1-Jan-2014			As early as possible following lottery; also for day 1 of school when unregistered Cadets show up
110	Ensure all Policies/Procedures serving Cadets are in place, including those requiring Board approval	Cadet Services	Commandant	Deb R			1-Jan-2014			Enrollment/Withdrawal; Releasing Cadets from School; Required custody/guardian docs; Undocumented immigrants (migrant, refugee); daily attendance; truancy, field trips; discipline violations; time- out resources; reporting child abuse; confidentiality; depression/suicidal

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111	School Counselor	Cadet Services	Commandant	Rhonda			1-Jan-2014			Define scope of work; identify Cadet support groups (anger mgmt, divorce/separation, self-esteem, conflict resolution, etc); services for homeless Cadets; Child protective services, and Wilmington Housing Authority as a start; referrals to outside social services resources; consider food/clothing bank
112	Confirm orders for all academic materials	Academic	Commandant	Jane			1-Feb-2014			
113	Finalize plan for and order operations/administrative technology	Facility	Commandant	Howard Smith			1-Feb-2014			Phone, internet, TV, administrative computing, security
114	Identify all special education Cadets and acquire all records of 504's and IEPs: The new school will accept and review records from sending schools or evaluate new Cadets to determine special needs. After that process, Operations will work with Cadet Services to provide services	Cadet Services	Commandant	Rhonda			1-Feb-2014			To commence immediately upon confirmed enrollment; continues ongoing
115	Contact parents of special education Cadets	Cadet Services	Commandant	Rhonda			1-Feb-2014			To commence immediately upon confirmed enrollment; continues ongoing
116	Ensure all medical forms are completed (Cadet Services to assist until nurse is hired)	Cadet Services	Commandant	Rhonda			1-Feb-2014			To commence immediately upon confirmed enrollment; continues ongoing
117	Review all Cadet records for completeness	Cadet Services	Commandant	Rhonda			1-Feb-2014			To commence immediately upon confirmed enrollment; continues ongoing

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118	Establish contact w/ DDOE re: special education compliance	Cadet Services	Commandant	Rhonda			1-Feb-2014			To commence immediately upon confirmed enrollment; continues ongoing
119	Finalize curriculum requests	Academic	Commandant	Dawn			1-Feb-2014			
120	Identify/purchase materials for after-school tutoring programs	Academic	Commandant	Jane			1-Feb-2014			
121	Hold lottery	Marketing/Recruitment	Commandant	Rhonda			1-Feb-2014			
122	Notify parents of acceptance	Marketing/Recruitment	Commandant	Rhonda			1-Feb-2014			
123	Review fiscal policies included in charter application with the Finance and Facility Committee for adjustments and final approval.	Finance	Jane	Don			1-Mar-2014	IP		Needs Board approval
124	Board Training/Accountability w/ DDOE	Board	Rhonda	Don			1-Mar-2014			To be scheduled; conducted by DDOE rep
125	Finalize plan for and purchase classroom technology	Operations	Commandant	Howard Smith			1-Mar-2014			
126	Negotiate contracts for transportation and food service	Operations	Commandant	Charles			1-Mar-2014			
127	Identify specific classroom technology needs, including phone, walkie-talkies, computers, printers, etc	Operations	Commandant	NTN			1-Mar-2014			
128	Schedule Parent Nights and Open Houses	Operations	Commandant	Rhonda			1-Mar-2014			Have available with enrollment packet
129	Parents sign transportation waivers	Operations	Commandant	Rhonda			1-Mar-2014			Have available with enrollment packet
130	Recruit/Hire Teachers	Personnel	Commandant	DTM			1-Mar-2014			Recruit thru Delaware Talent Mgmt (DTM), postings and outreach
131	Review staff certification requirements	Personnel	Commandant	Jane			1-Mar-2014			
132	Identify pre-opening staff training dates/schedule (ideally by March)	Personnel	Commandant	Rhonda			1-Mar-2014			On hold until Commandant identified
133	Contact DDOE regarding special education staff development trainings	Personnel	Commandant	Rhonda			1-Mar-2014			

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134	Establish contact with all special education services - consider dual certification hires if possible.	Personnel	Commandant	Rhonda			1-Mar-2014			
135	Plan staff initiation/orientation program	Personnel	Commandant	NTN			1-Mar-2014			
136	Confirm all staff credentialing (non-certified, NCLB HQ, new teacher mentoring, DEEDS access, etc)	Personnel	Commandant	Jane			1-Mar-2014			
137	PLC agenda and topics	Professional Development	Commandant	Rhonda			1-Mar-2014			
138	Plan and schedule professional development for teachers and staff	Professional Development	Commandant	Rhonda			1-Mar-2014			Collaborate and develop structures to build professional culture of the school
139	Identify all free/reduced lunch Cadets and contact DDOE for funding	Cadet Services	Commandant	Jane			1-Mar-2014			DDOE: 302-735-4060
140	Ensure all medical forms completed	Cadet services	Commandant	Rhonda			1-Mar-2014			DDOE Contact: Linda Wolfe, RN: 302-735-4290
141	Develop Health and safety Handbook	Cadet Services	Commandant	Rhonda			1-Mar-2014			Involve nurse once hired
142	Develop protocols for IEP and IST teams	Cadet Services	Commandant	Rhonda			1-Mar-2014			
143	Identify migrant, homeless, LEP Cadets; coordinate for services	Cadet Services	Commandant	Rhonda			1-Mar-2014			To commence immediately upon confirmed enrollment; continues ongoing
144	Develop plan for/execute Cadet scheduling	Cadet Services	Commandant	Rhonda			1-Mar-2014			This may go w/ Operations - scheduling is a huge deal especially for middle and high school
145	Contact DDOE re: Cadet Enrollment numbers/confirm funding	Finance	Commandant	Jane			1-Apr-2014			
146	Apply for Special Ed funding	Finance	Commandant	Jane			1-Apr-2014			DDOE Contact: Martha Toomey

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147	Identify funding for facility preparation	Facility	Don	Board			1-May-2014			Consider operating load; help Board complete application for the IS Loan program if necessary
148	Finalize all communications contracts (internet, phone, TV, etc)	Finance	Commandant	Jane			1-May-2014			
149	Establish credit w/ local office supply	Finance	Commandant	Jane			1-May-2014			
150	Confirm Food Service Contract and free/reduced lunch data	Finance	Commandant	Charles			1-May-2014			
151	Confirm all major purchases (technology, etc)	Finance	Commandant	Jane			1-May-2014			
152	Confirm all contracts for transportation, food service, health services and special education providers	Operations	Commandant	Rhonda			1-May-2014			
153	Confirm data collection activities and identify all state and federal reports	Operations	Commandant	Jane			1-May-2014			
154	Arrange for first year professional development activities	Personnel	Commandant	NTN			1-May-2014			
155	Contract w/ substitute service or develop substitute coverage plan	Personnel	Commandant	Rhonda			1-May-2014			
156	Plan 'Welcome to the Delaware Met' staff retreat	Professional Development	Commandant	NTN			1-May-2014			Build staff culture; introduce 10 Distinguishers of NTN
157	Plan orientation program for Cadets	Cadet Services	Commandant	NTN			1-May-2014			Outline plan for building school culture and introduce Cadets to the FSMA/NTN unique learning program
158	Identify chain of command in absence of Commandant	Operations	Commandant	CMO Ops Manager			1-Jun-2014			
159	Finalize building inspections and secure Certificate of Occupancy	Facility	Commandant	Howard Smith			1-Jun-2014			CO secured by 6/15/14
160	Prepare classrooms for use	Facility	Commandant	Rhonda			1-Jun-2014			
161	Install all technology (computers, video monitors, phones, etc)	Facility	Commandant	Howard Smith			1-Jun-2014			

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162	Establish opportunities for volunteer help in facility prep (landscaping, cleaning, in-kind donations such as professional services of electricians, contractors, etc)	Facility	Commandant	CMO Ops Manager			1-Jun-2014			
163	Establish contracts w/ utilities	Facility	Commandant	Howard Smith			1-Jun-2014			
164	Establish contact with school lunch providers	Operations	Commandant	CMO Ops Manager			1-Jun-2014			
165	Establish contact w/ transportation provider	Operations	Commandant	CMO Ops Manager			1-Jun-2014			
166	Develop transportation plans, routes, supervision, etc	Operations	Commandant	CMO Ops Manager			1-Jun-2014			
167	Advisor (teacher) assignments	Personnel	Commandant	CMO Ops Manager			1-Jun-2014			
168	Identify all support staff needed for IEP Cadets	Personnel	Commandant	Rhonda			1-Jun-2014			
169	Identify teachers for new Teacher mentoring Plan	Personnel	Commandant	Rhonda			1-Jun-2014			Contact: Mary Ellenn Kotz: 302-735-4120
170	Hire Sr. Army Instructor	Personnel	Commandant	Rhonda			1-Jul-2014			
171	Establish Citizens Budget Oversight Committee	Board	Don	Board			1-Jul-2014			
172	Complete Cadet Success Plans	Academic	Commandant	CMO Ops Manager			1-Jul-2014			
173	Develop Consolidated Grant Plan and Prepare Application	Academic	Commandant	CMO Ops Manager			1-Jul-2014			Check application requirements and due dates
174	LTI Coordinator conduct outreach through business partners, community groups, personal contacts	Academic	Commandant	LTI Coordinator			1-Jul-2014			
175	Develop lesson plans for 1st 2 weeks of school	Academic	Commandant	Dawn			1-Jul-2014			w/ teachers
176	Curriculum materials organized and distributed	Academic	Commandant	CMO Ops Manager			1-Jul-2014			
177	Schedule teacher team meetings	Academic	Commandant	CMO Ops Manager			1-Jul-2014			Schedule weekly
178	Classroom material needs lists generated by individual teachers	Academic	Lead Teacher	Commandant			1-Jul-2014			

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179	Establish building security and alarm systems	Facility	Commandant	Howard Smith			1-Jul-2014			
180	Obtain cost per pupil rate, state fund sheets, local billing template in JULY	Finance	Commandant	Jane			1-Jul-2014			Annual/July
181	Contract w/ Copier	Finance	Commandant	CMO Ops Manager			1-Jul-2014			
182	Confirm school lunch/bus duties, etc	Operations	Commandant	CMO Ops Manager			1-Jul-2014			
183	Develop emergency class coverage procedures	Operations	Commandant	CMO Ops Manager			1-Jul-2014			
184	Identify fire drill routes and conduct drill with new staff	Operations	Commandant	CMO Ops Manager			1-Jul-2014			
185	Submit floor plan for custodial allocation	Operations	Commandant	Jane			1-Jul-2014			Contact: John Marinucci 302-735-4033
186	Establish office for school nurse	Operations	Commandant	CMO Ops Manager			1-Jul-2014			
187	Establish School Safety Committee	Operations	Commandant	CMO Ops Manager			1-Jul-2014			
188	Establish greeting procedures w/ front office staff	Operations	Commandant	CMO Ops Manager			1-Jul-2014			
189	Establish parent volunteer procedures	Operations	Commandant	CMO Ops Manager			1-Jul-2014			Check on background check requirements
190	Establish school entry procedures	Operations	Commandant	CMO Ops Manager			1-Jul-2014			
191	Initiate parent volunteer organization	Operations	Commandant	CMO Ops Manager			1-Jul-2014			
192	Confirm and develop publicity for after school programming	Operations	Commandant	CMO Ops Manager			1-Jul-2014			
193	Hire contracted support	Personnel	Commandant	DTM			1-Jul-2014			
194	Confirm 'pass' on all staff background checks	Personnel	Commandant	CMO Ops Manager			1-Jul-2014			
195	All staff enrolled in payroll, benefits and other state programs	Personnel	Commandant	Jane			1-Jul-2014			
196	Confirm contracts for related services and other IEP required services	Personnel	Commandant	CMO Ops Manager			1-Jul-2014			
197	Schedule other staff trainings (confidentiality, sexual harrassment, other...)	Personnel	Commandant	CMO Ops Manager			1-Jul-2014			

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198	Commandant Training with NTN	Professional Development	Commandant	NTN			1-Jul-2014			Schedle date; register for event; arrange for travel logistics
199	Plan/conduct Open Houses and Welcome Activities for Cadets and parents	Cadet Services	Commandant	CMO Ops Manager			1-Jul-2014			
200	Establish IEP and IST Teams; define procedures, meeting schedules, develop forms	Cadet Services	Commandant	Rhonda			1-Jul-2014			
201	Classroom Assignments	Cadet Services	Commandant	Dawn			1-Jul-2014			Master lists prepared, distributed and posted during first days; individual class lists for teachers w/ room assignments
202	Plan and conduct Cadet scheduling	Cadet Services	Commandant	Dawn			1-Jul-2014			
203	Establish Bullying Prevention Committee	Cadet Services	Commandant	CMO Ops Manager			1-Jul-2014			Could be part of a School Safety Committee
204	Finalize contracts for transportation, food service and related services	Operations	Commandant	Charles			1-Aug-2014			Sign agreements
205	Orientation for all bus drivers	Operations	Commandant	CMO Ops Manager			1-Aug-2014			
206	Schedule 'Move-In' Day for teachers and staff	Operations	Commandant	CMO Ops Manager			1-Aug-2014			Room set ups; opening school planning
207	Prepare rooms for open houses and back-to-school events	Operations	Commandant	CMO Ops Manager			1-Aug-2014			
208	Prep school for opening week	Operations	Commandant	CMO Ops Manager			1-Aug-2014			
209	Confirm transportation schedule and routes	Operations	Commandant	CMO Ops Manager			1-Aug-2014			
210	Develop site traffic management plan	Operations	Commandant	CMO Ops Manager			1-Aug-2014			
211	Prepare for food service	Operations	Commandant	CMO Ops Manager			1-Aug-2014			
212	Schedule 'Ops Walk-Thrus'	Operations	Commandant	CMO Ops Manager			1-Aug-2014			
213	Identify fire drill routes and conduct drill with new staff	Operations	Commandant	CMO Ops Manager			1-Aug-2014			

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214	Staff First Aid training	Personnel	Commandant	CMO Ops Manager			1-Aug-2014			
215	Develop/finalize Individual Cadet Learning Plans (ILP's)	Cadet Services	Commandant	CMO Ops Manager			1-Aug-2014			
216	Schedule staff evaluations	Personnel	Commandant	CMO Ops Manager			1-Sep-2014			
217	Dress Code - if any is to be considered.....if yes, parent involvement is required with public hearings and Board approval	Cadet Services	Commandant	CMO Ops Manager			1-Sep-2014			Ensure clarity w/ acceptable items, including pictures as samples; identify purchase locations; provisions for for those needing financial assistance
218	Plan process and schedule for Learning Walk-Through's	Academic	Commandant	Dawn			1-Oct-2014			
219	Approve Expenditures	Board	Commandant	Jane			Monthly			Monthly Board meetings
220	Monitor grant funds receipt	Finance	Jane	Don			Ongoing			
221	Work w/ Finance Committee to approve all requests for proposals over \$50k	Board	Rhonda	Don			Ongoing			Full Board must vote on all contracts over \$50k
222	Maintain contact with DDOE regarding any curriculum/ standards issues	Academic	Commandant	Dawn			Ongoing			
223	Identify/follow Board Meeting Posting requirements	Board	Commandant	Dawn			Ongoing			Must post <u>Notice of Meeting and Agenda 7 days before</u> mtg is to take place
224	Identify and conduct outreach for new board members	Board	Commandant	Rhonda			Ongoing			
225	Contact local inspectors (fire, health, etc)	Facility	Commandant	Howard Smith			Ongoing			
226	Maintain contact w/ DDOE	Facility	Commandant	CMO Ops Manager			Ongoing			
227	Monitor grant money, fundraising activities and budget	Finance	Commandant	Nicki			Ongoing			
228	Attend ISO (Information services Office) training	Finance	Commandant	Rhonda			Ongoing			
229	Monitor budget	Finance	Commandant	Jane			Ongoing			

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230	Monitor fundraising activities	Finance	Commandant	Nicki			Ongoing			
231	Monitor all finances	Finance	Commandant	Jane			Ongoing			
232	Approve hires and budget	Finance	Commandant	Jane			Ongoing			
233	Monitor marketing and recruitment activities at regular Marketing Committee meetings to ensure enrollment applications continue at acceptable pace and revise as necessary	Marketing/ Recruitment	Commandant	Rhonda			Ongoing			
234	Contact all parents with updates and confirm interest on a regular basis	Marketing/ Recruitment	Commandant	Rhonda			Ongoing			
235	Attend Alliance of Model Schools Dinners	Parent/Community	Commandant				Ongoing			Get/schedule list of dates; assign attendees
236	Participate in Alliance of Model Schools Professional Learning Communities	Parent/Community	Commandant				Ongoing			Get/schedule list of dates; assign attendees
237	Consult potential sources for new personnel	Personnel	Commandant	DTM			Ongoing			
238	Appoint Security Officer and complete Designation Form	Board	Commandant				TBD	What is this?		Follow-Up needed w/ John Carwell to find out what this form is
239	Establish school library	Academic	Commandant	Howard Smith			TBD following site selection			
240	Secure facility insurance	Facility	Commandant	Jane			TBD following site selection			Will need to secure insurance once facility is selected.
241	Identify necessary repairs/ renovations/construction timeline	Facility	Howard Smith	Don			TBD following site selection			
242	Obtain Board approval of Lease/ Purchase of site	Facility	Howard Smith	Don			TBD following site selection	Check status		Will need to be a formal vote at a Board meeting
243	Select Architect and Engineer	Facility	Howard Smith	Don			TBD following site selection			

First State Military Academy: CMO Work Plan for Start-Up Operations
Working Preliminary/May 13, 2013

	A	B	C	D	E	F	G	H	I	J
244	Develop construction schedule w/ contractors	Facility	Howard Smith	Don			TBD following site selection			Hold til facility is secured
245	Identify classroom needs as they would relate to facility renovations - schedule planning meeting once building is selected to discuss needs - may have school designer do a virtual tour of idea classroom/outdoor scenarios.	Facility	Howard Smith	Don			TBD following site selection			On hold until facility is determined
246	Identify furniture costs	Finance	Jane	Don			TBD following site selection			
247	Issue awards/bids for facility renovations	Facility	Howard Smith	Don			TBD following site selection			

Appendix C

Revised Budget Revenues

Revised Budget Sheets

Revised Budget Narrative

New Charter School Estimated State and Local Fund Calculations**Disclaimer:** The following estimates will vary from actuals and do not account for any extenuating circumstances.**--State earnings are detailed on the New Charter State Template Tab below.**

Please enter the following information:

Specify grade configuration for the year of estimate

9-12

(Example k-8, 9-12)

Specify the county the school will be located

Kent

Choices New Castle, Kent or Sussex

Enter the number of students in the red cells below by school district and student type and the estimated funds will calculate below.

Enter the number of tenth graders in the box in cell location J:11

	#students per unit
Regular/Special K-3	16.2
Regular Students 4-12	20
Special Students 4-12 Basic	8.4
Special Students 4-12 Intense	6
Special Students 4-12 Complex	2.6

State Funding	Local Funding	Total Funding
\$1,380,874	\$190,170	\$1,571,044

UNITS 11.59

Enter Estimated # of 10th Graders Here

75

29 Apoquinimink	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$1,737.69	\$0
Regular Students 4-12	32.00	\$1,407.53	\$45,041
Special Students 4-12 Basic	4.00	\$3,351.27	\$13,405
Special Students 4-12 Intense	0.00	\$4,691.78	\$0
Special Students 4-12 Complex	0.00	\$10,827.17	\$0
Totals	36.00		\$58,446

31 Brandywine	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$4,232.28	\$0
Regular Students 4-12	0.00	\$3,428.15	\$0
Special Students 4-12 Basic	0.00	\$8,162.26	\$0
Special Students 4-12 Intense	0.00	\$11,427.16	\$0
Special Students 4-12 Complex	0.00	\$26,370.37	\$0
	0.00		\$0

10 Caesar Rodney	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$837.36	\$0
Regular Students 4-12	14.00	\$678.26	\$9,496
Special Students 4-12 Basic	2.00	\$1,614.91	\$3,230
Special Students 4-12 Intense	0.00	\$2,260.87	\$0
Special Students 4-12 Complex	0.00	\$5,217.40	\$0
	16.00		\$12,725

17 Cape Henlopen	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$2,809.30	\$0
Regular Students 4-12	0.00	\$2,275.54	\$0
Special Students 4-12 Basic	0.00	\$5,417.94	\$0
Special Students 4-12 Intense	0.00	\$7,585.12	\$0
Special Students 4-12 Complex	0.00	\$17,504.13	\$0
Totals	0.00		\$0

13 Capital	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$1,223.04	\$0
Regular Students 4-12	28.00	\$990.66	\$27,738
Special Students 4-12 Basic	2.00	\$2,358.72	\$4,717
Special Students 4-12 Intense	0.00	\$3,302.21	\$0
Special Students 4-12 Complex	0.00	\$7,620.49	\$0
	30.00		\$32,456

33 Christina	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$3,047.68	\$0
Regular Students 4-12	0.00	\$2,468.62	\$0
Special Students 4-12 Basic	0.00	\$5,877.67	\$0
Special Students 4-12 Intense	0.00	\$8,228.73	\$0
Special Students 4-12 Complex	0.00	\$18,989.39	\$0
	0.00		\$0

34 Colonial	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$2,526.83	\$0
Regular Students 4-12	0.00	\$2,046.73	\$0
Special Students 4-12 Basic	0.00	\$4,873.17	\$0
Special Students 4-12 Intense	0.00	\$6,822.44	\$0
Special Students 4-12 Complex	0.00	\$15,744.08	\$0
Totals	0.00		\$0

37 Delmar	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$948.06	\$0
Regular Students 4-12	0.00	\$767.93	\$0
Special Students 4-12 Basic	0.00	\$1,828.41	\$0
Special Students 4-12 Intense	0.00	\$2,559.77	\$0
Special Students 4-12 Complex	0.00	\$5,907.17	\$0
	0.00		\$0

36 Indian River	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$2,749.13	\$0
Regular Students 4-12	0.00	\$2,226.80	\$0
Special Students 4-12 Basic	0.00	\$5,301.89	\$0
Special Students 4-12 Intense	0.00	\$7,422.65	\$0
Special Students 4-12 Complex	0.00	\$17,129.19	\$0
	0.00		\$0

15 Lake Forest	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$855.04	\$0
Regular Students 4-12	5.00	\$692.58	\$3,463
Special Students 4-12 Basic	1.00	\$1,649.01	\$1,649
Special Students 4-12 Intense	0.00	\$2,308.61	\$0
Special Students 4-12 Complex	0.00	\$5,327.56	\$0
Totals	6.00		\$5,112

16 Laurel	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$1,131.09	\$0
Regular Students 4-12	0.00	\$916.84	\$0
Special Students 4-12 Basic	0.00	\$2,182.96	\$0
Special Students 4-12 Intense	0.00	\$3,056.14	\$0
Special Students 4-12 Complex	0.00	\$7,052.63	\$0
	0.00		\$0

18 Milford	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$866.64	\$0
Regular Students 4-12	5.00	\$701.98	\$3,510
Special Students 4-12 Basic	1.00	\$1,671.37	\$1,671
Special Students 4-12 Intense	0.00	\$2,339.92	\$0
Special Students 4-12 Complex	0.00	\$5,399.81	\$0
	6.00		\$5,181

32 Red Clay	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$3,669.41	\$0
Regular Students 4-12	0.00	\$2,972.22	\$0
Special Students 4-12 Basic	0.00	\$7,076.72	\$0
Special Students 4-12 Intense	0.00	\$9,907.41	\$0
Special Students 4-12 Complex	0.00	\$22,863.26	\$0
Totals	0.00		\$0

23 Seaford	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$999.41	\$0
Regular Students 4-12	0.00	\$809.52	\$0
Special Students 4-12 Basic	0.00	\$1,927.43	\$0
Special Students 4-12 Intense	0.00	\$2,698.41	\$0
Special Students 4-12 Complex	0.00	\$6,227.09	\$0
	0.00		\$0

24 Smyrna	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$759.44	\$0
Regular Students 4-12	93.00	\$615.15	\$57,209
Special Students 4-12 Basic	13.00	\$1,464.63	\$19,040
Special Students 4-12 Intense	0.00	\$2,050.48	\$0
Special Students 4-12 Complex	0.00	\$4,731.89	\$0
	106.00		\$76,249

35 Woodbridge	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$976.62	\$0
Regular Students 4-12	0.00	\$791.06	\$0
Special Students 4-12 Basic	0.00	\$1,883.48	\$0
Special Students 4-12 Intense	0.00	\$2,636.88	\$0
Special Students 4-12 Complex	0.00	\$6,085.10	\$0
Totals	0.00		\$0

Charter School Revenue Calculation - Estimate
State Funding

Student Total: 200
Regular: 177
Special: 23

Location

Districts:

Appoquinimink	36	Christina	0	Laurel	0
Brandywine	0	Colonial	0	Milford	6
Caesar Rodney	16	Delmar	0	Red Clay	0
Cape Henlopen	0	Indian River	0	Seaford	0
Capital	30	Lake Forest	6	Smyrna	106
				Woodbridge	0

Transportation Eligible Students:	150		
Regular/Special K-3	0.00	Unit size Regular/Special K-3 students =	16.2
Regular Students 4-12	177.00	Unit size Regular Students 4-12 =	20
Special Students 4-12 Basic	23.00	Unit size Special Students 4-12 Basic =	8.4
Special Students 4-12 Intense	0.00	Unit size Special Students 4-12 Intense =	6
Special Students 4-12 Complex	0.00	Unit Size Special Students 4-12 Complex =	2.6

# of Div I Units Generated =	11.59	\$30,894	\$358,001
Administrative Assistant =	1.00	\$50,290	\$50,290
Percentage 11 Month Supervisor =	0.08	\$59,411	\$4,753
Percentage Transportation Supervisor =	0.02	\$59,411	\$1,188
Principal =	0.00	\$60,849	\$0
Assistant Principal =	0.00	\$55,189	\$0
Percentage Visiting Teacher =	0.05	\$42,544	\$2,127
Percentage Driver Education Teacher =	0.60	\$37,468	\$22,481
Nurse =	0.09	\$40,315	\$3,504
Academic Excellence Units =	0.80	\$37,483	\$29,986
Related Services Specialist K-3, 4-12 Reg, Basic 4-12	0.20	\$42,890	\$8,720
Related Services Specialist Intensive	0.00	\$42,890	\$0
Related Services Specialist Complex	0.00	\$42,890	\$0
Clerical Units =	1.00	\$28,368	\$28,368
Custodial Units =	3.00	\$23,401	\$70,203
Cafeteria Manager =	0.00	\$26,491	\$0
Cafeteria Worker =	0.00	\$16,835	\$0

Total Staffing = 18.43
Total Staffing For Health Insurance = 18.43

Total Salary Costs		\$579,621
OEC Rate	29.85%	\$173,017
Health Insurance Per FTE	\$10,926	\$201,348

Subtotal Personnel Revenue	\$953,985
-----------------------------------	------------------

Other State Sources (based on Latest Available Values).

Professional & Curriculum Development =		\$	-
Division II Units (No Vocational Courses) =	11.59		
Division II - All Other Costs - Current Unit Value =	\$ 2,955	\$	34,243
Division II - Energy - Current Unit Value =	\$ 2,435	\$	28,217
Division III - Equalization - Unit Value =	\$ 18,289	\$	211,934
Academic Excellence Division III =		\$	14,631
MCI/Annual Maintenance =		\$	11,286
LEP =		\$	-
Student Transportation Amount =		\$	126,578

Subtotal Other Sources	\$426,889
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Grand Total State Sources	\$1,380,874
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Transportation

County	Vo Tech		FY 12 Transp P/Pupil (70%)
New Castle	NCCVT	\$	830.00
Kent	Polytech	\$	785.00
Sussex	SCVT	\$	915.00

Final FY 2012 Div I Salary

Academy of Dover	\$33,250
Campus Community	\$35,596
DCPA	\$29,022
East Side	\$34,862
Edison	\$31,262
FFA	\$32,380
Kuumba Academy	\$32,292
MOT	\$34,981
Newark Charter	\$38,017
Positive Outcomes	\$36,594
Prestige	\$29,509
Providence Creek	\$30,993
Moyer Academy	\$31,804
Odyssey	\$33,838
Pencader	\$32,699
Sussex Academy	\$43,872
Delaware Military Academy	\$35,831
Wilmington Charter	\$41,075
Total Charter Average	\$34,327

FY 12 Equalization

Appoquinimink	\$15,602
Brandywine	\$6,465
Caesar Rodney	\$19,861
Cape Henlopen	\$1,225
Capital	\$14,796
Christina	\$6,465
Colonial	\$6,465
Delmar	\$20,617
Indian River	\$1,483
Lake Forest	\$20,756
Laurel	\$16,546
Milford	\$17,461
Red Clay	\$6,465
Seaford	\$16,969
Smyrna	\$19,860
Woodbridge	\$16,744

MCI avg. amt. p/pupil
(for 1st year schools only)
FY 07
\$56.43

Total Receivables from all School Districts

Charter School	Total Enrollment	Total Receivables	35% Pre-Load
Providence Creek Academy Charter School	688	\$677,006.82	\$236,952.39

Smyrna Scenario

Breakdown of Expected Receivables by School District

District Code	District Name	Students Enrolled from District	Receivable from District	35% Pre-Load											
					300	3%	480	3%	660	3%	690	3%	720	3%	
29	Appoquinimink School District	86	\$132,236.08	\$46,282.63	18.0%	54	1.62	86.4	2.592	118.8	3.564	124.2	3.726	129.6	3.888
10	Caesar Rodney School District	24	\$18,328.62	\$6,415.02	8.5%	25.5	0.765	40.8	1.224	56.1	1.683	58.65	1.7595	61.2	1.836
13	Capital School District	230	\$262,267.19	\$91,793.52	15.0%	45	1.35	72	2.16	99	2.97	103.5	3.105	108	3.24
15	Lake Forest School District	4	\$3,889.21	\$1,361.22	3.0%	9	0.27	14.4	0.432	19.8	0.594	20.7	0.621	21.6	0.648
18	Milford School District	2	\$1,733.27	\$606.65	2.5%	7.5	0.225	12	0.36	16.5	0.495	17.25	0.5175	18	0.54
24	Smyrna School District	332	\$233,277.81	\$81,647.23	53.0%	159	4.77	254.4	7.632	349.8	10.494	365.7	10.971	381.6	11.448
					100.0%	300	9	480	14.4	660	19.8	690	20.7	720	21.6

Dover Scenario

Breakdown of Expected Receivables by School District

District Code	District Name	Students Enrolled from District	Receivable from District	35% Pre-Load											
					300	3%	480	3%	660	3%	690	3%	720	3%	
29	Appoquinimink School District	86	\$132,236.08	\$46,282.63	7.0%										
10	Caesar Rodney School District	24	\$18,328.62	\$6,415.02											
13	Capital School District	230	\$262,267.19	\$91,793.52	15.0%	45	1.35	72	2.16	99	2.97	103.5	3.105	108	3.24
15	Lake Forest School District	4	\$3,889.21	\$1,361.22	20.0%	60	1.8	96	2.88	132	3.96	138	4.14	144	4.32
18	Milford School District	2	\$1,733.27	\$606.65	15.0%	45	1.35	72	2.16	99	2.97	103.5	3.105	108	3.24
24	Smyrna School District	332	\$233,277.81	\$81,647.23	8.0%	24	0.72	38.4	1.152	52.8	1.584	55.2	1.656	57.6	1.728
					100.0%	300	9	480	14.4	660	19.8	690	20.7	720	21.6

New Charter School Estimated State and Local Fund Calculations**Disclaimer:** The following estimates will vary from actuals and do not account for any extenuating circumstances.**--State earnings are detailed on the New Charter State Template Tab below.**

Please enter the following information:

Specify grade configuration for the year of estimate

9-12

(Example k-8, 9-12)

Specify the county the school will be located

Kent

Choices New Castle, Kent or Sussex

Enter the number of students in the red cells below by school district and student type and the estimated funds will calculate below.

Enter the number of tenth graders in the box in cell location J:11

	#students per unit
Regular/Special K-3	16.2
Regular Students 4-12	20
Special Students 4-12 Basic	8.4
Special Students 4-12 Intense	6
Special Students 4-12 Complex	2.6

State Funding	Local Funding	Total Funding
\$2,194,330	\$312,782	\$2,507,112

UNITS	19.01
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Enter Estimated # of 10th Graders Here

125

<u>29 Appoquinimink</u>	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$1,737.69	\$0
Regular Students 4-12	52.00	\$1,407.53	\$73,192
Special Students 4-12 Basic	7.00	\$3,351.27	\$23,459
Special Students 4-12 Intense	0.00	\$4,691.78	\$0
Special Students 4-12 Complex	0.00	\$10,827.17	\$0
Totals	59.00		\$96,650

<u>31 Brandywine</u>	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$4,232.28	\$0
Regular Students 4-12	0.00	\$3,428.15	\$0
Special Students 4-12 Basic	0.00	\$8,162.26	\$0
Special Students 4-12 Intense	0.00	\$11,427.16	\$0
Special Students 4-12 Complex	0.00	\$26,370.37	\$0
	0.00		\$0

<u>10 Caesar Rodney</u>	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$837.36	\$0
Regular Students 4-12	22.00	\$678.26	\$14,922
Special Students 4-12 Basic	3.00	\$1,614.91	\$4,845
Special Students 4-12 Intense	0.00	\$2,260.87	\$0
Special Students 4-12 Complex	0.00	\$5,217.40	\$0
	25.00		\$19,766

<u>17 Cape Henlopen</u>	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$2,809.30	\$0
Regular Students 4-12	0.00	\$2,275.54	\$0
Special Students 4-12 Basic	0.00	\$5,417.94	\$0
Special Students 4-12 Intense	0.00	\$7,585.12	\$0
Special Students 4-12 Complex	0.00	\$17,504.13	\$0
Totals	0.00		\$0

<u>13 Capital</u>	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$1,223.04	\$0
Regular Students 4-12	41.00	\$990.66	\$40,617
Special Students 4-12 Basic	6.00	\$2,358.72	\$14,152
Special Students 4-12 Intense	0.00	\$3,302.21	\$0
Special Students 4-12 Complex	0.00	\$7,620.49	\$0
	47.00		\$54,769

<u>33 Christina</u>	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$3,047.68	\$0
Regular Students 4-12	0.00	\$2,468.62	\$0
Special Students 4-12 Basic	0.00	\$5,877.67	\$0
Special Students 4-12 Intense	0.00	\$8,228.73	\$0
Special Students 4-12 Complex	0.00	\$18,989.39	\$0
	0.00		\$0

<u>34 Colonial</u>	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$2,526.83	\$0
Regular Students 4-12	0.00	\$2,046.73	\$0
Special Students 4-12 Basic	0.00	\$4,873.17	\$0
Special Students 4-12 Intense	0.00	\$6,822.44	\$0
Special Students 4-12 Complex	0.00	\$15,744.08	\$0
Totals	0.00		\$0

<u>37 Delmar</u>	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$948.06	\$0
Regular Students 4-12	0.00	\$767.93	\$0
Special Students 4-12 Basic	0.00	\$1,828.41	\$0
Special Students 4-12 Intense	0.00	\$2,559.77	\$0
Special Students 4-12 Complex	0.00	\$5,907.17	\$0
	0.00		\$0

<u>36 Indian River</u>	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$2,749.13	\$0
Regular Students 4-12	0.00	\$2,226.80	\$0
Special Students 4-12 Basic	0.00	\$5,301.89	\$0
Special Students 4-12 Intense	0.00	\$7,422.65	\$0
Special Students 4-12 Complex	0.00	\$17,129.19	\$0
	0.00		\$0

<u>15 Lake Forest</u>	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$855.04	\$0
Regular Students 4-12	9.00	\$692.58	\$6,233
Special Students 4-12 Basic	1.00	\$1,649.01	\$1,649
Special Students 4-12 Intense	0.00	\$2,308.61	\$0
Special Students 4-12 Complex	0.00	\$5,327.56	\$0
Totals	10.00		\$7,882

<u>16 Laurel</u>	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$1,131.09	\$0
Regular Students 4-12	0.00	\$916.84	\$0
Special Students 4-12 Basic	0.00	\$2,182.96	\$0
Special Students 4-12 Intense	0.00	\$3,056.14	\$0
Special Students 4-12 Complex	0.00	\$7,052.63	\$0
	0.00		\$0

<u>18 Milford</u>	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$866.64	\$0
Regular Students 4-12	9.00	\$701.98	\$6,318
Special Students 4-12 Basic	1.00	\$1,671.37	\$1,671
Special Students 4-12 Intense	0.00	\$2,339.92	\$0
Special Students 4-12 Complex	0.00	\$5,399.81	\$0
	10.00		\$7,989

<u>32 Red Clay</u>	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$3,669.41	\$0
Regular Students 4-12	0.00	\$2,972.22	\$0
Special Students 4-12 Basic	0.00	\$7,076.72	\$0
Special Students 4-12 Intense	0.00	\$9,907.41	\$0
Special Students 4-12 Complex	0.00	\$22,863.26	\$0
Totals	0.00		\$0

<u>23 Seaford</u>	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$999.41	\$0
Regular Students 4-12	0.00	\$809.52	\$0
Special Students 4-12 Basic	0.00	\$1,927.43	\$0
Special Students 4-12 Intense	0.00	\$2,698.41	\$0
Special Students 4-12 Complex	0.00	\$6,227.09	\$0
	0.00		\$0

<u>24 Smyrna</u>	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$759.44	\$0
Regular Students 4-12	152.00	\$615.15	\$93,503
Special Students 4-12 Basic	22.00	\$1,464.63	\$32,222
Special Students 4-12 Intense	0.00	\$2,050.48	\$0
Special Students 4-12 Complex	0.00	\$4,731.89	\$0
	174.00		\$125,725

<u>35 Woodbridge</u>	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$976.62	\$0
Regular Students 4-12	0.00	\$791.06	\$0
Special Students 4-12 Basic	0.00	\$1,883.48	\$0
Special Students 4-12 Intense	0.00	\$2,636.88	\$0
Special Students 4-12 Complex	0.00	\$6,085.10	\$0
Totals	0.00		\$0

Charter School Revenue Calculation - Estimate
State Funding

Student Total: 325
Regular: 285
Special: 40

Location

Districts:				
Appoquinimink	59	Christina	0	Laurel 0
Brandywine	0	Colonial	0	Milford 10
Caesar Rodney	25	Delmar	0	Red Clay 0
Cape Henlopen	0	Indian River	0	Seaford 0
Capital	47	Lake Forest	10	Smyrna 174
				Woodbridge 0

Transportation Eligible Students:	244			
Regular/Special K-3	0.00	Unit size Regular/Special K-3 students =		16.2
Regular Students 4-12	285.00	Unit size Regular Students 4-12 =		20
Special Students 4-12 Basic	40.00	Unit size Special Students 4-12 Basic =		8.4
Special Students 4-12 Intense	0.00	Unit size Special Students 4-12 Intense =		6
Special Students 4-12 Complex	0.00	Unit Size Special Students 4-12 Complex =		2.6
# of Div I Units Generated =	19.01		\$30,894	\$587,351
Administrative Assistant =	1.00		\$50,290	\$50,290
Percentage 11 Month Supervisor =	0.13		\$59,411	\$7,723
Percentage Transportation Supervisor =	0.03		\$59,411	\$1,782
Principal =	1.00		\$60,849	\$60,849
Assistant Principal =	0.00		\$55,189	\$0
Percentage Visiting Teacher =	0.08		\$42,544	\$3,404
Percentage Driver Education Teacher =	1.00		\$37,468	\$37,468
Nurse =	0.14		\$40,315	\$5,748
Academic Excellence Units =	1.30		\$37,483	\$48,728
Related Services Specialist K-3, 4-12 Reg, Basic 4-12	0.33		\$42,890	\$14,306
Related Services Specialist Intensive	0.00		\$42,890	\$0
Related Services Specialist Complex	0.00		\$42,890	\$0
Clerical Units =	1.00		\$28,368	\$28,368
Custodial Units =	3.00		\$23,401	\$70,203
Cafeteria Manager =	0.00		\$26,491	\$0
Cafeteria Worker =	0.00		\$16,835	\$0
Total Staffing =	28.03			
Total Staffing For Health Insurance =	28.03			
Total Salary Costs				\$916,220
OEC Rate			29.85%	\$273,492
Health Insurance Per FTE			\$10,926	\$306,234

Subtotal Personnel Revenue	\$1,495,947
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Other State Sources (based on Latest Available Values)

Professional & Curriculum Development =		\$	-
Division II Units (No Vocational Courses) =	19.01		
Division II - All Other Costs - Current Unit Value =	\$ 2,955	\$	56,180
Division II - Energy - Current Unit Value =	\$ 2,435	\$	46,294
Division III - Equalization - Unit Value =	\$ 18,309	\$	348,080
Academic Excellence Division III =		\$	23,801
MCI/Annual Maintenance =		\$	18,340
LEP =		\$	-
Student Transportation Amount =		\$	205,688

Subtotal Other Sources	\$698,383
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Grand Total State Sources	\$2,194,330
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Transportation

County	Vo Tech		FY 12 Transp P/Pupil (70%)
New Castle	NCCVT	\$	830.00
Kent	Polytech	\$	785.00
Sussex	SCVT	\$	915.00

Final FY 2012 Div I Salary

Academy of Dover	\$33,250
Campus Community	\$35,596
DCPA	\$29,022
East Side	\$34,862
Edison	\$31,262
FFA	\$32,380
Kuumba Academy	\$32,292
MOT	\$34,981
Newark Charter	\$38,017
Positive Outcomes	\$36,594
Prestige	\$29,509
Providence Creek	\$30,993
Moyer Academy	\$31,804
Odyssey	\$33,838
Pencader	\$32,699
Sussex Academy	\$43,872
Delaware Military Academy	\$35,831
Wilmington Charter	\$41,075
Total Charter Average	\$34,327

FY 12 Equalization

Appoquinimink	\$15,602
Brandywine	\$6,465
Caesar Rodney	\$19,861
Cape Henlopen	\$1,225
Capital	\$14,796
Christina	\$6,465
Colonial	\$6,465
Delmar	\$20,617
Indian River	\$1,483
Lake Forest	\$20,756
Laurel	\$16,546
Milford	\$17,461
Red Clay	\$6,465
Seaford	\$16,969
Smyrna	\$19,860
Woodbridge	\$16,744

MCI avg. amt. p/pupil
(for 1st year schools only)

FY 07
\$56.43

Total Receivables from all School Districts

Charter School	Total Enrollment	Total Receivables	35% Pre-Load
Providence Creek Academy Charter School	688	\$677,006.82	\$236,952.39

Smyrna Scenario

Breakdown of Expected Receivables by School District

District Code	District Name	Students Enrolled from District	Receivable from District	35% Pre-Load												
						300	3%	480	3%	660	3%	690	3%	720	3%	
29	Appoquinimink School District	86	\$132,236.08	\$46,282.63	18.0%	54	1.62	86.4	2.592	118.8	3.564	124.2	3.726	129.6	3.888	
10	Caesar Rodney School District	24	\$18,328.62	\$6,415.02	8.5%	25.5	0.765	40.8	1.224	56.1	1.683	58.65	1.7595	61.2	1.836	
13	Capital School District	230	\$262,267.19	\$91,793.52	15.0%	45	1.35	72	2.16	99	2.97	103.5	3.105	108	3.24	
15	Lake Forest School District	4	\$3,889.21	\$1,361.22	3.0%	9	0.27	14.4	0.432	19.8	0.594	20.7	0.621	21.6	0.648	
18	Milford School District	2	\$1,733.27	\$606.65	2.5%	7.5	0.225	12	0.36	16.5	0.495	17.25	0.5175	18	0.54	
24	Smyrna School District	332	\$233,277.81	\$81,647.23	53.0%	159	4.77	254.4	7.632	349.8	10.494	365.7	10.971	381.6	11.448	
					100.0%	300	9	480	14.4	660	19.8	690	20.7	720	21.6	

Dover Scenario

Breakdown of Expected Receivables by School District

Districts of Delaware by School District					Year 1		Year 2		Year 3		Year 4		Year 5		
District Code	District Name	Students Enrolled from District	Receivable from District	35% Pre-Load		300	3%	480	3%	660	3%	690	3%	720	3%
29	Appoquinimink School District	86	\$132,236.08	\$46,282.63	7.0%	21	0.63	33.6	1.008	46.2	1.386	48.3	1.449	50.4	1.512
10	Caesar Rodney School District	24	\$18,328.62	\$6,415.02	35.0%	105	3.15	168	5.04	231	6.93	241.5	7.245	252	7.56
13	Capital School District	230	\$262,267.19	\$91,793.52	15.0%	45	1.35	72	2.16	99	2.97	103.5	3.105	108	3.24
15	Lake Forest School District	4	\$3,889.21	\$1,361.22	20.0%	60	1.8	96	2.88	132	3.96	138	4.14	144	4.32
18	Milford School District	2	\$1,733.27	\$606.65	15.0%	45	1.35	72	2.16	99	2.97	103.5	3.105	108	3.24
24	Smyrna School District	332	\$233,277.81	\$81,647.23	8.0%	24	0.72	38.4	1.152	52.8	1.584	55.2	1.656	57.6	1.728
100.0%						300	9	480	14.4	660	19.8	690	20.7	720	21.6

New Charter School Estimated State and Local Fund Calculations

Disclaimer: The following estimates will vary from actuals and do not account for any extenuating circumstances.
--State earnings are detailed on the New Charter State Template Tab below.

Please enter the following information:

Specify grade configuration for the year of estimate

9-12 (Example k-8, 9-12)

Specify the county the school will be located

Kent Choices New Castle, Kent or Sussex

Enter the number of students in the red cells below by school district and student type and the estimated funds will calculate below.

Enter the number of tenth graders in the box in cell location J:11

State Funding	Local Funding	Total Funding
\$2,990,846	\$434,160	\$3,425,006

UNITS	26.37
-------	-------

Enter Estimated # of 10th Graders Here

125

	#students per unit
Regular/Special K-3	16.2
Regular Students 4-12	20
Special Students 4-12 Basic	8.4
Special Students 4-12 Intense	6
Special Students 4-12 Complex	2.6

<u>29 Appoquinimink</u>	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$1,737.69	\$0
Regular Students 4-12	72.00	\$1,407.53	\$101,342
Special Students 4-12 Basic	10.00	\$3,351.27	\$33,513
Special Students 4-12 Intense	0.00	\$4,691.78	\$0
Special Students 4-12 Complex	0.00	\$10,827.17	\$0
Totals	82.00		\$134,855

<u>31 Brandywine</u>	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$4,232.28	\$0
Regular Students 4-12	0.00	\$3,428.15	\$0
Special Students 4-12 Basic	0.00	\$8,162.26	\$0
Special Students 4-12 Intense	0.00	\$11,427.16	\$0
Special Students 4-12 Complex	0.00	\$26,370.37	\$0
	0.00		\$0

<u>10 Caesar Rodney</u>	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$837.36	\$0
Regular Students 4-12	31.00	\$678.26	\$21,026
Special Students 4-12 Basic	5.00	\$1,614.91	\$8,075
Special Students 4-12 Intense	0.00	\$2,260.87	\$0
Special Students 4-12 Complex	0.00	\$5,217.40	\$0
	36.00		\$29,101

<u>17 Cape Henlopen</u>	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$2,809.30	\$0
Regular Students 4-12	0.00	\$2,275.54	\$0
Special Students 4-12 Basic	0.00	\$5,417.94	\$0
Special Students 4-12 Intense	0.00	\$7,585.12	\$0
Special Students 4-12 Complex	0.00	\$17,504.13	\$0
Totals	0.00		\$0

<u>13 Capital</u>	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$1,223.04	\$0
Regular Students 4-12	57.00	\$990.66	\$56,468
Special Students 4-12 Basic	8.00	\$2,358.72	\$18,870
Special Students 4-12 Intense	0.00	\$3,302.21	\$0
Special Students 4-12 Complex	0.00	\$7,620.49	\$0
	65.00		\$75,337

<u>33 Christina</u>	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$3,047.68	\$0
Regular Students 4-12	0.00	\$2,468.62	\$0
Special Students 4-12 Basic	0.00	\$5,877.67	\$0
Special Students 4-12 Intense	0.00	\$8,228.73	\$0
Special Students 4-12 Complex	0.00	\$18,989.39	\$0
	0.00		\$0

<u>34 Colonial</u>	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$2,526.83	\$0
Regular Students 4-12	0.00	\$2,046.73	\$0
Special Students 4-12 Basic	0.00	\$4,873.17	\$0
Special Students 4-12 Intense	0.00	\$6,822.44	\$0
Special Students 4-12 Complex	0.00	\$15,744.08	\$0
Totals	0.00		\$0

<u>37 Delmar</u>	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$948.06	\$0
Regular Students 4-12	0.00	\$767.93	\$0
Special Students 4-12 Basic	0.00	\$1,828.41	\$0
Special Students 4-12 Intense	0.00	\$2,559.77	\$0
Special Students 4-12 Complex	0.00	\$5,907.17	\$0
	0.00		\$0

<u>36 Indian River</u>	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$2,749.13	\$0
Regular Students 4-12	0.00	\$2,226.80	\$0
Special Students 4-12 Basic	0.00	\$5,301.89	\$0
Special Students 4-12 Intense	0.00	\$7,422.65	\$0
Special Students 4-12 Complex	0.00	\$17,129.19	\$0
	0.00		\$0

<u>15 Lake Forest</u>	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$855.04	\$0
Regular Students 4-12	11.00	\$692.58	\$7,618
Special Students 4-12 Basic	2.00	\$1,649.01	\$3,298
Special Students 4-12 Intense	0.00	\$2,308.61	\$0
Special Students 4-12 Complex	0.00	\$5,327.56	\$0
Totals	13.00		\$10,916

<u>16 Laurel</u>	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$1,131.09	\$0
Regular Students 4-12	0.00	\$916.84	\$0
Special Students 4-12 Basic	0.00	\$2,182.96	\$0
Special Students 4-12 Intense	0.00	\$3,056.14	\$0
Special Students 4-12 Complex	0.00	\$7,052.63	\$0
	0.00		\$0

<u>18 Milford</u>	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$866.64	\$0
Regular Students 4-12	11.00	\$701.98	\$7,722
Special Students 4-12 Basic	2.00	\$1,671.37	\$3,343
Special Students 4-12 Intense	0.00	\$2,339.92	\$0
Special Students 4-12 Complex	0.00	\$5,399.81	\$0
	13.00		\$11,065

<u>32 Red Clay</u>	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$3,669.41	\$0
Regular Students 4-12	0.00	\$2,972.22	\$0
Special Students 4-12 Basic	0.00	\$7,076.72	\$0
Special Students 4-12 Intense	0.00	\$9,907.41	\$0
Special Students 4-12 Complex	0.00	\$22,863.26	\$0
Totals	0.00		\$0

<u>23 Seaford</u>	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$999.41	\$0
Regular Students 4-12	0.00	\$809.52	\$0
Special Students 4-12 Basic	0.00	\$1,927.43	\$0
Special Students 4-12 Intense	0.00	\$2,698.41	\$0
Special Students 4-12 Complex	0.00	\$6,227.09	\$0
	0.00		\$0

<u>24 Smyrna</u>	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$759.44	\$0
Regular Students 4-12	212.00	\$615.15	\$130,412
Special Students 4-12 Basic	29.00	\$1,464.63	\$42,474
Special Students 4-12 Intense	0.00	\$2,050.48	\$0
Special Students 4-12 Complex	0.00	\$4,731.89	\$0
	241.00		\$172,886

<u>35 Woodbridge</u>	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$976.62	\$0
Regular Students 4-12	0.00	\$791.06	\$0
Special Students 4-12 Basic	0.00	\$1,883.48	\$0
Special Students 4-12 Intense	0.00	\$2,636.88	\$0
Special Students 4-12 Complex	0.00	\$6,085.10	\$0
Totals	0.00		\$0

Charter School Revenue Calculation - Estimate
State Funding

Student Total: 450
Regular: 394
Special: 56

Location

Districts:

Appoquinimink	82	Christina	0	Laurel	0
Brandywine	0	Colonial	0	Milford	13
Caesar Rodney	36	Delmar	0	Red Clay	0
Cape Henlopen	0	Indian River	0	Seaford	0
Capital	65	Lake Forest	13	Smyrna	241
				Woodbridge	0

Transportation Eligible Students:	338		
Regular/Special K-3	0.00	Unit size Regular/Special K-3 students =	16.2
Regular Students 4-12	394.00	Unit size Regular Students 4-12 =	20
Special Students 4-12 Basic	56.00	Unit size Special Students 4-12 Basic =	8.4
Special Students 4-12 Intense	0.00	Unit size Special Students 4-12 Intense =	6
Special Students 4-12 Complex	0.00	Unit Size Special Students 4-12 Complex =	2.6

# of Div I Units Generated =	26.37	\$30,894	\$814,568
Administrative Assistant =	1.00	\$50,290	\$50,290
Percentage 11 Month Supervisor =	0.18	\$59,411	\$10,694
Percentage Transportation Supervisor =	0.05	\$59,411	\$2,971
Principal =	1.00	\$60,849	\$60,849
Assistant Principal =	0.65	\$55,189	\$35,873
Percentage Visiting Teacher =	0.11	\$42,544	\$4,680
Percentage Driver Education Teacher =	1.00	\$37,468	\$37,468
Nurse =	0.20	\$40,315	\$7,972
Academic Excellence Units =	1.80	\$37,483	\$67,469
Related Services Specialist K-3, 4-12 Reg, Basic 4-12	0.46	\$42,890	\$19,840
Related Services Specialist Intensive	0.00	\$42,890	\$0
Related Services Specialist Complex	0.00	\$42,890	\$0
Clerical Units =	2.00	\$28,368	\$56,736
Custodial Units =	3.00	\$23,401	\$70,203
Cafeteria Manager =	0.00	\$26,491	\$0
Cafeteria Worker =	0.00	\$16,835	\$0

Total Staffing = 37.82
Total Staffing For Health Insurance = 37.82

Total Salary Costs			\$1,239,613
OEC Rate		29.85%	\$370,024
Health Insurance Per FTE		\$10,926	\$413,188

Subtotal Personnel Revenue	\$2,022,825
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Other State Sources (based on Latest Available Values).

Professional & Curriculum Development =		\$	-
Division II Units (No Vocational Courses) =	26.37		
Division II - All Other Costs - Current Unit Value =	\$ 2,955	\$	77,914
Division II - Energy - Current Unit Value =	\$ 2,435	\$	64,203
Division III - Equalization - Unit Value =	\$ 18,309	\$	482,755
Academic Excellence Division III =		\$	32,957
MCI/Annual Maintenance =		\$	25,394
LEP =		\$	-
Student Transportation Amount =		\$	284,799

Subtotal Other Sources	\$968,021
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Grand Total State Sources	\$2,990,846
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Transportation

County	Vo Tech		FY 12 Transp P/Pupil (70%)
New Castle	NCCVT	\$	830.00
Kent	Polytech	\$	785.00
Sussex	SCVT	\$	915.00

Final FY 2012 Div I Salary

Academy of Dover	\$33,250
Campus Community	\$35,596
DCPA	\$29,022
East Side	\$34,862
Edison	\$31,262
FFA	\$32,380
Kuumba Academy	\$32,292
MOT	\$34,981
Newark Charter	\$38,017
Positive Outcomes	\$36,594
Prestige	\$29,509
Providence Creek	\$30,993
Moyer Academy	\$31,804
Odyssey	\$33,838
Pencader	\$32,699
Sussex Academy	\$43,872
Delaware Military Academy	\$35,831
Wilmington Charter	\$41,075
Total Charter Average	\$34,327

FY 12 Equalization

Appoquinimink	\$15,602
Brandywine	\$6,465
Caesar Rodney	\$19,861
Cape Henlopen	\$1,225
Capital	\$14,796
Christina	\$6,465
Colonial	\$6,465
Delmar	\$20,617
Indian River	\$1,483
Lake Forest	\$20,756
Laurel	\$16,546
Milford	\$17,461
Red Clay	\$6,465
Seaford	\$16,969
Smyrna	\$19,860
Woodbridge	\$16,744

MCI avg. amt. p/pupil
(for 1st year schools only)

FY 07
\$56.43

Total Receivables from all School Districts

Charter School	Total Enrollment	Total Receivables	35% Pre-Load
Providence Creek Academy Charter School	688	\$677,006.82	\$236,952.39

Smyrna Scenario

Breakdown of Expected Receivables by School District

District Code	District Name	Students Enrolled from District	Receivable from District	35% Pre-Load											
						300	3%	480	3%	660	3%	690	3%	720	3%
29	Appoquinimink School District	86	\$132,236.08	\$46,282.63	18.0%	54	1.62	86.4	2.592	118.8	3.564	124.2	3.726	129.6	3.888
10	Caesar Rodney School District	24	\$18,328.62	\$6,415.02	8.5%	25.5	0.765	40.8	1.224	56.1	1.683	58.65	1.7595	61.2	1.836
13	Capital School District	230	\$262,267.19	\$91,793.52	15.0%	45	1.35	72	2.16	99	2.97	103.5	3.105	108	3.24
15	Lake Forest School District	4	\$3,889.21	\$1,361.22	3.0%	9	0.27	14.4	0.432	19.8	0.594	20.7	0.621	21.6	0.648
18	Milford School District	2	\$1,733.27	\$606.65	2.5%	7.5	0.225	12	0.36	16.5	0.495	17.25	0.5175	18	0.54
24	Smyrna School District	332	\$233,277.81	\$81,647.23	53.0%	159	4.77	254.4	7.632	349.8	10.494	365.7	10.971	381.6	11.448
					100.0%	300	9	480	14.4	660	19.8	690	20.7	720	21.6

Dover Scenario

Breakdown of Expected Receivables by School District

District Code	District Name	Students Enrolled from District	Receivable from District	35% Pre-Load											
						300	3%	480	3%	660	3%	690	3%	720	3%
29	Appoquinimink School District	86	\$132,236.08	\$46,282.63	7.0%	21	0.63	33.6	1.008	46.2	1.386	48.3	1.449	50.4	1.512
10	Caesar Rodney School District	24	\$18,328.62	\$6,415.02	35.0%	105	3.15	168	5.04	231	6.93	241.5	7.245	252	7.56
13	Capital School District	230	\$262,267.19	\$91,793.52	15.0%	45	1.35	72	2.16	99	2.97	103.5	3.105	108	3.24
15	Lake Forest School District	4	\$3,889.21	\$1,361.22	20.0%	60	1.8	96	2.88	132	3.96	138	4.14	144	4.32
18	Milford School District	2	\$1,733.27	\$606.65	15.0%	45	1.35	72	2.16	99	2.97	103.5	3.105	108	3.24
24	Smyrna School District	332	\$233,277.81	\$81,647.23	8.0%	24	0.72	38.4	1.152	52.8	1.584	55.2	1.656	57.6	1.728
					100.0%	300	9	480	14.4	660	19.8	690	20.7	720	21.6

New Charter School Estimated State and Local Fund Calculations**Disclaimer:** The following estimates will vary from actuals and do not account for any extenuating circumstances.**--State earnings are detailed on the New Charter State Template Tab below.**

Please enter the following information:

Specify grade configuration for the year of estimate

9-12

(Example k-8, 9-12)

Specify the county the school will be located

Kent

Choices New Castle, Kent or Sussex

Enter the number of students in the red cells below by school district and student type and the estimated funds will calculate below.

Enter the number of tenth graders in the box in cell location J:11

State Funding	Local Funding	Total Funding
\$3,296,773	\$483,670	\$3,780,443

UNITS	29.35
-------	-------

Enter Estimated # of 10th Graders Here

180

	#students per unit
Regular/Special K-3	16.2
Regular Students 4-12	20
Special Students 4-12 Basic	8.4
Special Students 4-12 Intense	6
Special Students 4-12 Complex	2.6

29 Apopquinimink	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$1,737.69	\$0
Regular Students 4-12	79.00	\$1,407.53	\$111,195
Special Students 4-12 Basic	11.00	\$3,351.27	\$36,864
Special Students 4-12 Intense	0.00	\$4,691.78	\$0
Special Students 4-12 Complex	0.00	\$10,827.17	\$0
Totals	90.00		\$148,059

31 Brandywine	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$4,232.28	\$0
Regular Students 4-12	0.00	\$3,428.15	\$0
Special Students 4-12 Basic	0.00	\$8,162.26	\$0
Special Students 4-12 Intense	0.00	\$11,427.16	\$0
Special Students 4-12 Complex	0.00	\$26,370.37	\$0
	0.00		\$0

10 Caesar Rodney	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$837.36	\$0
Regular Students 4-12	35.00	\$678.26	\$23,739
Special Students 4-12 Basic	5.00	\$1,614.91	\$8,075
Special Students 4-12 Intense	0.00	\$2,260.87	\$0
Special Students 4-12 Complex	0.00	\$5,217.40	\$0
	40.00		\$31,814

17 Cape Henlopen	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$2,809.30	\$0
Regular Students 4-12	0.00	\$2,275.54	\$0
Special Students 4-12 Basic	0.00	\$5,417.94	\$0
Special Students 4-12 Intense	0.00	\$7,585.12	\$0
Special Students 4-12 Complex	0.00	\$17,504.13	\$0
Totals	0.00		\$0

13 Capital	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$1,223.04	\$0
Regular Students 4-12	65.00	\$990.66	\$64,393
Special Students 4-12 Basic	10.00	\$2,358.72	\$23,587
Special Students 4-12 Intense	0.00	\$3,302.21	\$0
Special Students 4-12 Complex	0.00	\$7,620.49	\$0
	75.00		\$87,980

33 Christina	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$3,047.68	\$0
Regular Students 4-12	0.00	\$2,468.62	\$0
Special Students 4-12 Basic	0.00	\$5,877.67	\$0
Special Students 4-12 Intense	0.00	\$8,228.73	\$0
Special Students 4-12 Complex	0.00	\$18,989.39	\$0
	0.00		\$0

34 Colonial	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$2,526.83	\$0
Regular Students 4-12	0.00	\$2,046.73	\$0
Special Students 4-12 Basic	0.00	\$4,873.17	\$0
Special Students 4-12 Intense	0.00	\$6,822.44	\$0
Special Students 4-12 Complex	0.00	\$15,744.08	\$0
Totals	0.00		\$0

37 Delmar	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$948.06	\$0
Regular Students 4-12	0.00	\$767.93	\$0
Special Students 4-12 Basic	0.00	\$1,828.41	\$0
Special Students 4-12 Intense	0.00	\$2,559.77	\$0
Special Students 4-12 Complex	0.00	\$5,907.17	\$0
	0.00		\$0

36 Indian River	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$2,749.13	\$0
Regular Students 4-12	0.00	\$2,226.80	\$0
Special Students 4-12 Basic	0.00	\$5,301.89	\$0
Special Students 4-12 Intense	0.00	\$7,422.65	\$0
Special Students 4-12 Complex	0.00	\$17,129.19	\$0
	0.00		\$0

15 Lake Forest	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$855.04	\$0
Regular Students 4-12	13.00	\$692.58	\$9,004
Special Students 4-12 Basic	2.00	\$1,649.01	\$3,298
Special Students 4-12 Intense	0.00	\$2,308.61	\$0
Special Students 4-12 Complex	0.00	\$5,327.56	\$0
Totals	15.00		\$12,302

16 Laurel	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$1,131.09	\$0
Regular Students 4-12	0.00	\$916.84	\$0
Special Students 4-12 Basic	0.00	\$2,182.96	\$0
Special Students 4-12 Intense	0.00	\$3,056.14	\$0
Special Students 4-12 Complex	0.00	\$7,052.63	\$0
	0.00		\$0

18 Milford	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$866.64	\$0
Regular Students 4-12	13.00	\$701.98	\$9,126
Special Students 4-12 Basic	2.00	\$1,671.37	\$3,343
Special Students 4-12 Intense	0.00	\$2,339.92	\$0
Special Students 4-12 Complex	0.00	\$5,399.81	\$0
	15.00		\$12,468

32 Red Clay	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$3,669.41	\$0
Regular Students 4-12	0.00	\$2,972.22	\$0
Special Students 4-12 Basic	0.00	\$7,076.72	\$0
Special Students 4-12 Intense	0.00	\$9,907.41	\$0
Special Students 4-12 Complex	0.00	\$22,863.26	\$0
Totals	0.00		\$0

23 Seaford	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$999.41	\$0
Regular Students 4-12	0.00	\$809.52	\$0
Special Students 4-12 Basic	0.00	\$1,927.43	\$0
Special Students 4-12 Intense	0.00	\$2,698.41	\$0
Special Students 4-12 Complex	0.00	\$6,227.09	\$0
	0.00		\$0

24 Smyrna	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$759.44	\$0
Regular Students 4-12	232.00	\$615.15	\$142,715
Special Students 4-12 Basic	33.00	\$1,464.63	\$48,333
Special Students 4-12 Intense	0.00	\$2,050.48	\$0
Special Students 4-12 Complex	0.00	\$4,731.89	\$0
	265.00		\$191,048

35 Woodbridge	#	Local Pupil Rate	Amount
Regular/Special K-3	0.00	\$976.62	\$0
Regular Students 4-12	0.00	\$791.06	\$0
Special Students 4-12 Basic	0.00	\$1,883.48	\$0
Special Students 4-12 Intense	0.00	\$2,636.88	\$0
Special Students 4-12 Complex	0.00	\$6,085.10	\$0
Totals	0.00		\$0

Charter School Revenue Calculation - Estimate
State Funding

Student Total: 500
Regular: 437
Special: 63

Location

Districts:

Appoquinimink	90	Christina	0	Laurel	0
Brandywine	0	Colonial	0	Milford	15
Caesar Rodney	40	Delmar	0	Red Clay	0
Cape Henlopen	0	Indian River	0	Seaford	0
Capital	75	Lake Forest	15	Smyrna	265
				Woodbridge	0

Transportation Eligible Students:	375		
Regular/Special K-3	0.00	Unit size Regular/Special K-3 students =	16.2
Regular Students 4-12	437.00	Unit size Regular Students 4-12 =	20
Special Students 4-12 Basic	63.00	Unit size Special Students 4-12 Basic =	8.4
Special Students 4-12 Intense	0.00	Unit size Special Students 4-12 Intense =	6
Special Students 4-12 Complex	0.00	Unit Size Special Students 4-12 Complex =	2.6

# of Div I Units Generated =	29.35	\$30,894	\$906,734
Administrative Assistant =	1.00	\$50,290	\$50,290
Percentage 11 Month Supervisor =	0.20	\$59,411	\$11,882
Percentage Transportation Supervisor =	0.05	\$59,411	\$2,971
Principal =	1.00	\$60,849	\$60,849
Assistant Principal =	0.65	\$55,189	\$35,873
Percentage Visiting Teacher =	0.12	\$42,544	\$5,105
Percentage Driver Education Teacher =	1.44	\$37,468	\$53,954
Nurse =	0.22	\$40,315	\$8,874
Academic Excellence Units =	2.00	\$37,483	\$74,966
Related Services Specialist K-3, 4-12 Reg, Basic 4-12	0.51	\$42,890	\$22,085
Related Services Specialist Intensive	0.00	\$42,890	\$0
Related Services Specialist Complex	0.00	\$42,890	\$0
Clerical Units =	2.00	\$28,368	\$56,736
Custodial Units =	3.00	\$23,401	\$70,203
Cafeteria Manager =	0.00	\$26,491	\$0
Cafeteria Worker =	0.00	\$16,835	\$0

Total Staffing = 41.55
Total Staffing For Health Insurance = 41.55

Total Salary Costs		\$1,360,522
OEC Rate	29.85%	\$406,116
Health Insurance Per FTE	\$10,926	\$453,921

Subtotal Personnel Revenue	\$2,220,559
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Other State Sources (based on Latest Available Values).

Professional & Curriculum Development =		\$	-
Division II Units (No Vocational Courses) =	29.35		
Division II - All Other Costs - Current Unit Value =	\$ 2,955	\$	86,729
Division II - Energy - Current Unit Value =	\$ 2,435	\$	71,467
Division III - Equalization - Unit Value =	\$ 18,289	\$	536,781
Academic Excellence Division III =		\$	36,578
MCI/Annual Maintenance =		\$	28,215
LEP =		\$	-
Student Transportation Amount =		\$	316,444

Subtotal Other Sources	\$1,076,214
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Grand Total State Sources	\$3,296,773
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Transportation

County	Vo Tech		FY 12 Transp P/Pupil (70%)
New Castle	NCCVT	\$	830.00
Kent	Polytech	\$	785.00
Sussex	SCVT	\$	915.00

Final FY 2012 Div I Salary

Academy of Dover	\$33,250
Campus Community	\$35,596
DCPA	\$29,022
East Side	\$34,862
Edison	\$31,262
FFA	\$32,380
Kuumba Academy	\$32,292
MOT	\$34,981
Newark Charter	\$38,017
Positive Outcomes	\$36,594
Prestige	\$29,509
Providence Creek	\$30,993
Moyer Academy	\$31,804
Odyssey	\$33,838
Pencader	\$32,699
Sussex Academy	\$43,872
Delaware Military Academy	\$35,831
Wilmington Charter	\$41,075
Total Charter Average	\$34,327

FY 12 Equalization

Appoquinimink	\$15,602
Brandywine	\$6,465
Caesar Rodney	\$19,861
Cape Henlopen	\$1,225
Capital	\$14,796
Christina	\$6,465
Colonial	\$6,465
Delmar	\$20,617
Indian River	\$1,483
Lake Forest	\$20,756
Laurel	\$16,546
Milford	\$17,461
Red Clay	\$6,465
Seaford	\$16,969
Smyrna	\$19,860
Woodbridge	\$16,744

MCI avg. amt. p/pupil
(for 1st year schools only)

FY 07
\$56.43

Total Receivables from all School Districts

Charter School	Total Enrollment	Total Receivables	35% Pre-Load
Providence Creek Academy Charter School	688	\$677,006.82	\$236,952.39

Smyrna Scenario

Breakdown of Expected Receivables by School District

Breakdown of Expected Receivables by School District					Year 1	Spec Ed	Year 2	Spec Ed	Year 3	Spec Ed	Year 4	Spec Ed	Year 5	Spec Ed	
District Code	District Name	Students Enrolled from District	Receivable from District	35% Pre-Load											
						300	3%	480	3%	660	3%	690	3%	720	3%
29	Appoquinimink School District	86	\$132,236.08	\$46,282.63	18.0%	54	1.62	86.4	2.592	118.8	3.564	124.2	3.726	129.6	3.888
10	Caesar Rodney School District	24	\$18,328.62	\$6,415.02	8.5%	25.5	0.765	40.8	1.224	56.1	1.683	58.65	1.7595	61.2	1.836
13	Capital School District	230	\$262,267.19	\$91,793.52	15.0%	45	1.35	72	2.16	99	2.97	103.5	3.105	108	3.24
15	Lake Forest School District	4	\$3,889.21	\$1,361.22	3.0%	9	0.27	14.4	0.432	19.8	0.594	20.7	0.621	21.6	0.648
18	Milford School District	2	\$1,733.27	\$606.65	2.5%	7.5	0.225	12	0.36	16.5	0.495	17.25	0.5175	18	0.54
24	Smyrna School District	332	\$233,277.81	\$81,647.23	53.0%	159	4.77	254.4	7.632	349.8	10.494	365.7	10.971	381.6	11.448
					100.0%	300	9	480	14.4	660	19.8	690	20.7	720	21.6

Dover Scenario

Breakdown of Expected Receivables by School District

Breakdown of Expected Receivables by School District					Year 1	Year 2		Year 3		Year 4		Year 5			
District Code	District Name	Students Enrolled from District	Receivable from District	35% Pre-Load		300	3%	480	3%	660	3%	690	3%	720	3%
29	Appoquinimink School District	86	\$132,236.08	\$46,282.63	7.0%	21	0.63	33.6	1.008	46.2	1.386	48.3	1.449	50.4	1.512
10	Caesar Rodney School District	24	\$18,328.62	\$6,415.02	35.0%	105	3.15	168	5.04	231	6.93	241.5	7.245	252	7.56
13	Capital School District	230	\$262,267.19	\$91,793.52	15.0%	45	1.35	72	2.16	99	2.97	103.5	3.105	108	3.24
15	Lake Forest School District	4	\$3,889.21	\$1,361.22	20.0%	60	1.8	96	2.88	132	3.96	138	4.14	144	4.32
18	Milford School District	2	\$1,733.27	\$606.65	15.0%	45	1.35	72	2.16	99	2.97	103.5	3.105	108	3.24
24	Smyrna School District	332	\$233,277.81	\$81,647.23	8.0%	24	0.72	38.4	1.152	52.8	1.584	55.2	1.656	57.6	1.728
					100.0%	300	9	480	14.4	660	19.8	690	20.7	720	21.6

Charter School Application Budget Worksheet										
State Local & Loan Revenue										
		YEAR 0		YEAR 1		YEAR 2		YEAR 3		YEAR 4
1	State Appropriations	\$0		\$1,380,874		\$2,194,330		\$2,990,846		\$3,296,773
2	School District Local Fund Transfers	\$0		\$190,170		\$312,782		\$434,160		\$483,670
3	Prior Year Carryover Funds	\$0		\$0		\$0		\$149,445		\$366,278
STATE LOCAL & LOANS REVENUE		\$0		\$1,571,044		\$2,507,113		\$3,574,451		\$4,146,721
State Local & Loans Expenses										
		YEAR 0		YEAR 1		YEAR 2		YEAR 3		YEAR 4
Personnel Salaries / Other Employer Costs										
			FTE		FTE		FTE		FTE	
4	Classroom Teachers	\$0	0.00	\$281,215	7.50	\$465,993	11.50	\$594,411	14.00	\$582,234
5	Special Education Teachers	\$0	0.00	\$44,549	1.00	\$136,321	3.00	\$231,746	5.00	\$236,381
6	Special Teachers (phys Ed, Art, Music)	\$0	0.00	\$66,824	1.50	\$66,824	1.50	\$89,099	2.00	\$200,472
7	Counselors	\$0	0.00	\$38,524	1.00	\$38,524	1.00	\$39,295	1.00	\$40,081
8	Principal/Administrative	\$0	0.00	\$90,000	1.00	\$91,800	1.00	\$93,636	1.00	\$191,017
9	Nurse	\$0	0.00	\$33,030	1.00	\$33,691	1.00	\$39,294	1.00	\$40,080
10	Clerical	\$0	0.00	\$20,070	1.00	\$20,471	1.00	\$41,160	2.00	\$41,983
11	Athletic Director / Coaches	\$0	0.00	\$19,000	0.00	\$19,000	0.00	\$19,000	0.00	\$23,000
12	Custodial	\$0	0.00	\$20,970	1.00	\$20,970	1.00	\$20,970	1.00	\$31,874
13	Cafeteria	\$0	0.00	\$10,485	0.50	\$10,695	0.50	\$10,909	0.50	\$11,127
14	Substitutes	\$0	0.00	\$3,000	0.00	\$4,800	0.00	\$6,300	0.00	\$6,750
15	IT Consulting	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0
Other Employer Costs (29.85 % of Salaries)		\$0		\$177,662		\$261,066		\$343,159		\$407,191
17	Health Insurance	\$0		\$163,890		\$229,446		\$295,002		\$327,780
18	Other Benefits	\$0		\$0		\$0		\$0		\$0
SUBTOTAL SALARIES / OTHER EMPLOYER COSTS		\$0	0.00	\$969,219	15.50	\$1,399,601	21.50	\$1,823,981	27.50	\$2,139,970
Student Support										
19	Transportation	\$0		\$126,578		\$205,688		\$284,799		\$316,444
20	Extra Curricular Transportation	\$0		\$0		\$0		\$0		\$0
21	Cafeteria	\$0		\$0		\$0		\$0		\$0
22	Extra Curricular	\$0		\$0		\$0		\$0		\$0
23	Supplies and Materials	\$0		\$0		\$13,000		\$18,000		\$20,000
24	Textbooks	\$0		\$0		\$28,128		\$35,750		\$20,965
25	Curriculum	\$0		\$0		\$0		\$0		\$0
26	Professional Development	\$0		\$0		\$8,000		\$13,000		\$17,500
27	Assessments	\$0		\$4,350		\$4,875		\$6,750		\$7,500
28	Other Educational Program	\$0		\$0		\$0		\$0		\$0
29	Therapists (Occupational, Speech)	\$0		\$18,897		\$60,000		\$84,000		\$94,500
30	Classroom Technology	\$0		\$0		\$0		\$0		\$39,750
31	School Climate	\$0		\$0		\$0		\$0		\$0
32	Computers	\$0		\$0		\$0		\$0		\$0
33	Contracted Services	\$0		\$42,000		\$60,000		\$60,500		\$61,000
34	Other	\$0		\$0		\$0		\$0		\$0
SUBTOTAL STUDENT SUPPORT		\$0		\$191,825		\$379,691		\$502,799		\$577,659
Operations and Maintenance of Facilities										
35	Insurance (Property/Liability)	\$0		\$26,000		\$26,000		\$26,000		\$26,000
36	Rent	\$0		\$0		\$0		\$0		\$0
37	Mortgage	\$0		\$275,000		\$275,000		\$275,000		\$275,000
38	Utilities	\$0		\$75,000		\$115,000		\$115,000		\$115,000
39	Maintenance	\$0		\$30,000		\$48,750		\$67,500		\$75,000
40	Telephone/Communications	\$0		\$4,000		\$6,500		\$9,000		\$10,000
41	Construction	\$0		\$0		\$0		\$0		\$0
42	Renovation	\$0		\$0		\$0		\$0		\$0
43	Maintenance Contracts	\$0		\$0		\$40,000		\$80,000		\$80,000
SUBTOTAL OPERATIONS AND MAINTENANCE OF FACILITIES		\$0		\$410,000		\$511,250		\$572,500		\$581,000
Administrative/Operations Support										
44	Equipment Lease/Maintenance	\$0		\$0		\$7,500		\$10,000		\$12,500
45	Equipment Purchase	\$0		\$0		\$0		\$0		\$0
46	Supplies and Materials	\$0		\$0		\$3,250		\$4,500		\$5,000
47	Printing and Copying	\$0		\$0		\$9,750		\$13,500		\$15,000
48	Postage and Shipping	\$0		\$0		\$1,625		\$2,250		\$2,500
49	Enrollment / Recruitment	\$0		\$0		\$5,000		\$4,000		\$0
50	Staffing (recruitment and assessment	\$0		\$0		\$0		\$0		\$0
51	Technology Plan	\$0		\$0		\$0		\$0		\$0
52	Other	\$0		\$0		\$0		\$0		\$0
SUBTOTAL ADMINISTRATIVE/OPERATIONS SUPPORT		\$0		\$0		\$27,125		\$34,250		\$35,000

	Management Company							
53	Fees	\$0	\$0	\$0	\$229,643	\$332,373		
54	Salaries/Other Employee Costs	\$0	\$0	\$0	\$0	\$0		
55	Curriculum	\$0	\$0	\$0	\$0	\$0		
56	Accounting and Payroll	\$0	\$0	\$0	\$0	\$0		
57	Other	\$0	\$0	\$40,000	\$45,000	\$50,000		
	SUBTOTAL MANAGEMENT COMPANY	\$0	\$0	\$40,000	\$274,643	\$382,373		
	STATE LOCAL & LOANS EXPENDITURES	\$0	\$1,571,043	\$2,357,668	\$3,208,173	\$3,716,002		
58	# Students	0	200	325	450	500		
	REVENUE LESS EXPENDITURES	\$0	\$0	\$149,445	\$366,278	\$430,719		
	2 % CONTINGENCY CHECK	\$0.00	\$31,420.87	\$50,142.26	\$71,489.02	\$82,934.42		

Charter School Application Budget Worksheet										Page 1
Federal Funds										
	YEAR 0	YEAR 1	YEAR 2	YEAR 3	YEAR 4					
1	Federal Start Up Grant Funds	\$0	\$0	\$0	\$0	\$0				
2	Entitlement Funding	\$0	\$80,000	\$80,000	\$130,000	\$180,000				
3	Other Federal Grants	\$0	\$0	\$0	\$0	\$0				
FEDERAL REVENUE		\$0	\$80,000	\$80,000	\$130,000	\$180,000				
Federal Expenses										
	YEAR 0	YEAR 1	YEAR 2	YEAR 3	YEAR 4					
Personnel Salaries / Other Employer Costs		FTE	FTE	FTE	FTE	FTE				
4	Classroom Teachers	\$0 0.00	\$0 0.00	\$0 0.00	\$35,783 1.00	\$66,091 2.00				
5	Special Education Teachers	\$0 0.00	\$44,549 1.00	\$45,440 1.00	\$46,349 1.00	\$47,276 1.00				
6	Special Teachers (phys Ed, Art, Music)	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00				
7	Counselors	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00				
8	Principal/Administrative	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00				
9	Nurse	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00				
10	Clerical	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00				
11	Custodial	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00				
12	Substitutes	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00				
13	Other	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00				
14	Other Employer Costs (29.85 % of Salaries)	\$0	\$13,298	\$13,564	\$24,516	\$33,840				
15	Health Insurance	\$0	\$10,926	\$10,926	\$21,852	\$32,793				
16	Other Benefits	\$0	\$0	\$0	\$0	\$0				
SUBTOTAL SALARIES / OTHER EMPLOYER COSTS		\$0 0.00	\$68,773 1.00	\$69,930 1.00	\$128,500 2.00	\$180,000 3.00				
Student Support										
17	Transportation	\$0	\$0	\$0	\$0	\$0				
18	Extra Curricular Transportation	\$0	\$0	\$0	\$0	\$0				
19	Cafeteria	\$0	\$0	\$0	\$0	\$0				
20	Extra Curricular	\$0	\$0	\$0	\$0	\$0				
21	Supplies and Materials	\$0	\$0	\$0	\$0	\$0				
22	Textbooks	\$0	\$0	\$0	\$0	\$0				
23	Curriculum	\$0	\$0	\$0	\$0	\$0				
24	Professional Development	\$0	\$5,000	\$5,000	\$1,500	\$0				
25	Assessments	\$0	\$0	\$0	\$0	\$0				
26	Other Educational Program	\$0	\$0	\$0	\$0	\$0				
27	Therapists (Occupational, Speech)	\$0	\$6,227	\$5,070	\$0	\$0				
28	Classroom Technology	\$0	\$0	\$0	\$0	\$0				
29	School Climate	\$0	\$0	\$0	\$0	\$0				
30	Computers	\$0	\$0	\$0	\$0	\$0				
31	Contracted Services	\$0	\$0	\$0	\$0	\$0				
32	Other	\$0	\$0	\$0	\$0	\$0				
SUBTOTAL STUDENT SUPPORT		\$0	\$11,227	\$10,070	\$1,500	\$0				
Operations and Maintenance of Facilities										
33	Insurance (Property/Liability)	\$0	\$0	\$0	\$0	\$0				
34	Rent	\$0	\$0	\$0	\$0	\$0				
35	Mortgage	\$0	\$0	\$0	\$0	\$0				
36	Utilities	\$0	\$0	\$0	\$0	\$0				
37	Maintenance	\$0	\$0	\$0	\$0	\$0				
38	Telephone/Communications	\$0	\$0	\$0	\$0	\$0				
39	Construction	\$0	\$0	\$0	\$0	\$0				
40	Renovation	\$0	\$0	\$0	\$0	\$0				
41	Other	\$0	\$0	\$0	\$0	\$0				
SUBTOTAL OPERATIONS AND MAINTENANCE OF FACILITIES		\$0	\$0	\$0	\$0	\$0				
Administrative/Operations Support										
42	Equipment Lease/Maintenance	\$0	\$0	\$0	\$0	\$0				
43	Equipment Purchase	\$0	\$0	\$0	\$0	\$0				
44	Supplies and Materials	\$0	\$0	\$0	\$0	\$0				
45	Printing and Copying	\$0	\$0	\$0	\$0	\$0				
46	Postage and Shipping	\$0	\$0	\$0	\$0	\$0				
47	Enrollment / Recruitment	\$0	\$0	\$0	\$0	\$0				
48	Staffing (recruitment and assessment)	\$0	\$0	\$0	\$0	\$0				
49	Technology Plan	\$0	\$0	\$0	\$0	\$0				
50	Other	\$0	\$0	\$0	\$0	\$0				
SUBTOTAL ADMINISTRATIVE/OPERATIONS SUPPORT		\$0	\$0	\$0	\$0	\$0				
Management Company										
51	Fees	\$0	\$0	\$0	\$0	\$0				
52	Salaries/Other Employee Costs	\$0	\$0	\$0	\$0	\$0				
53	Curriculum	\$0	\$0	\$0	\$0	\$0				
54	Accounting and Payroll	\$0	\$0	\$0	\$0	\$0				
55	Other	\$0	\$0	\$0	\$0	\$0				
SUBTOTAL MANAGEMENT COMPANY		\$0	\$0	\$0	\$0	\$0				
Federal EXPENDITURES		\$0	\$80,000	\$80,000	\$130,000	\$180,000				
56	# Students	0	200	325	450	500				
REVENUE LESS EXPENDITURES		\$0	(\$0)	\$0	(\$0)	(\$0)				

Charter School Application Budget Worksheet										Page 1
Other Funds										
	YEAR 0	YEAR 1	YEAR 2	YEAR 3	YEAR 4					
1 Non Profit Grants	\$0	\$0	\$0	\$0	\$0					
2 Foundation Funds	\$350,000	\$125,000	\$0	\$0	\$0					
3 Donations	\$0	\$67,821	\$2,458	\$162,398	\$0					
4 Construction / Bank Loans	\$0	\$450,000	\$550,000		\$0					
5 Cafeteria Funds	\$0	\$148,800	\$241,800	\$334,800	\$372,000					
OTHER REVENUE	\$350,000	\$791,621	\$794,258	\$497,198	\$372,000					
Other Expenses										
	YEAR 0	YEAR 1	YEAR 2	YEAR 3	YEAR 4					
Personnel Salaries / Other Employer Costs						FTE	FTE	FTE	FTE	
6 Classroom Teachers	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00					
7 Special Education Teachers	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00					
8 Special Teachers (phys Ed, Art, Music)	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00					
9 Counselors	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00					
10 Principal/Administrative	\$90,000 0.00	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00					
11 Nurse	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00					
12 Clerical	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00					
13 Custodial	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00					
14 Substitutes	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00					
15 Other	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00					
16 Other Employer Costs (29.85 % of Salaries)	\$0	\$0	\$0	\$0	\$0					
17 Health Insurance	\$0	\$0	\$0	\$0	\$0					
18 Other Benefits	\$0	\$0	\$0	\$0	\$0					
SUBTOTAL SALARIES / OTHER EMPLOYER COSTS	\$90,000 0.00	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00					
Student Support										
19 Transportation	\$0	\$0	\$0	\$0	\$0					
20 Extra Curricular Transportation	\$0	\$0	\$0	\$0	\$0					
21 Cafeteria	\$0	\$148,800	\$241,800	\$334,800	\$372,000					
22 Extra Curricular	\$0	\$0	\$0	\$0	\$0					
23 Supplies and Materials	\$0	\$8,000	\$0	\$0	\$0					
24 Textbooks	\$0	\$35,290	\$0	\$0	\$0					
25 Curriculum	\$0	\$0	\$0	\$0	\$0					
26 Professional Development	\$0	\$0	\$0	\$0	\$0					
27 Assessments	\$0	\$0	\$0	\$0	\$0					
28 Other Educational Program	\$0	\$0	\$0	\$0	\$0					
29 Therapists (Occupational, Speech)	\$0	\$9,376	\$0	\$0	\$0					
30 Classroom Technology	\$0	\$235,875	\$99,000	\$99,000	\$0					
31 School Climate	\$0	\$0	\$0	\$0	\$0					
32 Computers	\$0	\$0	\$0	\$0	\$0					
33 Contracted Services	\$2,000	\$0	\$0	\$0	\$0					
34 Other	\$0	\$0	\$0	\$0	\$0					
SUBTOTAL STUDENT SUPPORT	\$2,000	\$437,341	\$340,800	\$433,800	\$372,000					
Operations and Maintenance of Facilities										
35 Insurance (Property/Liability)	\$3,000	\$0	\$0	\$0	\$0					
36 Rent	\$0	\$0	\$0	\$0	\$0					
37 Mortgage	\$0	\$0	\$0	\$0	\$0					
38 Utilities	\$0	\$0	\$0	\$0	\$0					
39 Maintenance	\$0	\$0	\$0	\$0	\$0					
40 Telephone/Communications	\$0	\$0	\$0	\$0	\$0					
41 Construction	\$0	\$0	\$0	\$0	\$0					
42 Renovation	\$0	\$0	\$0	\$0	\$0					
43 Other	\$0	\$30,000	\$0	\$0	\$0					
SUBTOTAL OPERATIONS AND MAINTENANCE OF FACILITIES	\$3,000	\$30,000	\$0	\$0	\$0					
Administrative/Operations Support										
44 Equipment Lease/Maintenance	\$0	\$5,000	\$0	\$0	\$0					
45 Equipment Purchase	\$2,000	\$0	\$0	\$0	\$0					
46 Supplies and Materials	\$5,000	\$2,000	\$0	\$0	\$0					
47 Printing and Copying	\$3,000	\$6,000	\$0	\$0	\$0					
48 Postage and Shipping	\$1,500	\$1,000	\$0	\$0	\$0					
49 Enrollment / Recruitment	\$0	\$6,000	\$0	\$0	\$0					
50 Staffing (recruitment and assessment	\$0	\$0	\$0	\$0	\$0					
51 Technology Plan	\$0	\$0	\$0	\$0	\$0					
52 Other	\$0	\$0	\$0	\$0	\$0					
SUBTOTAL ADMINISTRATIVE/OPERATIONS SUPPORT	\$11,500	\$20,000	\$0	\$0	\$0					
Management Company										
53 Fees	\$175,679	\$276,822	\$291,060	\$72,774	\$0					
54 Salaries/Other Employee Costs	\$0	\$0	\$0	\$0	\$0					
55 Curriculum	\$0	\$0	\$0	\$0	\$0					
56 Accounting and Payroll	\$0	\$0	\$0	\$0	\$0					
57 Other	\$0	\$25,000	\$0	\$0	\$0					
SUBTOTAL MANAGEMENT COMPANY	\$175,679	\$301,822	\$291,060	\$72,774	\$0					
OTHER EXPENDITURES	\$282,179	\$789,163	\$631,860	\$506,574	\$372,000					
# Students	0	200	325	450	500					
REVENUE LESS EXPENDITURES	\$67,821	\$2,458	\$162,398	(\$9,376)	\$0					

Budget Narrative for **First State Military Academy**

State Funds

Line 1 – The state funds recorded in the budget were derived from the Charter School Web Site Revenue Estimates worksheet provided by DDOE.

Line 2 – The School district Local Fund Transfers amounts shown on line two were derived from the Charter School Web Site Revenue Estimates worksheet provided by DDOE.

Line 3 – Carryover funds from prior fiscal year budgets were brought forward.

Line 4 through 15, excluding line 9– The proposed site for the school is in Kent County. Therefore, the salary schedules of the Smyrna School District were used as a base for salary calculations. The salaries on all lines, except line 8, were calculated using ninety percent (90%) of the Smyrna salary schedule. Movement on the salary schedule was calculated, as was the increase in FTE's for each year the school grows.

Line 8 – The administrative salaries for the school were calculated by comparing the size of the school with other like charter schools.

Line 16 – Line 16 is automatically calculated, OECs are currently at 29.85%.

Line 17 – The amount of \$10,926, the average employer cost of State of Delaware health insurance plans. Because the amount of state share is provided by the state according to the insurance selected by the employee, this is a pass-through amount. Actual amounts will be adjusted when the school is in operation.

Line 18 – The school will offer no additional health benefits.

Line 19 – The amount indicated for transportation of students is \$843.85 per eligible student, the FY13 allowance for Kent County.

Line 20 - Extra Curricular has not been established at this point.

Line 21 – Cafeteria funding is based on the current reimbursement rates issued by the USDA.

Line 22 – Extra Curricular has not been established at this point.

Line 23 – Supplies and Materials are budgeted at \$40 per pupil.

Line 24 – Textbooks costs are based on actual amounts from vendor listings.

Line 25 – Curriculum costs are included in the CMO fees.

Line 26 – Professional Development costs are included in the CMO fees. These dollars are for travel to/from professional development opportunities that may be offsite.

Line 27 – Assessments costs are budgeted at \$15 per pupil. This also includes a one-time training fee of \$1350 in Year 1.

Line 28 – Other educational programs are not budgeted.

Line 29 – Therapists costs are estimated at \$1500 per special student per year. This estimate is based on the actual costs at comparable schools.

Line 30 – Classroom technology costs are budgeted at \$750 per individual in the building (pupils, teachers, assistants, etc.) Assumes each individual will be provided a laptop (or similar) and includes licensing fees, cost of printers for each classroom, and projectors. This also includes a one-time set-up cost of \$75,000 in Year 1 for servers and wiring.

Line 31 – School Climate costs are not budgeted as the school model does not require a separate line item.

Line 32 – Computers are budgeted as part of the classroom technology costs.

Line 33 – Contracted services are based on projected costs for student population. Contracted expenses are for auditors and legal fees.

Line 34 – Other costs have not been budgeted at this time.

Line 35 – Insurance estimate is based on information prepared by an insurance professional with experience with charter schools in Delaware.

Line 36 - There will be no rent costs in the initial charter. The Board plans to purchase a building.

Line 37 – Mortgage costs are based on estimates to purchase their facility.

Line 38 – Utilities are based on the industry standard / similar size schools.

Line 39 – Maintenance costs are budgeted at \$150 per pupil

Line 40 – Telephone/Communications are budgeted at \$20 per pupil.

Line 41 – Construction is not part of the school budget.

Line 42 – Funds for renovations are not needed.

Line 43 – Maintenance contracts to clean / maintain the interior / exterior of the building.

Line 44 – Equipment leases will include copier equipment for the school.

Line 45 – Equipment purchased for administrative use is included in the technology plan. The computer for the principle in Year 1 is included in this category.

Line 46 - Supplies and materials for administrative are budgeted at \$10 per pupil.

Line 47 – Printing and copying expenses are included in administrative and student support supplies. These costs are budgeted at \$30 per pupil.

Line 48 – Postage and shipping are budgeted at \$5 per pupil. Postage for marketing and recruitment are included in the CMO fees.

Line 49 – Expenses for enrollment and recruitment (including development of website, student recruitment materials, advertising, etc.) during the Planning Year are included in the CMO fees. The school will pick up the costs for advertising etc. for the school in Year 1 of operations.

Line 50- Expenses for staffing recruitment and assessment are included in the CMO fees.

Line 51 – Costs associated with the Technology Plan were prepared by a professional consultant. The costs are included in the classroom technology line of this budget.

Line 52 - Other costs have not been budgeted at this time.

Lines 53 – 56 – The CMO fees are for services to include things such as marketing, recruiting staff, professional development, board training, as well as back office services that will include human resources, payroll, benefits administration, COBRA processing, pension counseling and processing, budgeting, financial reporting, accounts payable, accounting receivable, procurement, and entry into the state's PHRST and FSF systems. (Please note that the CMO fees for Years 1-3 (total) and Year 4 (portion) are included on the Other Funds Sheet)

Line 57 – Estimated Loan Payments

Line 58 – Estimated enrollment

Federal Funds

No Federal Start-Up Funds are contemplated in this budget.

Line 1 – Not budgeted at this time

Line 2 – Estimated Federal Entitlement Funding – used an estimate of \$400 per student.

Line 3– Not budgeted at this time

Line 4-5 - The proposed site for the school is in Kent County. Therefore, the salary schedules of the Smyrna School District were used as a base for salary calculations. The salaries on all lines, except line 8, were calculated using ninety percent (90%) of the Smyrna salary schedule. Movement on the salary schedule was calculated, as was the increase in FTE's for each year the school grows.

Line 6-13 – Not budgeted at this time

Line 14 - Line 14 is automatically calculated, OECs are currently at 29.85%.

Line 15 - The amount of \$10,926, the average employer cost of State of Delaware health insurance plans. Because the amount of state share is provided by the state according to the insurance selected by the employee, this is a pass-through amount. Actual amounts will be adjusted when the school is in operation.

Line 16-23 – Not budgeted at this time.

Line 24 – XXX

Line 25-26 – Not budgeted at this time.

Line 27 - Therapists costs are estimated at \$1500 per special student per year. This estimate is based on the actual costs at comparable schools.

Line 28-55 – Not budgeted at this time.

Line 56 – Estimated enrollment

Other Funds

Line 1 – Non-profit grants have not been budgeted at this time.

Line 2 - Estimated start-up revenue from fundraising – see Fundraising plan for additional detail.

Line 3 – Donations – Carryover from previous year

Line 4 - Estimated start-up revenue from capital loans / operating revenue.

Line 5 - Cafeteria funding is based on the current reimbursement rates issued by the USDA.

Line 6-9 – Not budgeted at this time.

Line 10 – The administrative salaries for the school were calculated by comparing the size of the school with other like charter schools. The school leader will be paid as in independent contractor in Year 1, therefore, no OECs or health insurance is budgeted at this time.

Line 11-20 – Not budgeted at this time.

Line 21 - Cafeteria expense is based on the current reimbursement rates issued by the USDA.

Line 22 – Not budgeted at this time.

Line 23 – Supplies start-up costs - budgeted at \$40 per pupil.

Line 24 – Textbook start-up costs - based on actual amounts from vendor listings.

Line 25-28 – Not budgeted at this time.

Line 29- Therapists costs are estimated at \$1500 per special student per year. This estimate is based on the actual costs at comparable schools.

Line 30 - Classroom technology costs are budgeted at \$750 per individual in the building (pupils, teachers, assistants, etc.) Assumes each individual will be provided a laptop (or similar) and includes licensing fees, cost of printers for each classroom, and projectors. This also includes a one-time set-up cost of \$75,000 in Year 1 for servers and wiring.

Line 31 – 32 – Not budgeted at this time.

Line 33 – Contracted services – Legal

Line 34- Not budgeted at this time.

Line 35 – Board liability insurance

Line 36 – 42 - Not budgeted at this time.

Line 43 - Maintenance contracts to clean / maintain the interior / exterior of the building.

Line 44 - Not budgeted at this time.

Line 45 - Equipment purchased for administrative use is included in the technology plan. The computer for the principle in Year 1 is included in this category.

Line 46 – Start-up supplies and materials for the School Leader.

Line 47 – Start-up printing and copying for the School Leader.

Line 48 – Start-up postage and shipping for the School Leader.

Lines 49-52 - Not budgeted at this time.

Lines 53 – 57 – The CMO fees are for services to include marketing, recruiting, staffing, professional development, board training, as well as IT, and back office services that will include human resources, payroll, benefits administration, COBRA processing, pension counseling and processing, budgeting, financial reporting, accounts payable, accounting receivable, procurement, and entry into the state's PHRST and FSF systems.

Line 58 – Estimated enrollment

Appendix D

Charter Management Organization Evaluation Tool



Charter Management Organization Evaluation Instrument
December 3, 2012

Components

The following Charter Management Organization Evaluation Instrument is comprised of two sections, which provide a mechanism for Academia Antonia Alonso and Innovative Schools to ensure a strong working relationship by identifying strengths and opportunities for improvement relative to Innovative Schools' CMO services.

Section 1 outlines work completed by Innovative Schools as outlined in Academia Antonia Alonso's planning year work plan, including: Board of Directors, Communications with the Department of Education, Academics, Marketing and Student Recruitment, Facility and Facility, and Personnel. Members of the Academia Antonia Alonso Board are asked to rate Innovative Schools on each of the identified services. A rubric describing the rating system is provided as an appendix to this document.

Section 2 is a form that Innovative Schools will use to provide a response and feedback to Academia Antonia Alonso on their evaluation.

Recommended Process

We recommend the following process by which to implement the instrument:

1. Academia Antonia Alonso should designate an evaluation committee or individual.
2. Academia Antonia Alonso's committee or designated individual will review, edit, and approve evaluation tool before beginning evaluation.
3. Section 1 will be completed by the appropriate committee or individuals, compiled into a single document, and distributed back to Innovative Schools.
6. Innovative Schools will complete Section 2 and return to Academia Antonia Alonso's committee or designated individual.
7. The committee or individual designated by Academia Antonia Alonso will have a meeting with Innovative Schools to discuss the overall report.



Charter Management Organization Evaluation Instrument
December 3, 2012

Section 1

Reviewer Name & Title _____ Date of Review _____

Criteria	Rating (see Appendix)	Rating (see Appendix)	Comments
<u>Board</u>			
Develop planning year work plan	<input type="checkbox"/> In compliance <input type="checkbox"/> Probationary <input type="checkbox"/> Non-compliant	<input type="checkbox"/> Exceeds expectations <input type="checkbox"/> Satisfactory <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unsatisfactory	
Develop Board handbook	<input type="checkbox"/> In compliance <input type="checkbox"/> Probationary <input type="checkbox"/> Non-compliant	<input type="checkbox"/> Exceeds expectations <input type="checkbox"/> Satisfactory <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unsatisfactory	
Establish schedule for Board trainings during planning year	<input type="checkbox"/> In compliance <input type="checkbox"/> Probationary <input type="checkbox"/> Non-compliant	<input type="checkbox"/> Exceeds expectations <input type="checkbox"/> Satisfactory <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unsatisfactory	
Weekly check-in with Board Chair and attendance at monthly board trainings	<input type="checkbox"/> In compliance <input type="checkbox"/> Probationary <input type="checkbox"/> Non-compliant	<input type="checkbox"/> Exceeds expectations <input type="checkbox"/> Satisfactory <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unsatisfactory	
<u>DDOE Communications</u>			



Charter Management Organization Evaluation Instrument
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<p>Develop responses for all conditions of approval by the designated timelines. To date, conditions of approval that have been completed include:</p> <ul style="list-style-type: none"> • Adequate liability insurance • Curriculum • Board roster and board member background checks • Attendance policies • School safety and the reporting of school crimes • Transportation • Procurement process • Delayed opening to September 2014 	<p><input type="checkbox"/> In compliance <input type="checkbox"/> Probationary <input type="checkbox"/> Non-compliant</p>	<p><input type="checkbox"/> Exceeds expectations <input type="checkbox"/> Satisfactory <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unsatisfactory</p>
<p>Academics</p>		
<p>Curriculum: Develop instructional units and Scope and Sequence for all grade clusters</p>	<p><input type="checkbox"/> In compliance <input type="checkbox"/> Probationary <input type="checkbox"/> Non-compliant</p>	<p><input type="checkbox"/> Exceeds expectations <input type="checkbox"/> Satisfactory <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unsatisfactory</p>
<p>Coordinate support with Expeditionary Learning</p>	<p><input type="checkbox"/> In compliance <input type="checkbox"/> Probationary <input type="checkbox"/> Non-compliant</p>	<p><input type="checkbox"/> Exceeds expectations <input type="checkbox"/> Satisfactory <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unsatisfactory</p>
<p>Development of school calendars and schedules</p>	<p><input type="checkbox"/> In compliance <input type="checkbox"/> Probationary <input type="checkbox"/> Non-compliant</p>	<p><input type="checkbox"/> Exceeds expectations <input type="checkbox"/> Satisfactory <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unsatisfactory</p>
<p>Conduct regular meetings with the Academic Committee of the Board</p>	<p><input type="checkbox"/> In compliance <input type="checkbox"/> Probationary</p>	<p><input type="checkbox"/> Exceeds expectations <input type="checkbox"/> Satisfactory</p>



Charter Management Organization Evaluation Instrument
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	<input type="checkbox"/> Non-compliant <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unsatisfactory
Marketing and Recruitment	
Develop interactive parent info session format	<input type="checkbox"/> In compliance <input type="checkbox"/> Probationary <input type="checkbox"/> Non-compliant <input type="checkbox"/> Exceeds expectations <input type="checkbox"/> Satisfactory <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unsatisfactory
Identify enrollment period and process	<input type="checkbox"/> In compliance <input type="checkbox"/> Probationary <input type="checkbox"/> Non-compliant <input type="checkbox"/> Exceeds expectations <input type="checkbox"/> Satisfactory <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unsatisfactory
Develop application related materials	<input type="checkbox"/> In compliance <input type="checkbox"/> Probationary <input type="checkbox"/> Non-compliant <input type="checkbox"/> Exceeds expectations <input type="checkbox"/> Satisfactory <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unsatisfactory
Development of the Student/Parent Handbook (Code of Conduct)	<input type="checkbox"/> In compliance <input type="checkbox"/> Probationary <input type="checkbox"/> Non-compliant <input type="checkbox"/> Exceeds expectations <input type="checkbox"/> Satisfactory <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unsatisfactory
Development of website, logo, and marketing materials	<input type="checkbox"/> In compliance <input type="checkbox"/> Probationary <input type="checkbox"/> Non-compliant <input type="checkbox"/> Exceeds expectations <input type="checkbox"/> Satisfactory <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unsatisfactory
Conduct regular meetings with the Marketing and Student Recruitment Committee of the Board.	<input type="checkbox"/> In compliance <input type="checkbox"/> Probationary <input type="checkbox"/> Non-compliant <input type="checkbox"/> Exceeds expectations <input type="checkbox"/> Satisfactory <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unsatisfactory
Finance and Facility	
Provide guidance on RFP process for contracts over \$50K	<input type="checkbox"/> In compliance <input type="checkbox"/> Probationary <input type="checkbox"/> Exceeds expectations <input type="checkbox"/> Satisfactory



Charter Management Organization Evaluation Instrument
December 3, 2012

	<input type="checkbox"/> Non-compliant	<input type="checkbox"/> Needs improvement
		<input type="checkbox"/> Unsatisfactory
Apply for 501c3 status	<input type="checkbox"/> In compliance	<input type="checkbox"/> Exceeds expectations
	<input type="checkbox"/> Probationary	<input type="checkbox"/> Satisfactory
	<input type="checkbox"/> Non-compliant	<input type="checkbox"/> Needs improvement
		<input type="checkbox"/> Unsatisfactory
Complete grant applications to secure start-up funding	<input type="checkbox"/> In compliance	<input type="checkbox"/> Exceeds expectations
	<input type="checkbox"/> Probationary	<input type="checkbox"/> Satisfactory
	<input type="checkbox"/> Non-compliant	<input type="checkbox"/> Needs improvement
		<input type="checkbox"/> Unsatisfactory
Purchase necessary insurances	<input type="checkbox"/> In compliance	<input type="checkbox"/> Exceeds expectations
	<input type="checkbox"/> Probationary	<input type="checkbox"/> Satisfactory
	<input type="checkbox"/> Non-compliant	<input type="checkbox"/> Needs improvement
		<input type="checkbox"/> Unsatisfactory
Identify potential site locations	<input type="checkbox"/> In compliance	<input type="checkbox"/> Exceeds expectations
	<input type="checkbox"/> Probationary	<input type="checkbox"/> Satisfactory
	<input type="checkbox"/> Non-compliant	<input type="checkbox"/> Needs improvement
		<input type="checkbox"/> Unsatisfactory
Complete application for the Community Education Building	<input type="checkbox"/> In compliance	<input type="checkbox"/> Exceeds expectations
	<input type="checkbox"/> Probationary	<input type="checkbox"/> Satisfactory
	<input type="checkbox"/> Non-compliant	<input type="checkbox"/> Needs improvement
		<input type="checkbox"/> Unsatisfactory
Develop budget	<input type="checkbox"/> In compliance	<input type="checkbox"/> Exceeds expectations
	<input type="checkbox"/> Probationary	<input type="checkbox"/> Satisfactory
	<input type="checkbox"/> Non-compliant	<input type="checkbox"/> Needs improvement
		<input type="checkbox"/> Unsatisfactory
Establish line of credit	<input type="checkbox"/> In compliance	<input type="checkbox"/> Exceeds expectations
	<input type="checkbox"/> Probationary	<input type="checkbox"/> Satisfactory
	<input type="checkbox"/> Non-compliant	<input type="checkbox"/> Needs improvement
		<input type="checkbox"/> Unsatisfactory



Charter Management Organization Evaluation Instrument
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Establish fiscal policies	<input type="checkbox"/> In compliance <input type="checkbox"/> Probationary <input type="checkbox"/> Non-compliant	<input type="checkbox"/> Exceeds expectations <input type="checkbox"/> Satisfactory <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unsatisfactory
Conduct regular meetings with the Finance and Facilities Committee of the Board	<input type="checkbox"/> In compliance <input type="checkbox"/> Probationary <input type="checkbox"/> Non-compliant	<input type="checkbox"/> Exceeds expectations <input type="checkbox"/> Satisfactory <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unsatisfactory
<u>Personnel</u>		
Develop school leader job description	<input type="checkbox"/> In compliance <input type="checkbox"/> Probationary <input type="checkbox"/> Non-compliant	<input type="checkbox"/> Exceeds expectations <input type="checkbox"/> Satisfactory <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unsatisfactory
Post job description and manage communications with all applicants	<input type="checkbox"/> In compliance <input type="checkbox"/> Probationary <input type="checkbox"/> Non-compliant	<input type="checkbox"/> Exceeds expectations <input type="checkbox"/> Satisfactory <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unsatisfactory
Develop rigorous interview process	<input type="checkbox"/> In compliance <input type="checkbox"/> Probationary <input type="checkbox"/> Non-compliant	<input type="checkbox"/> Exceeds expectations <input type="checkbox"/> Satisfactory <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unsatisfactory
Develop employee handbook	<input type="checkbox"/> In compliance <input type="checkbox"/> Probationary <input type="checkbox"/> Non-compliant	<input type="checkbox"/> Exceeds expectations <input type="checkbox"/> Satisfactory <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unsatisfactory
Conduct regular meetings with Personnel Committee of the Board	<input type="checkbox"/> In compliance <input type="checkbox"/> Probationary <input type="checkbox"/> Non-compliant	<input type="checkbox"/> Exceeds expectations <input type="checkbox"/> Satisfactory <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unsatisfactory



Charter Management Organization Evaluation Instrument
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Section 2

CMO Comment and Feedback

The section of the CMO Evaluation Instrument will be used by Innovative Schools to respond to Sections 1 above, and also provide general constructive feedback to the Academia Antonia Alonso Board.

Comments on Section 1
General Comments & Feedback from Innovative Schools



Charter Management Organization Evaluation Instrument
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Appendix

Rating Rubric

Rating	Description
Compliant	Innovative Schools meets the contract requirement all or substantially all the time.
Probationary	Innovative Schools has failed to meet the contract requirement on one or several occasions, but Academia Antonia Alonso has not received any notice of non-compliance from the Delaware Department of Education, and Innovative Schools has been made aware of the deficiency and taken action to address the deficiency.
Non-compliant	Innovative Schools has consistently failed to comply with the contract requirements, and/or a notice of non-compliance has been received by Academia Antonia Alonso from the Delaware Department of Education.

Rating	Description
Exceeds Expectations	Innovative Schools exceeds the expectations of Academia Antonia Alonso by providing an excellent level of service, e.g., producing reports ahead of schedule, anticipating problems and responding immediately to urgent requests, working extraordinarily flexible hours to meet Academia Antonia Alonso's needs, or providing supplementary detail or support "beyond the call of duty". Innovative Schools consistently advances Academia Antonia Alonso's mission.
Satisfactory	Innovative Schools consistently meets all performance expectations in timeliness, accuracy, responsiveness, efficiency, and integrity. In the rare event of failing to meet expectations, Innovative Schools acknowledges the deficiency and takes clear and decisive action to address it.
Needs Improvement	Innovative Schools has occasionally failed to meet Academia Antonia Alonso's expectations, or has made a material error but otherwise has performed satisfactorily. In response to such failure, Innovative Schools is slow to respond or challenges the facts rather than focusing on solving the problem proactively.
Unsatisfactory	Innovative Schools consistently fails to meet Academia Antonia Alonso's expectations, is inflexible when urgent or ad hoc requests are made, does not respond quickly to calls or emails, subverts Academia Antonia Alonso's mission by its actions and behaviors, and does not embody the values of Academia Antonia Alonso.



Charter Management Organization Evaluation Instrument
December 3, 2012

SAMPLE