

CHARTER SCHOOL ACCOUNTABILITY COMMITTEE

DELAWARE DEPARTMENT OF EDUCATION



Delaware Academy of Public Safety & Security

**RENEWAL APPLICATION
FINAL REPORT**

CSAC Final Meeting: November 12, 2014
CSAC Final Report Published: November 20, 2014

By September 30, 2014, the Delaware Academy of Public Safety & Security (DAPSS) submitted an application to renew its charter. Consideration of this application is in accordance with the applicable provisions of 14 *Del. C.* § 514A and 14 DE Admin. Code § 275. Written renewal application guidance is provided by the Delaware Department of Education (DDOE) on its website. The renewal application template developed by DDOE is aligned to measures and targets within the Performance Framework, which outlines the academic, organizational and fiscal standards by which all Delaware charter schools are evaluated. The evaluation of the school's performance as measured by the Framework is a major component of the decision on the renewal application. The decision on the renewal application is based on a comprehensive review, guided, in part, by the following three questions:

1. Is the academic program a success?
2. Is the school financially viable?
3. Is the school organizationally sound?

This report serves as a summary of the strengths, areas of follow-up, and/or concerns identified by members of the Charter School Accountability Committee (CSAC) during their individual reviews of the charter applicant's renewal application, Performance Review Reports, Annual Reports and Performance Agreements and during the CSAC meetings.

The following were in attendance at the Final Meeting of the CSAC on November 12, 2014:

Voting Committee Members of the Charter School Accountability Committee

- David Blowman, Chairperson of the Charter School Accountability Committee and Deputy Secretary, DDOE
- Karen Field Rogers, Associate Secretary, Financial Reform & Resource Management, DDOE
- April McCrae, Education Associate, Science Assessment and STEM, DDOE
- Barbara Mazza, Education Associate, Exceptional Children Resources, DDOE
- Tasha Cannon, Deputy Officer Talent Recruitment, Selection and Strategy, Teacher and Leader Effectiveness Unit (TLEU), DDOE
- Chuck Taylor, Community Member, Retired Charter Head of School

Staff to the Committee (Non-voting)

- Catherine Hickey, Deputy Attorney General, Counsel to the Committee
- Jennifer Nagourney, Executive Director, Charter School Office, DDOE
- John Carwell, Education Associate, Charter School Office, DDOE
- Jennifer Carlson, Education Associate, Charter School Office, DDOE
- Michelle Whalen, Education Associate, Charter School Office, DDOE
- Brook Hughes, Education Associate, Financial Reform and Resource Management, DDOE

Ex-Officio Members (Non-voting)

- Kendall Massett, Executive Director, Delaware Charter School Network
- Donna Johnson, Executive Director, Delaware State Board of Education

Representatives of Charter School

- Charles Copeland, Board President
- Charles Hughes, Head of School
- Erica Holt, Assistant Head of School
- Sandy Hypes, Director of Public Safety Program
- Brent Waninger, Teacher, Board Member
- Herbert Sheldon, Business Manager

Additional Attendees Noted

- Elizabeth Lewis, Delaware Office of Management and Budget

Performance Framework Ratings Summary

Ratings Scales

Academic	Financial	Organizational
E = Exceeds Standard (89-100)	M = Meets Standard	M = Meets Standard
M = Meets Standard (63-88)	D = Does Not Meet Standard	
D = Does Not Meet Standard (39-62)	F = Falls Far Below	DNM = Does Not Meet Standard
F = Falls Far Below Standard (Below 39)		

Academic

Year	1.a. Growth		1.b. Bottom 25%		1.c. Growth to Prof		2.a. Prof		2.b. Overall Subgroup		2.c. District		2.d. Similar Schools		3.a. AYP	4.a. SAT	4.b. Grad Rate	5.a. Mission Specific	OVERALL RATING/SCORE	
	Math	ELA	Math	ELA	Math	ELA	Math	ELA	Math	ELA	Math	ELA	Math	ELA						
10-11	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
11-12	M	M	M	M	D	M	D	D	D	D	M	M	F	D	N/A	N/A	N/A	N/A	D	61.5
12-13	D	D	M	M	F	D	D	D	D	D	D	D	F	D	M	N/A	N/A	N/A	D	53.4
13-14	D	D	E	M	D	D	D	D	D	D	M	M	D	D	M	N/A	N/A	N/A	D	59.4

Financial

Year	1.a.	1.b.	1.c.	1.d.	2.a.	2.b.	2.c.	2.d.	OVERALL RATING
11-12	F	D	F	M	NR	F	NR	M	F
12-13	D	D	D	M	NR	F	NR	D	D
13-14	F	D	D	M	F	F	F	D	F

Organizational

Year	1.a.	1.b.	2	3.a.	3.b.	3.c.	4.a.	4.b.	4.c.	4.d.	5.a.	5.b.	6	OVERALL RATING
11-12	M	M	M	DNM	M	M	M	DNM	N/A	M	M	M	M	Does Not Meet
12-13	M	DNM	M	M	M	M	M	DNM	DNM	M	M	M	M	Does Not Meet
13-14	M	M	M	M	M	M	M	DNM	DNM	M	M	M	M	Meets

Discussion

Mr. Blowman noted for the record that, at the Initial CSAC Meeting on October 13, 2014, the CSAC indicated that the Organizational Framework section of the renewal application met standard, whereas the Academic Framework and Financial Framework sections did not meet standard.

Mr. Blowman noted that the CSAC had requested the following information in order to inform its decision-making:

- Revenue sheets;
- Revised budget sheets based on current actual enrollment with the preliminary budget added to the budget worksheet;
- Additional curriculum materials;
- Recruitment plan with timelines through September 2015;
- Plan to improve overall student achievement;
- Analysis of baseline academic data for incoming students; and
- Action plan for addressing minority student performance.

Mr. Blowman asked the CSAC members to indicate whether there were any questions, comments or feedback related to the supplemental information that the school had submitted. Ms. Field-Rogers stated that the school provided revenue and budget sheets. She indicated that she noted a discrepancy in the numbers, but stated that the school provided a satisfactory explanation. Ms. Field-Rogers also noted that the school provided information on the student recruitment plan. She noted that the school currently has 363 students enrolled (76% of its authorized enrollment) and the school's budget for next year is based on an enrollment of 420 students. Ms. Field-Rogers underscored that it is important for the school to implement its recruitment plan with fidelity and to track it very closely in order to ensure financial viability.

Mr. Blowman requested an update on the school's revised curriculum submission. Ms. Whalen reported that DDOE's Curriculum and Instruction Workgroup had reviewed the school's revised English Language Arts (ELA) submission and concluded that the submission meets approval. She noted that, at that time, a review of the school's math revision was still pending. However, on November 17, 2014, the DDOE's Curriculum and Instruction Workgroup confirmed that the school's revised math submission also meets approval.

Mr. Blowman asked the CSAC for any comments relative to the school's plan to improve overall student achievement, its analysis of baseline academic data for incoming students, and its action plan for addressing minority student performance. Ms. McCrae commended the school for the quality of its submission, which she indicated that she found to be thoughtful and actionable. Ms. McCrae cautioned the school to focus less on preparing students for assessments and more on preparing students. Ms. McCrae explained that the goal is to ensure that students have a multitude of experiences. She noted that the Smarter Balanced

assessment will change every time students take it, such that it will be important for the school not to focus on test preparation.

Ms. McCrae also commented on the school's action plan for addressing minority student performance. She stated that the plan was thoughtful and resembled an action research plan which begins with an analysis of root causes. Ms. McCrae commended the school for having already begun implementing parts of the plan.

Mr. Blowman asked the CSAC whether there were any other comments regarding the school's supplemental information. Mr. Taylor stated that he wanted to see specific dates tied to deliverables. As an example, he noted that on page five of the Achievement Plan under "Focus Area #3," the action strategies only include the year of completion, rather than the specific dates of completion.

Conclusion

Mr. Blowman stated that the school's overall performance shows a school that initially struggled, but is trending in the right direction and has a plan moving forward. He noted that the Financial Framework section does not meet standard, but stated that it is not a concern. He added that the Organizational Framework does meet the standard. Mr. Blowman also acknowledged that the Academic Framework does not meet the standard, but noted that it is not far away from meeting the standard.

Mr. Blowman asked the CSAC for additional questions or comments regarding the school's renewal application and supplemental information. Ms. Johnson suggested that the school consider submitting a revised Performance Agreement that includes a mission-specific goal. However, Mr. Blowman stated that it is not appropriate for the authorizer to require a school to develop a mission-specific goal for its Performance Agreement. The CSAC had no further questions or comments.

Mr. Blowman then requested a motion to recommend renewal of the charter of the Delaware Academy of Public Safety and Security with the following specific conditions:¹

1. The school shall attain a rating of "Meets Standard" on the Academic Framework for the 2014-15 school year; and
2. The school shall attain a rating of "Meets Standard" on the Financial Framework for the 2014-15 school year.

¹ At the time of the meeting, a final condition would have been required only if the school's revised math submission did not meet approval. Because it was subsequently determined that the school's November 7, 2014 revised math submission did in fact meet approval, the condition is now moot and is not included in this Final Report.

Mr. Blowman stated that if the above conditions are not met, then the school's charter will be placed on Formal Review.

The motion was made to approve the recommendation and the motion was carried by a majority vote, with Ms. Cannon abstaining.

Mr. Blowman reminded the applicant that the CSAC's recommendation was just that; a recommendation to the Secretary of Education on the renewal application.

Next Steps:

- A second public hearing will be held on December 9, 2014, in the 2nd floor Auditorium of the Carvel State Office Building, located at 820 North French Street, Wilmington DE, beginning at 5:00 p.m.
- The public comment period ends on December 10, 2014.
- The State Board of Education will hold a meeting on December 18, 2014, at 1:00 p.m. in the 2nd floor Cabinet Room of the Townsend Building, located at 401 Federal Street, Dover DE, at which point the Secretary of Education will announce his decision on the renewal application and, if required, the State Board will act on that decision.