

State Board of Education

Teri Quinn Gray, Ph.D., President

Jorge L. Melendez, Vice President

Gregory B. Coverdale, Jr.

G. Patrick Heffernan

Nina Lou Bunting

Barbara Rutt, J.D.

Terry M. Whittaker, Ed.D.

Donna Johnson, Executive Director

Steven H. Godowsky, Executive Secretary

Department of Education

Steven H. Godowsky

Secretary of Education

Karen Field Rogers

Deputy Secretary of Education

Amelia E. Hodges

Associate Secretary of Education

Education Supports & Innovative Practices Branch

David J. Blowman

Associate Secretary of Education

Financial Management and Operations

Angeline Rivello

Associate Secretary of Education

Teacher & Leader Effectiveness Branch

Michael Watson

Associate Secretary of Education

Teaching and Learning

Table of Contents

I.	Charter School Performance.....	2
A.	Academic Performance Data.....	2
B.	Organizational Framework Data	11
C.	Financial Framework Data.....	15
II.	Charter School Enrollment.....	18
III.	Charter School Per-Pupil Revenue	20
IV.	Charter School Policy Recommendations.....	25
A.	What future policy goals are we exploring to enable us to excel in our charter school authorizing work and drive high performance across Delaware’s charter school sector?.....	25
B.	How are Delaware’s charter schools driving and implementing innovative practices in non-charter public schools across the state?	25

I. Charter School Performance

A. Academic Performance Data

The Delaware Department of Education (DDOE) was approved by the U.S. Department of Education to use School Year 2014-2015 as a flexibility year. This presented an opportunity for Delaware's Local Education Agencies (LEA's) and schools to better focus on improving student learning and increase the quality of instruction. Educators and state and local leaders were afforded flexibility regarding specific requirements of the No Child Left Behind Act of 2001 (NCLB) in exchange for rigorous and comprehensive State-developed plans designed to improve educational outcomes for all students, close achievement gaps, increase equity, and improve the quality of instruction. This flexibility further allowed Delaware's LEA's to build on and support the significant State and local reform efforts already underway in critical areas including, but not limited to: transitioning to college;-career-ready standards and assessments; developing systems of differentiated recognition; accountability and support; and evaluating and supporting teacher and principal effectiveness.

Finally, this flexibility allowed for Delaware to establish a baseline for student achievement as schools transitioned to the Smarter Balanced Assessments in English Language Arts/Literacy and Mathematics. The assessment scores below highlight the proficiency of schools in SY14/15.

2015 Smarter State Summary

School & Charter Performance and Participation

Red Clay Consolidated School District Performance and Participation By School and By Grade

Smarter ELA

		School			Statewide		
School Name	Grade	Mean Scale Score	Percent Proficiency	Participation Rate	Mean Scale Score	Percent Proficient	Participation Rate
Charter School of Wilmington	11	2723	98	> 99	2582	52	91
Delaware College Preparatory Academy	3	2351	4	96	2438	54	98
	4	2374	6	95	2477	54	98
	5	2439	8	> 99	2510	56	98
Delaware Military Academy	11	2602	54	97	2582	52	91

Red Clay Consolidated School District Performance and Participation By School and By Grade

Smarter Mathematics

		School			Statewide		
School Name	Grade	Mean Scale Score	Percent Proficiency	Participation Rate	Mean Scale Score	Percent Proficient	Participation Rate
Charter School of Wilmington	11	2739	96	> 99	2541	23	90
Delaware College Preparatory Academy	3	2372	13	96	2439	53	97
	4	2394	< 1	95	2477	47	97
	5	2429	8	> 99	2499	38	97
Delaware Military Academy	11	2572	28	97	2541	23	90

Charter Schools Performance and Participation

Smarter ELA

School	Grade	Charter Schools			Statewide		
		Mean Scale Score	Percent Proficient	Participation Rate	Mean Scale	Percent Proficient	Participation Rate
Academy Of Dover Charter School	3	2425	41	> 99	2438	54	98
	4	2441	38	> 99	2477	54	98
	5	2465	24	> 99	2510	56	98
Campus Community School	3	2416	48	> 99	2438	54	98
	4	2453	40	> 99	2477	54	98
	5	2512	67	98	2510	56	98
	6	2564	67	> 99	2524	48	98
	7	2595	77	96	2547	50	98
	8	2596	66	> 99	2560	49	97
	11	2723	98	> 99	2582	52	91
Delaware Academy of Public Safety and Security	11	2471	21	96	2582	52	91
Delaware College Preparatory Academy	3	2351	4	96	2438	54	98
	4	2374	6	95	2477	54	98
Delaware Military Academy	11	2602	54	97	2582	52	91
East Side Charter School	3	2382	26	98	2438	54	98
	4	2421	27	90	2477	54	98
	5	2424	11	95	2510	56	98
	6	2475	24	98	2524	48	98
	7	2475	6	97	2547	50	98
	8	2513	20	97	2560	49	97
	11	2723	98	> 99	2582	52	91
Edison (Thomas A.) Charter School	3	2388	25	> 99	2438	54	98
	4	2439	35	99	2477	54	98
	5	2465	38	> 99	2510	56	98
	6	2478	21	> 99	2524	48	98
	7	2521	37	> 99	2547	50	98
	8	2554	51	> 99	2560	49	97
Family Foundations Academy	3	2385	24	98	2438	54	98
	4	2475	49	98	2477	54	98
	5	2459	28	> 99	2510	56	98

	6	2495	40	97	2524	48	98
	7	2522	39	> 99	2547	50	98
	8	2529	37	99	2560	49	97
First State Montessori Academy	3	2444	62	> 99	2438	54	98
	4	2473	51	> 99	2477	54	98
	5	2518	59	> 99	2510	56	98
	6	2538	54	> 99	2524	48	98
Gateway Lab School	3	2373	21	> 99	2438	54	98
	4	2377	9	92	2477	54	98
	5	2418	17	> 99	2510	56	98
	6	2436	20	98	2524	48	98
	7	2472	14	97	2547	50	98
	8	2476	11	> 99	2560	49	97
Kuumba Academy Charter School	3	2426	43	98	2438	54	98
	4	2468	46	> 99	2477	54	98
	5	2495	41	97	2510	56	98
	6	2521	43	> 99	2524	48	98
	7	2553	50	97	2547	50	98
Las Americas ASPIRA Academy	3	2413	40	99	2438	54	98
	4	2483	54	> 99	2477	54	98
	5	2516	60	> 99	2510	56	98
	6	2524	46	> 99	2524	48	98
	7	2557	51	> 99	2547	50	98
	8	2593	76	> 99	2560	49	97
MOT Charter School	3	2483	83	> 99	2438	54	98
	4	2519	75	99	2477	54	98
	5	2552	73	99	2510	56	98
	6	2569	72	> 99	2524	48	98
	7	2605	72	> 99	2547	50	98
	8	2631	78	> 99	2560	49	97
Moyer (Maurice J.) Academy	6	2387	6	> 99	2524	48	98
	7	2430	6	88	2547	50	98
	8	2440	< 1	96	2560	49	97
	11	2539	24	65	2582	52	91
Newark Charter School	3	2538	95	> 99	2438	54	98

	4	2572	93	99	2477	54	98
	5	2597	86	> 99	2510	56	98
	6	2645	96	> 99	2524	48	98
	7	2662	96	> 99	2547	50	98
	8	2688	94	> 99	2560	49	97
Odyssey Charter School	3	2479	76	98	2438	54	98
	4	2531	78	> 99	2477	54	98
	5	2580	87	> 99	2510	56	98
	6	2573	72	> 99	2524	48	98
	7	2596	75	> 99	2547	50	98
Positive Outcomes Charter School	7	2471	11	> 99	2547	50	98
	8	2460	13	> 99	2560	49	97
	11	2513	19	> 99	2582	52	91
Prestige Academy	5	2426	21	98	2510	56	98
	6	2460	18	95	2524	48	98
	7	2475	15	96	2547	50	98
	8	2478	18	98	2560	49	97
Providence Creek Academy Charter School	3	2475	81	> 99	2438	54	98
	4	2494	63	> 99	2477	54	98
	5	2522	60	97	2510	56	98
	6	2551	64	> 99	2524	48	98
	7	2578	69	97	2547	50	98
	8	2587	59	> 99	2560	49	97
Reach Academy for Girls	3	2390	24	96	2438	54	98
	4	2449	42	75	2477	54	98
	5	2469	33	98	2510	56	98
	6	2496	25	92	2524	48	98
	7	2506	28	> 99	2547	50	98
	8	2553	37	78	2560	49	97
Sussex Academy of Arts and Sciences	6	2618	93	> 99	2524	48	98
	7	2666	98	98	2547	50	98
	8	2665	95	> 99	2560	49	97

Charter Schools Performance and Participation

Smarter Mathematics

School	Grade	Charter Schools			Statewide		
		Mean Scale Score	Percent Proficient	Participation Rate	Mean Scale Score	Percent Proficient	Participation Rate
Academy Of Dover Charter School	3	2417	33	> 99	2439	53	97
	4	2446	30	> 99	2477	47	97
	5	2458	10	> 99	2499	38	97
Campus Community School	3	2413	38	> 99	2439	53	97
	4	2454	31	> 99	2477	47	97
	5	2483	37	98	2499	38	97
	6	2510	31	> 99	2511	34	97
	7	2553	44	93	2530	37	97
	8	2568	42	> 99	2542	35	96
Charter School of Wilmington	11	2739	96	> 99	2541	23	90
Delaware Academy of Public Safety and Security	11	2435	7	96	2541	23	90
Delaware College Preparatory Academy	3	2372	13	96	2439	53	97
	4	2394	< 1	95	2477	47	97
Delaware Military Academy	11	2572	28	97	2541	23	90
East Side Charter School	3	2411	33	98	2439	53	97
	4	2456	33	90	2477	47	97
	5	2441	8	98	2499	38	97
	6	2483	21	98	2511	34	97
	7	2472	9	97	2530	37	97
	8	2549	34	97	2542	35	96
Edison (Thomas A.) Charter School	3	2404	30	> 99	2439	53	97
	4	2450	24	96	2477	47	97
	5	2458	17	> 99	2499	38	97
	6	2478	19	> 99	2511	34	97

	7	2495	12	99	2530	37	97
	8	2510	23	> 99	2542	35	96
Family Foundations Academy	3	2405	31	98	2439	53	97
	4	2475	39	98	2477	47	97
	5	2454	6	> 99	2499	38	97
	6	2495	29	97	2511	34	97
	7	2532	37	> 99	2530	37	97
	8	2514	25	99	2542	35	96
First State Montessori Academy	3	2421	42	> 99	2439	53	97
	4	2454	35	> 99	2477	47	97
	5	2514	52	> 99	2499	38	97
	6	2451	31	> 99	2511	34	97
Gateway Lab School	3	2360	11	90	2439	53	97
	4	2383	8	93	2477	47	97
	5	2395	5	98	2499	38	97
	6	2404	2	95	2511	34	97
	7	2389	3	92	2530	37	97
	8	2439	4	97	2542	35	96
Kuumba Academy Charter School	3	2449	63	98	2439	53	97
	4	2486	44	> 99	2477	47	97
	5	2479	23	97	2499	38	97
	6	2470	18	> 99	2511	34	97
	7	2561	42	97	2530	37	97
Las Americas ASPIRA Academy	3	2430	51	99	2439	53	97
	4	2488	42	> 99	2477	47	97
	5	2500	31	> 99	2499	38	97
	6	2538	36	> 99	2511	34	97
	7	2543	41	> 99	2530	37	97
	8	2547	28	> 99	2542	35	96
MOT Charter School	3	2504	89	> 99	2439	53	97

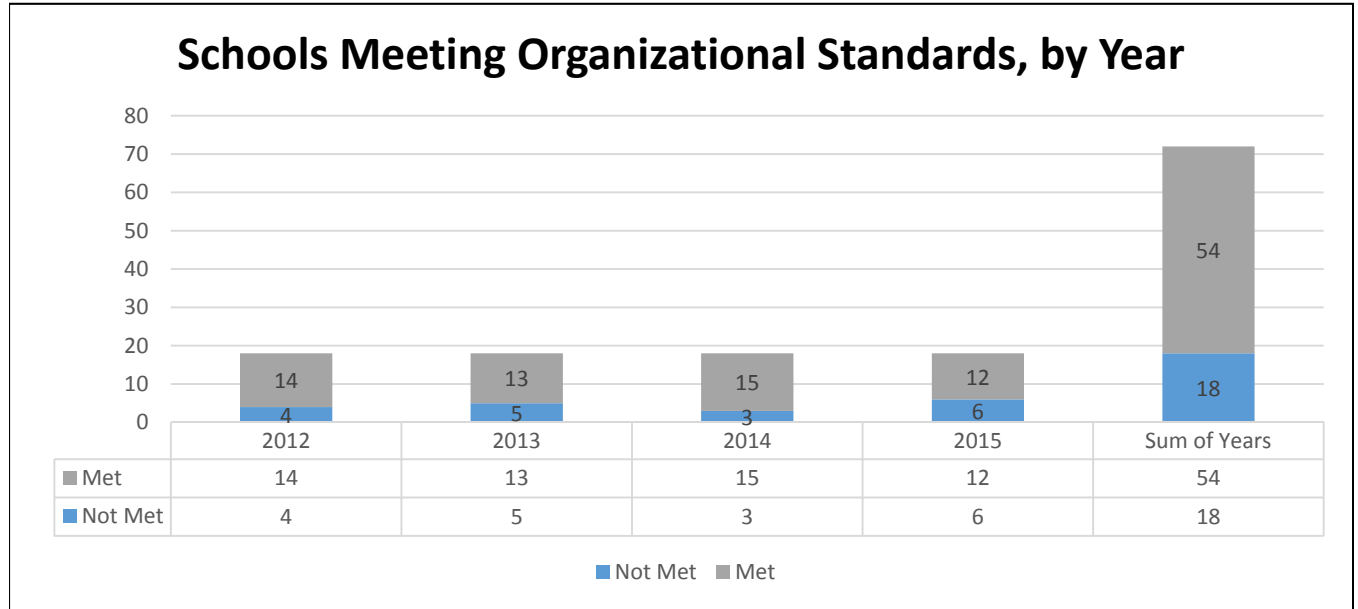
	4	2521	75	99	2477	47	97
	5	2553	59	99	2499	38	97
	6	2584	73	> 99	2511	34	97
	7	2604	65	> 99	2530	37	97
	8	2620	66	> 99	2542	35	96
Moyer (Maurice J.) Academy	6	2404	6	> 99	2511	34	97
	7	2428	< 1	88	2530	37	97
	8	2436	< 1	96	2542	35	96
	11	2463	< 1	69	2541	23	90
Newark Charter School	3	2540	93	99	2439	53	97
	4	2543	81	99	2477	47	97
	5	2564	70	> 99	2499	38	97
	6	2635	87	> 99	2511	34	97
	7	2653	86	> 99	2530	37	97
	8	2691	89	> 99	2542	35	96
Odyssey Charter School	3	2485	73	98	2439	53	97
	4	2528	71	> 99	2477	47	97
	5	2575	77	> 99	2499	38	97
	6	2580	60	> 99	2511	34	97
	7	2595	63	> 99	2530	37	97
Positive Outcomes Charter School	7	2457	< 1	90	2530	37	97
	8	2414	< 1	> 99	2542	35	96
	11	2450	4	96	2541	23	90
Prestige Academy	5	2430	18	98	2499	38	97
	6	2442	9	96	2511	34	97
	7	2456	13	94	2530	37	97
	8	2468	16	98	2542	35	96
Providence Creek Academy Charter School	3	2480	76	99	2439	53	97
	4	2475	50	> 99	2477	47	97
	5	2502	36	97	2499	38	97

	6	2516	37	> 99	2511	34	97
	7	2533	38	97	2530	37	97
	8	2512	19	> 99	2542	35	96
Reach Academy for Girls	3	2393	27	96	2439	53	97
	4	2446	31	75	2477	47	97
	5	2452	12	98	2499	38	97
	6	2447	8	95	2511	34	97
	7	2465	18	> 99	2530	37	97
	8	2470	3	88	2542	35	96
Sussex Academy of Arts and Sciences	6	2576	62	> 99	2511	34	97
	7	2627	79	98	2530	37	97
	8	2655	81	> 99	2542	35	96

B. Organizational Framework Data

Charter schools are public entities that must maintain the public’s trust as they are implementing their education program, spending public funds responsibly, practicing sound governance, and adhering to laws and charter requirements regarding employees, students, and the school environment.

The Organizational Framework is divided into six broad categories, or indicators. Within these indicators are individual measures or questions that assist in the determination of a school’s performance. The metrics are the means by which to evaluate the measure (or the information used to answer the question), and the targets are the thresholds set to determine whether a school is meeting the standard. The indicators, measures, metrics, and ratings are explained in more detail below.



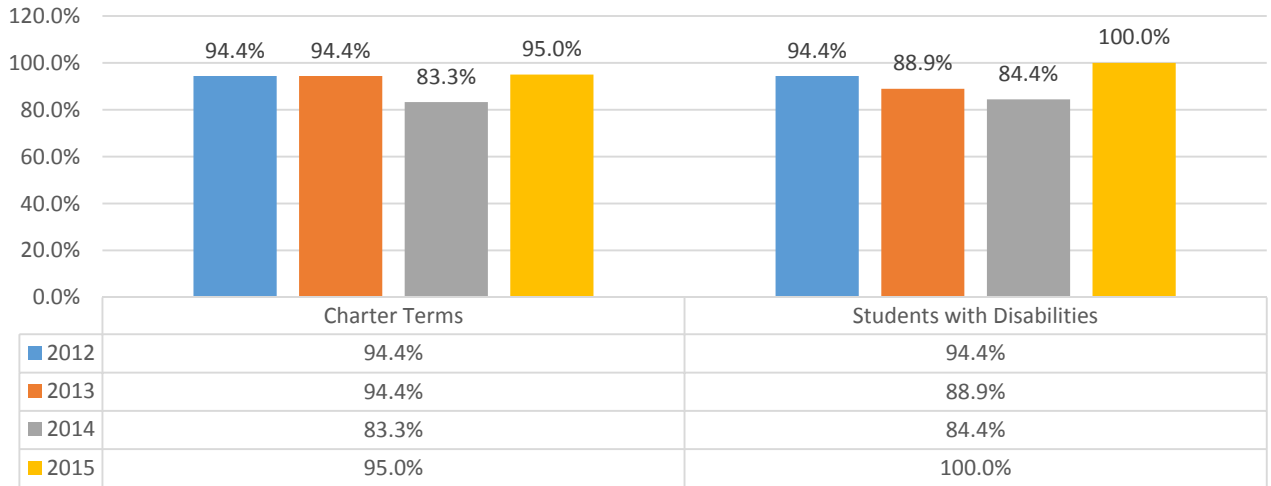
In 2015, 67% of the charter schools met standards in the Organizational Framework. This is a total measure of Organizational Framework. This framework is broken down into smaller measures as exemplified in the previous slide. The measures include:

- Education Program
- Financial Oversight
- Governance and Reporting
- Students and Employees
- School Environment and
- Additional Measures

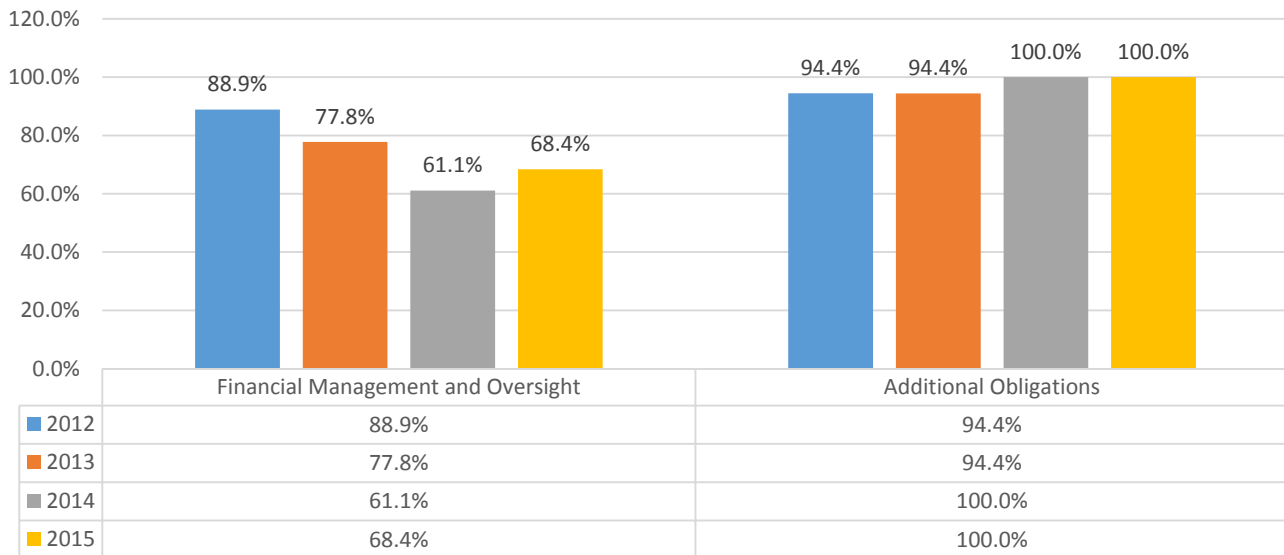
Education Program		Financial Management and Oversight		Governance and Reporting			Students and Employees				School Environment	
Charter Terms	Students with Disabilities	Financial Management and Oversight	Additional Obligations	Governance	Management Accountability	Reporting Requirements	Protecting Student Rights	Attendance Goal	Staff Credentialing	Employee Rights	Facility and Transportation Requirements	Health and Safety Requirements

The charts below provide a breakdown of the data from 2011–2012 through 2014–2015 school years.

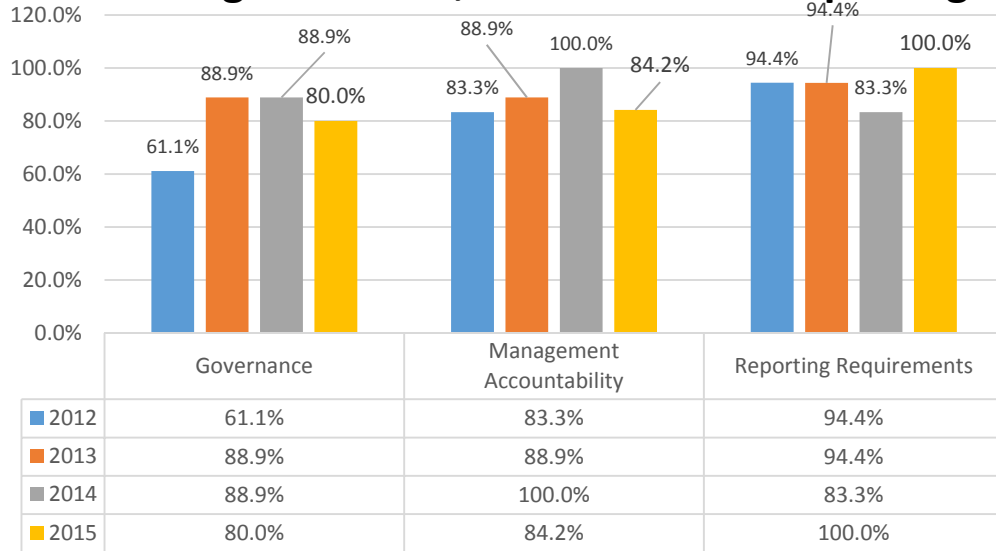
% Meeting Standards, Education Program



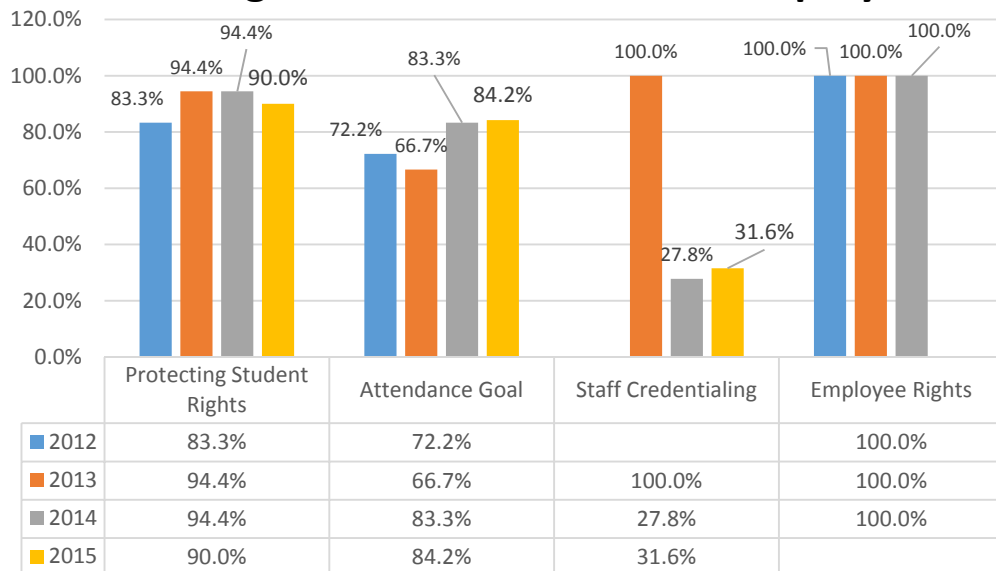
% Meeting Standards, Financial Management



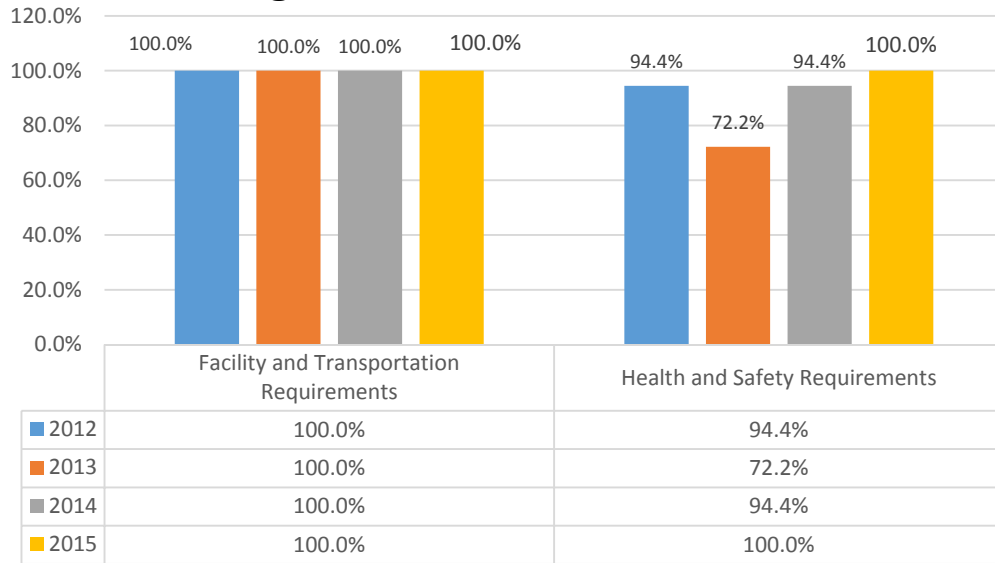
% Meeting Standards, Governance & Reporting



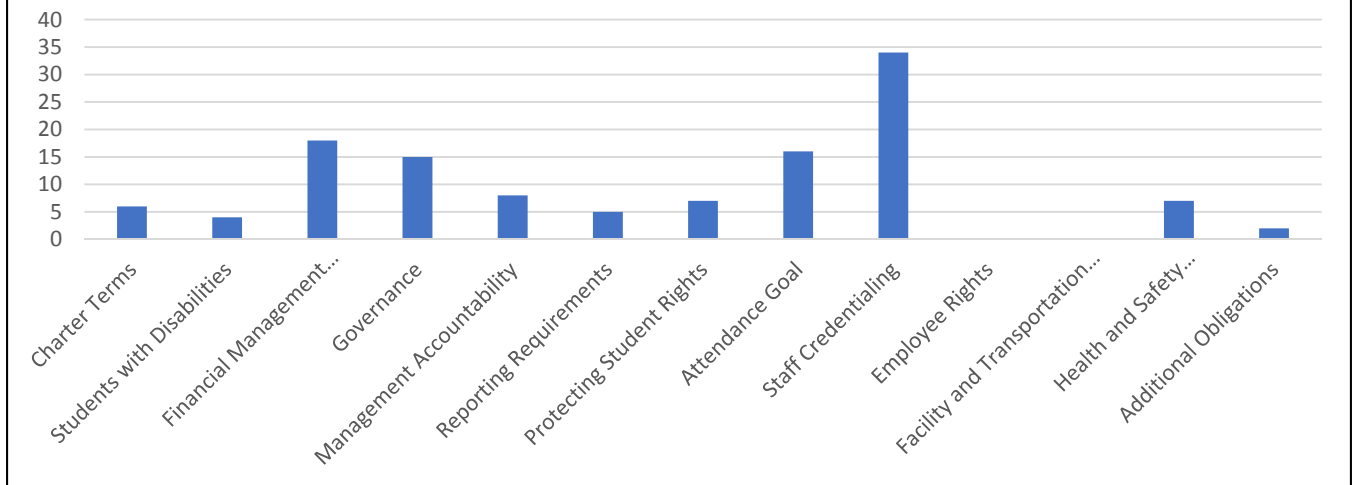
% Meeting Standards, Students & Employees



% Meeting Standards, School Environment



Organizational Framework Totals Across Years



Review of the data trends of the Organizational Framework above demonstrate Staff Credentialing, Financial Management and Governance are the greatest areas of improvement.

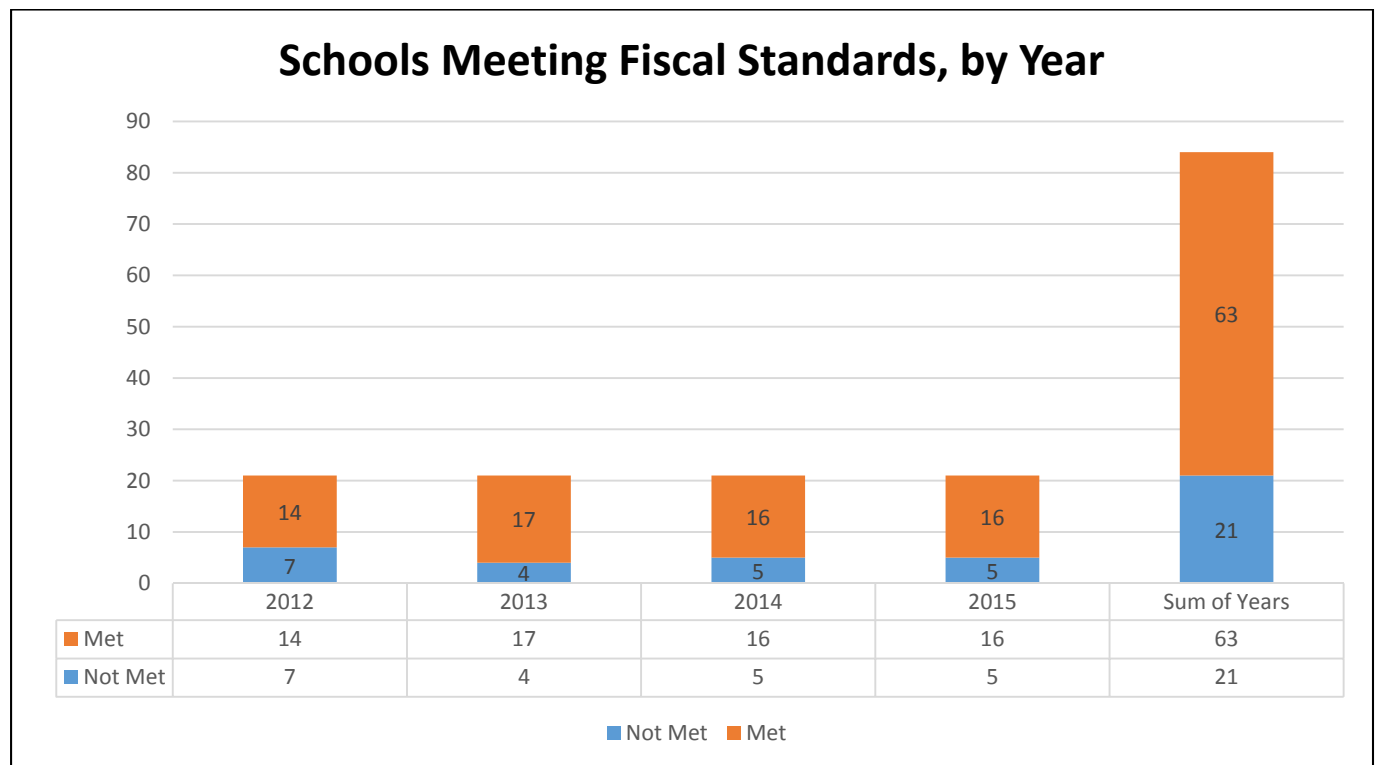
C. Financial Framework Data

Charter schools have the autonomy to manage their finances consistent with state and federal law; however, authorizers must ensure that the schools they authorize are financially stable. Authorizers, by renewing or not renewing a charter school, determine whether that school is not only academically and operationally sound, but also financially viable. The Financial Performance Framework gauges both near term financial health and longer term financial sustainability.

The portion of the framework that tests a school’s near term financial health is designed to depict the school’s financial position and viability in the upcoming year. Schools meeting the desired standards demonstrate a low-risk of financial distress in the coming year. Schools that fail to meet the standards may currently be experiencing financial difficulties and/or are at high risk for financial hardship in the near term. These schools may require additional review and immediate corrective action on the part of the Delaware Department of Education (DDOE).

The portion of the framework that tests a school’s longer term financial sustainability is designed to depict a school’s financial position and viability over time. Schools meeting the desired standards demonstrate a low-risk of financial distress in the future. Schools that fail to meet the standards are at high risk for financial hardship in the future.

Over the last four years, 25% of charter schools have failed to meet standards in their overall financial frameworks.

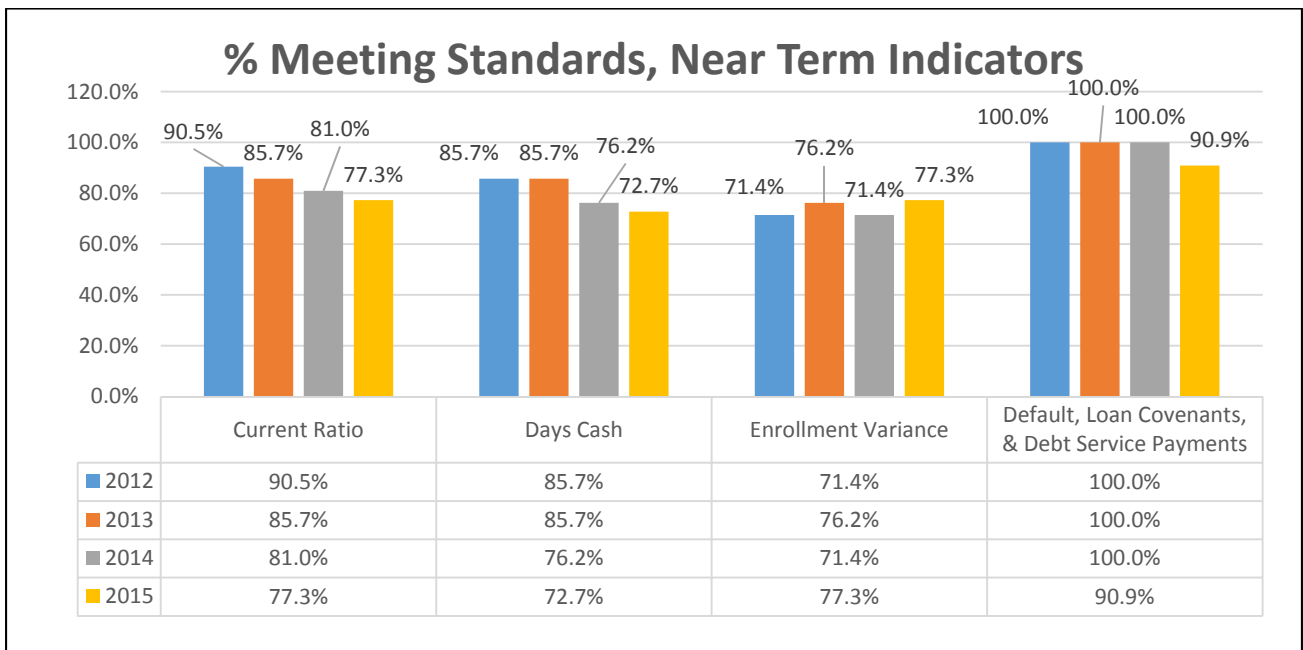


The Financial Performance Framework is designed to be a stand-alone document that clearly identifies each school’s financial standing in the context of the eight measures. These measures include:

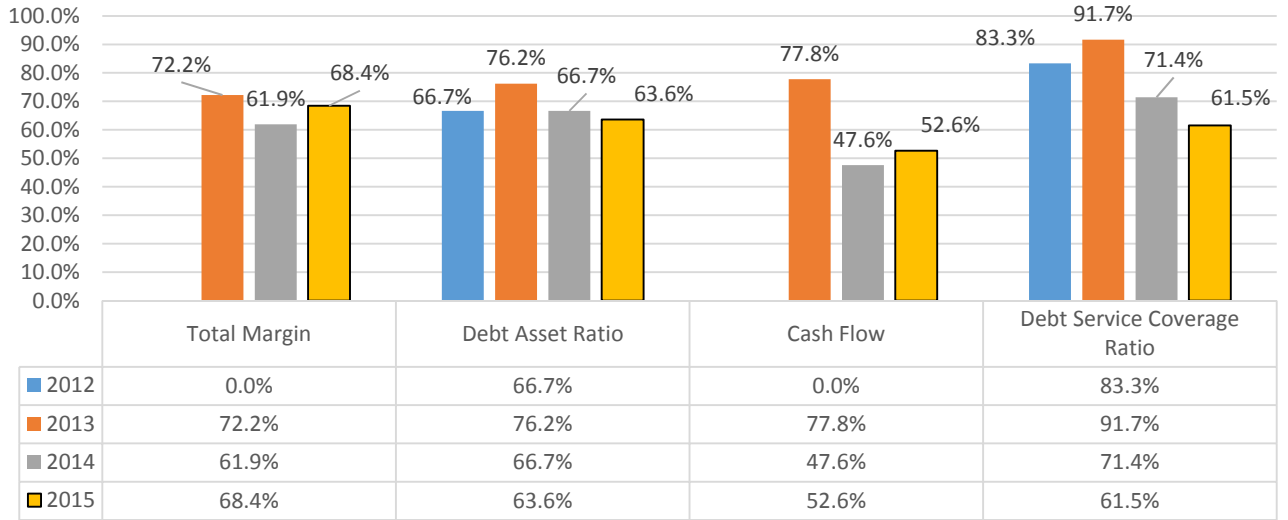
- Current Ratio
- Days Cash
- Enrollment Variance
- Default Loan Covenants & Debt Service Payments
- Total Margin
- Cash Flow
- Debt Service Coverage Ratio

Fiscal	Current Ratio	Days Cash	Enrollment Variance	Default, Loan Covenants, & Debt Service Payments	Total Margin	Debt Asset Ratio	Cash Flow	Debt Service Coverage Ratio	Overall
--------	---------------	-----------	---------------------	--	--------------	------------------	-----------	-----------------------------	---------

A breakdown of the data by context measure shows the following trends:



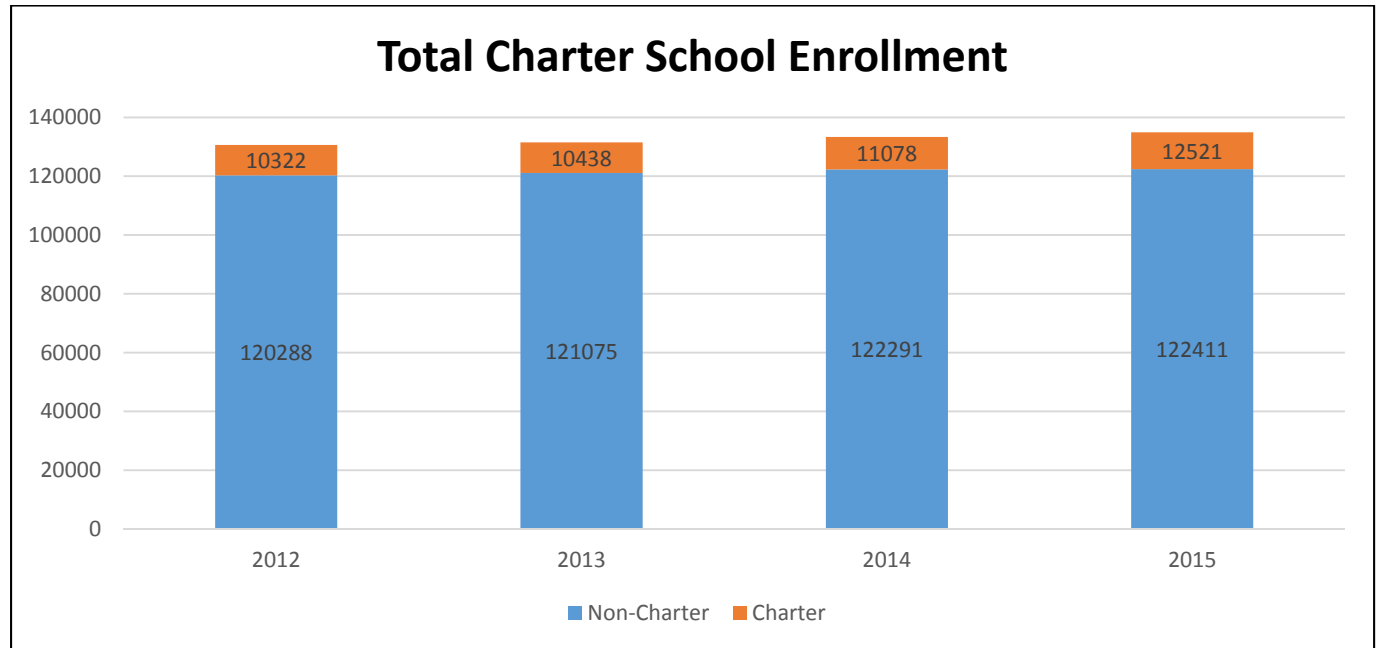
% Meeting Standards, Sustainability Indicators



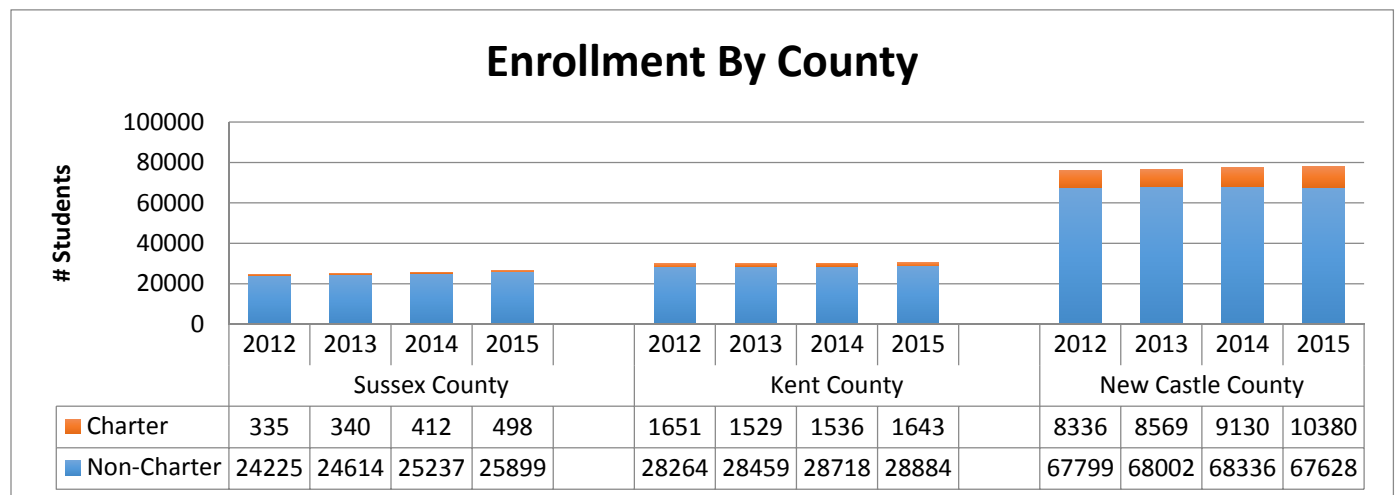
The overall trends in each of the context measures were analyzed over four years. This breakdown showed the top three areas where charter schools were failing to meet standards included: debt asset ratio, cash flow, and enrollment variance.

II. Charter School Enrollment

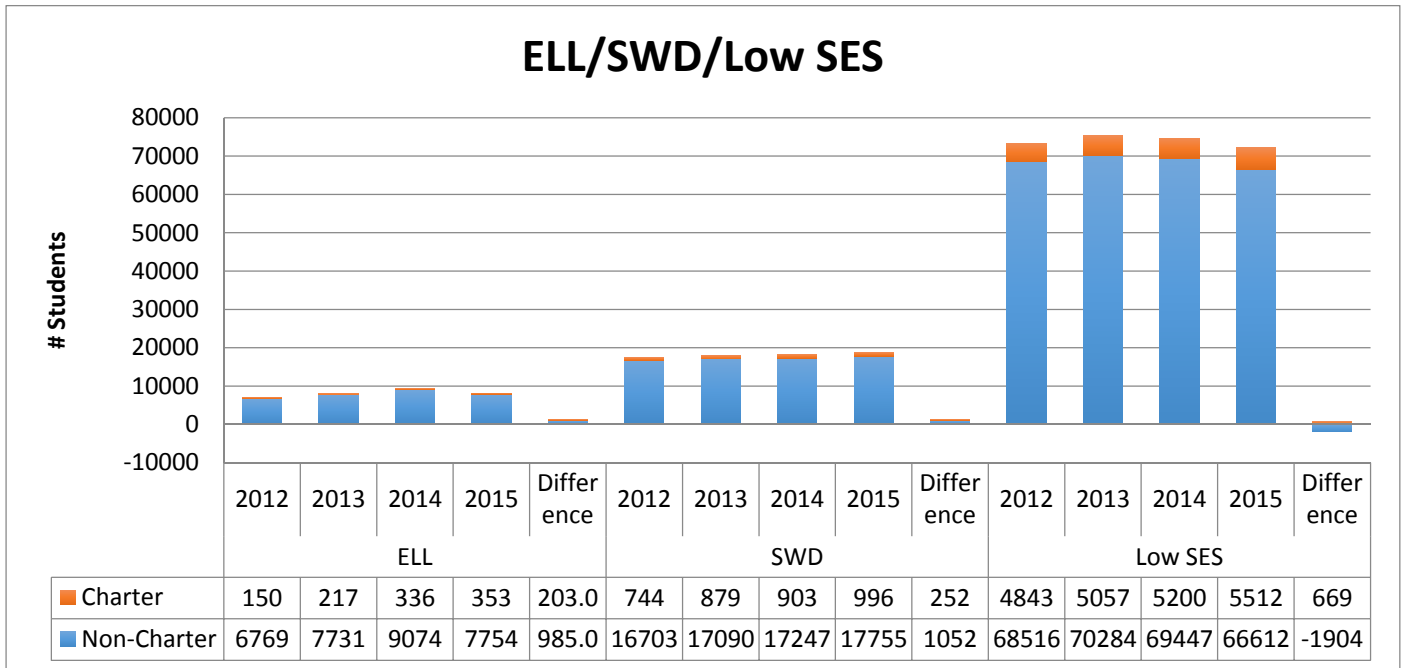
Delaware has seen a 1.9% increase since 2012 in charter school enrollment going from 7.4% of the total population to 9.3% of the total number of students enrolled in charter schools across the state. As of September 30, 2015, 12,521 of Delaware's students attended charter schools.



While there is a disparity over the last four years in the number of students enrolled in charters across the three counties, the number of students enrolled has not varied greatly over the last three years. Similar to the enrollment by county, there have also only been slight variances in demographics of charter schools that align with demographic trends in non-charter schools. Data was reviewed in relationship to demographics which showed that both charter and non-charter schools followed a similar enrollment trend over the last four years.



The data showed the number of students with limited English Proficiency and students with disabilities increasing in both charter schools and traditional schools alike in a comparison of 2012 and 2015 data. There was a slight increase in the number of socioeconomically disadvantaged youth enrolled charter schools in 2015.



III. Charter School Per-Pupil Revenue

The tables below were produced as a part of the annual fiscal reporting completed by the Department of Education and can be found at <http://www.doe.k12.de.us/Page/2879>. For the purposes of comparison, both district and charter school per pupil revenue and expenses were included.

TABLE 34
DISTRICT REVENUE RECEIPTS PER PUPIL BASED ON SEPTEMBER 30, 2014 ENROLLMENT
2014-2015

District	Enrollment	State Revenue Total	Federal Revenue Total	LOCAL REVENUE						Local**** Revenue Total	State, Federal Local Revenue Total
				Current Expenses			Other Than Current Expenses				
				Taxes	In-Tuition	Other** Sources	Tuition Outgoing	Debt Service	Other***		
NEW CASTLE COUNTY											
Appoquinimink	9,877	8,151	287	1,896	0	302	783	663	185	3,673	12,111
Brandywine	10,740	8,039	631	5,035	9	463	1,063	801	136	7,238	15,908
Data Service Center	0	0	0	0	0	0	0	0	0	0	0
Christina	16,255	7,588	1,058	4,745	0	1,420	1,599	465	202	5,597	14,243
Del Autistic	0	0	0	0	0	0	0	0	0	0	0
Margaret S. Sterck	0	0	0	0	0	0	0	0	0	0	0
R.E.A.C.H	0	0	0	0	0	0	0	0	0	0	0
Christina ILC	0	0	0	0	0	0	0	0	0	0	0
Colonial	9,825	7,617	780	3,543	0	228	797	533	154	4,845	13,241
John G. Leach	0	0	0	0	0	0	0	0	0	0	0
NCC Votech	4,629	11,048	543	5,753	0	1,208	0	544	3	7,477	19,068
Red Clay	16,302	7,176	845	3,715	12	963	1,087	436	167	5,270	13,291
Meadowood	0	0	0	0	0	0	0	0	0	0	0
Red Clay ILC	0	0	0	0	0	0	0	0	0	0	0
COUNTY TOTALS	67,628	8,838	750	4,120	409	848	1,045	553	160	6,100	15,688
KENT COUNTY											
Caesar Rodney	7,249	8,366	729	617	355	799	417	247	45	2,085	11,180
John S. Charlton	0	0	0	0	0	0	0	0	0	0	0
Dover Air Base	490	0	0	0	0	16,667	0	0	0	16,667	14,932
Capital	6,665	10,038	1,230	1,665	28	568	587	1,060	149	3,949	15,217
Polytech	1,192	10,785	763	3,568	0	571	0	509	40	4,688	16,235
Lake Forest	3,812	9,467	690	1,142	0	1,514	399	181	81	3,198	13,355
Milford	4,197	8,689	735	1,104	0	578	485	357	54	2,181	11,605
Smyrna	5,279	8,808	474	1,295	0	517	321	382	139	2,363	11,644
COUNTY TOTALS	28,884	9,375	783	1,234	147	1,015	422	471	91	3,136	13,264
SUSSEX COUNTY											
Cape Henlopen	5,075	9,958	773	3,772	0	743	1,947	1,018	50	7,427	18,158
Delmar	1,367	8,113	580	582	24	576	470	225	49	1,437	10,130
Indian River	9,842	7,945	610	2,742	354	696	776	398	65	4,153	12,709
Howard T. Ennis	0	0	0	0	0	0	0	0	0	0	0
Laurel	2,177	8,623	857	895	29	906	429	647	169	3,062	12,542
Seaford	3,509	9,724	1,612	1,202	37	356	246	298	159	2,250	13,587
Sussex Technical	1,545	10,101	766	4,887	0	1,101	0	666	133	6,722	17,589
Woodbridge	2,384	9,686	1,119	998	459	1,012	345	564	144	3,015	13,820
COUNTY TOTALS	25,899	9,154	853	2,433	329	728	802	549	94	4,499	14,506
CHARTER TOTALS	12,521	7,469	584	426	3,150	1,392	104	0	0	5,072	13,125
TOTAL ALL DISTRICTS	134,932	8,887	762	2,836	592	911	778	483	118	5,063	14,705
Department of Education	0	0	0	0	0	0	0	0	0	0	0
TOTAL ALL DISTRICTS & DOE	134,932	9,455	1,549	2,836	592	911	778	483	118	5,063	16,060

*Part-time students are excluded from totals. **Includes interest, rent, athletic funds and other.

Interest for construction and minor capital improvements. *Local revenue receipts adjusted for Within State tuition (\$72,224,727).

Note: State Revenue includes school construction funding provided through General Funds rather than through the sale of bonds. Row totals may vary due to rounding.

Source: Technology Resources & Data Development

TABLE 34
CHARTER SCHOOL REVENUE RECEIPTS PER PUPIL BASED ON SEPTEMBER 30, 2014 ENROLLMENT
2014-2015

District	Enrollment	LOCAL REVENUE									State, Federal	
		State Revenue	Federal Revenue	Current Expenses			Other Than Current Expenses			Local**** Revenue	Local Revenue	
				Taxes	In-Tuition	Other**	Tuition Outgoing	Debt Service	Other***			
CHARTER SCHOOL		Total	Total								Total	Total
1st State Military	0	0	0	0	0	0	0	0	0	0	0	0
Academia Antonia Alonso	221	6,714	360	3,681	0	1,205	0	0	0	0	4,886	11,960
Academy of Dover	290	8,943	1,607	0	1,572	1,020	0	0	0	0	2,592	13,143
Aspira	541	6,695	507	0	5,789	9	0	0	0	0	5,798	13,000
Campus Comm	410	8,204	1,287	0	1,310	344	0	0	0	0	1,653	11,145
Chrt Sch Wilm	972	6,384	47	0	3,548	29	0	0	0	0	3,578	10,009
Del Coll Prep	203	6,277	1,372	0	4,354	0	0	0	0	0	4,354	12,004
Delaware Met	0	0	0	0	0	0	0	0	0	0	0	0
Delaware Military Academy	569	6,598	157	0	4,308	19	0	0	0	0	4,327	11,081
Early College High School	129	8,714	405	1,233	0	382	0	0	0	0	1,615	10,734
East Side	418	8,095	1,257	0	6,919	15	0	0	0	0	6,934	16,285
Fam Foundations Acad	811	6,293	733	0	4,092	20	0	0	0	0	4,112	11,137
Gateway	212	11,851	541	0	6,641	28	0	0	0	0	6,669	19,080
Kuumba	464	7,259	847	0	7,495	11	0	0	0	0	7,506	15,612
Montessori Academy	280	8,241	307	3,957	0	1,326	0	0	0	0	5,283	13,831
MOT	869	8,207	191	0	1,622	13,703	0	0	0	0	15,325	23,722
Moyer Academy	208	9,074	2,189	0	4,938	-1	0	0	0	0	4,937	16,200
Newark Charter	1,948	7,576	181	0	3,605	974	0	0	0	0	4,580	12,337
Odyssey	933	6,750	259	3,493	0	1,280	0	0	0	0	4,773	11,782
Positive Outcomes	126	20,229	592	0	3,259	407	0	0	0	0	3,666	24,487
Prestige	246	7,610	923	0	4,094	4	0	0	0	0	4,098	12,631
Providence Creek	688	7,324	373	0	2,028	22	0	0	0	0	2,050	9,748
Public Safety	363	7,646	631	0	0	435	3,593	0	0	0	4,028	12,305
REACH - Girls	377	6,923	835	0	4,193	14	0	0	0	0	4,207	11,965
Sussex Academy	498	7,868	530	0	1,848	156	0	0	0	0	2,004	10,402
Thomas Edison	745	6,153	1,610	0	3,572	936	0	0	0	0	4,508	12,271
CHARTER SCHOOL TOTAL	12,521	7,469	584	426	3,150	1,392	104	0	0	0	5,072	13,125

*Part-time students are excluded from totals. **Includes interest, rent, athletic funds and other.
 Interest for construction and minor capital improvements. *Local revenue receipts adjusted for Within State tuition.
 Note: State Revenue includes school construction funding provided through General Funds rather than through the sale of bonds. Row totals may vary due to rounding.
 Source: Technology Resources & Data Development

The charts show that the range of per pupil revenue for traditional schools was between \$10,130 and \$19,068. The charts show that the range of per pupil revenue for charter schools was between \$9,748 and \$24,487.

TABLE 48
SUMMARY OF EXPENDITURES PER PUPIL BY DISTRICT
2014-2015

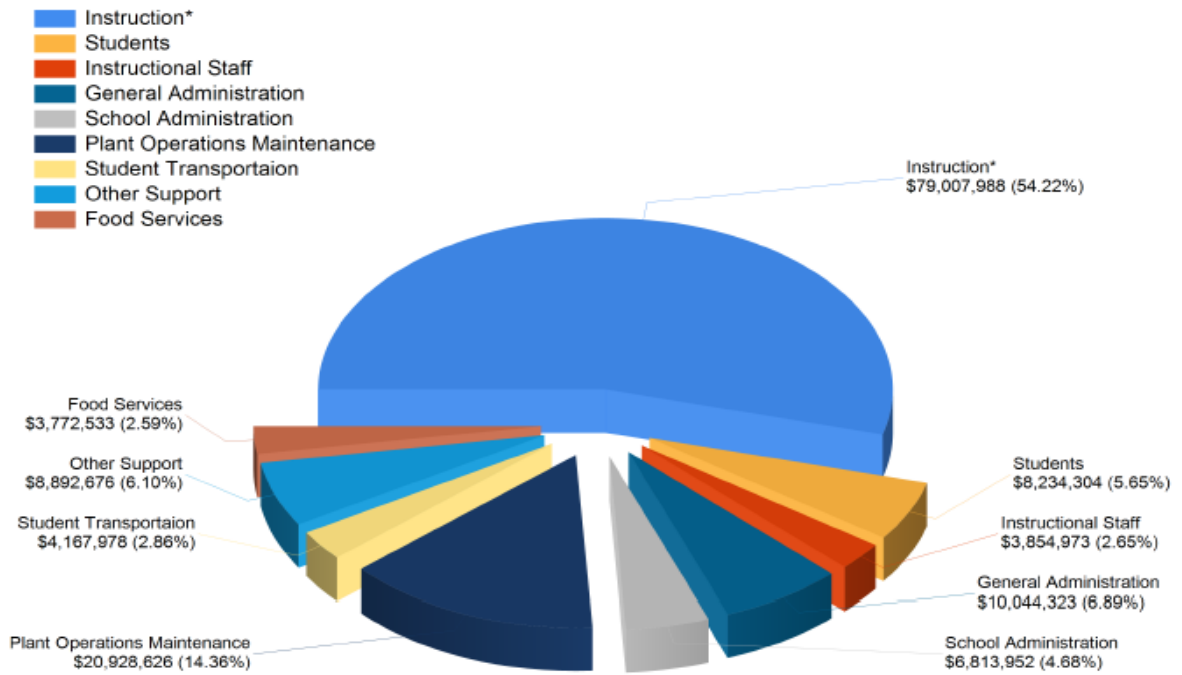
District	Actual Expenses							Local Bonded Debt				
	Enrollment	ADM	ADA	Total	Per Pupil			Total	Per Pupil			
					Enrollment	ADM	ADA		Enrollment	ADM	ADA	
New Castle County												
Appoquinimink	9,877	10,211	9,735	110,874,485	11,226	10,858	11,389	57,590,289	5,831	5,640	5,916	
Brandywine	10,740	11,003	10,412	160,680,219	14,961	14,603	15,432	68,243,721	6,354	6,202	6,554	
Data Service Center	0	0	0	2,758,140	0	0	0		0	0	0	
Christina	16,255	15,990	14,810	227,563,371	14,000	14,232	15,366	50,858,000	3,129	3,181	3,434	
Del Autistic	416	409	387	31,009,596	74,542	75,818	80,128		0	0	0	
Margaret S. Sterck	115	131	123	11,316,513	98,404	86,386	92,004		0	0	0	
R.E.A.C.H	146	166	159	8,856,944	60,664	53,355	55,704		0	0	0	
Christina ILC	59	138	97	13,038,794	220,997	94,484	134,421		0	0	0	
Colonial	9,825	9,830	9,255	124,566,811	12,679	12,672	13,459	47,180,318	4,802	4,800	5,098	
John G. Leach	94	75	63	10,304,889	109,626	137,399	163,570		0	0	0	
NCC Votech	4,629	4,590	4,341	76,653,010	16,559	16,700	17,658	33,093,072	7,149	7,210	7,623	
Red Clay	16,302	16,339	15,334	207,996,061	12,759	12,730	13,564	103,501,101	6,349	6,335	6,750	
Meadowood	155	161	146	10,246,953	66,109	63,646	70,185		0	0	0	
Red Clay ILC	411	111	100	15,198,098	36,978	136,920	151,981		0	0	0	
COUNTY TOTALS	69,024	69,154	64,962	1,011,063,885	14,648	14,620	15,564	360,466,500	5,222	5,213	5,549	
Kent County												
Caesar Rodney	7,249	6,880	6,520	78,462,283	10,824	11,404	12,034	16,659,359	2,298	2,421	2,555	
John S. Charlton	216	234	218	13,356,010	61,833	57,077	61,266		0	0	0	
Dover Air Base	490	641	618	7,341,732	14,983	11,454	11,880	0	0	0	0	
Capital	6,665	6,699	6,303	95,217,341	14,286	14,214	15,107	82,500,579	12,378	12,315	13,089	
Polytech	1,192	1,193	1,137	18,630,296	15,629	15,616	16,385	11,010,130	9,237	9,229	9,683	
Lake Forest	3,812	3,789	3,538	45,102,130	11,832	11,903	12,748	5,638,386	1,479	1,488	1,594	
Milford	4,197	4,180	3,966	47,163,070	11,237	11,283	11,892	16,799,900	4,003	4,019	4,236	
Smyrna	5,279	5,288	5,017	58,883,407	11,154	11,135	11,737	27,233,782	5,159	5,150	5,428	
COUNTY TOTALS	29,100	28,904	27,317	364,156,269	12,514	12,599	13,331	159,842,136	5,493	5,530	5,851	
SUSSEX COUNTY												
Cape Henlopen	5,075	5,179	4,791	77,413,938	15,254	14,948	16,158	32,539,498	6,412	6,283	6,792	
Delmar	1,367	1,369	1,343	14,038,055	10,269	10,254	10,453	1,483,781	1,085	1,084	1,105	
Indian River	9,842	9,775	9,227	124,866,608	12,687	12,774	13,533	33,410,517	3,395	3,418	3,621	
Howard T. Ennis	131	136	121	9,506,328	72,567	69,899	78,565	598,782	4,571	4,403	4,949	
Laurel	2,177	2,156	2,006	24,505,443	11,257	11,366	12,216	33,439,550	15,360	15,510	16,670	
Seaford	3,509	3,559	3,304	47,164,216	13,441	13,252	14,275	14,998,051	4,274	4,214	4,539	
Sussex Technical	1,545	883	858	22,935,500	14,845	25,975	26,731	12,999,062	8,414	14,721	15,150	
Woodbridge	2,384	2,439	2,263	33,082,546	13,877	13,564	14,619	19,432,837	8,151	7,968	8,587	
COUNTY TOTALS	26,030	25,496	23,913	353,512,634	13,581	13,865	14,783	148,902,079	5,720	5,840	6,227	
CHARTER TOTALS	12,521	12,159	11,635	160,718,850	12,836	13,218	13,813	0	0	0	0	
TOTAL ALL DISTRICTS	136,675	135,713	127,827	1,889,451,638	13,824	13,922	14,781	669,210,715	4,896	4,931	5,235	
Department of Education	0	0	0	184,549,100	0	0	0	0	0	0	0	
TOTAL ALL DISTRICTS & DOE	136,675	135,713	127,827	2,074,000,738	15,175	15,282	16,225	669,210,715	4,896	4,931	5,235	

Note: Current Expenses Adjusted For Within State Tuition (\$72,224,727).
ADA=Average Daily Attendance, ADM=Average Daily Membership. Row totals may vary due to rounding.
Source: Technology Resources & Data Development

A secondary comparison was completed using the same resource as above. The Actual Expenses for Delaware Charter Schools were broken down below and show that instruction, plant operation, and general administration are the top three charter school budget expenses. Whereas for traditional schools Instruction, Other Support, and Plant Operations/Maintenance were the top three expenditures.

Charter School Expenses

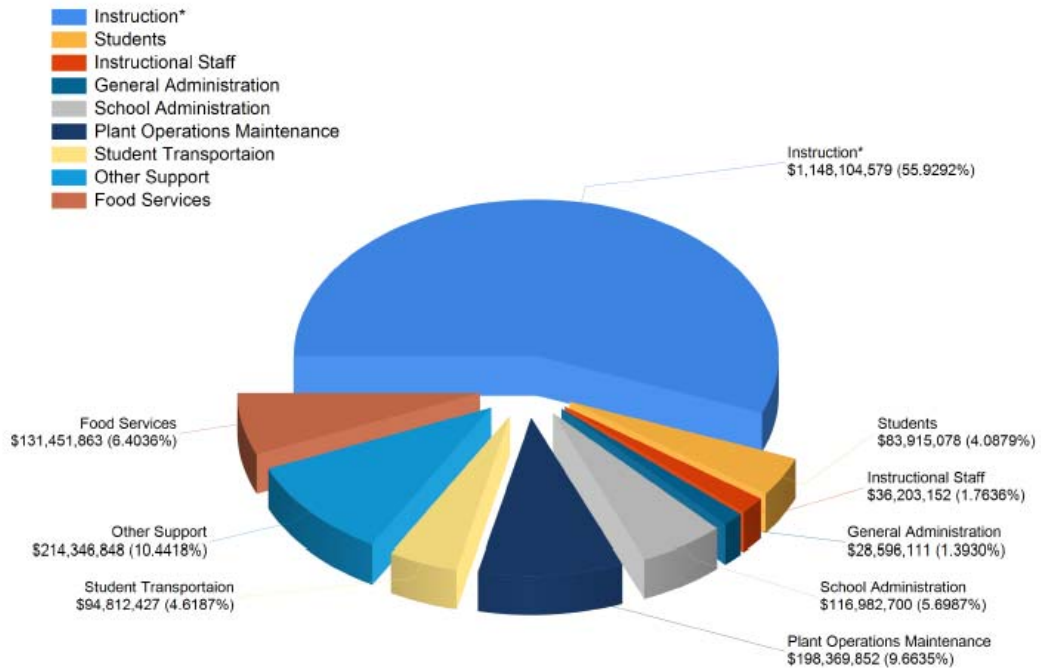
Actual Expenses Delaware School Finance (2014-2015)



Source: Technology Resources & Data Development

Non-Charter School Expenses

Actual Expenses Delaware School Finance (2014-2015)



*Excludes Within State Tuition \$72,224,727
 Source: Technology Resources & Data Development

IV. Charter School Policy Recommendations

- A. What future policy goals are we exploring to enable us to excel in our charter school authorizing work and drive high performance across Delaware’s charter school sector?

The following identifies some of our future policy goals:

- Revision of the Organizational & Financial Components of the Performance Framework
- Development of intervention policies and site visit protocols

- B. How are Delaware’s charter schools driving and implementing innovative practices in non-charter public schools across the state?

The following information was shared by charter school leaders:

“Opportunities exist for collaboration with regular public schools through statewide curriculum/instruction professional development, state board presentation, and program specific activities. Barriers present themselves when legislation or regulations are enacted that require a ‘one size fits all.’”

“The opportunities and barriers lie within the attitudes between educators. This may seem like a simple answer, but I believe it is the hardest barrier to overcome. In order for there to be true collaboration, educators need to put their own personal and professional agendas aside. They need to approach conversations like allies, as opposed to enemies. Sharing ideas of innovation in writing is not effective. It requires a two-way conversation in order to effectively exchange information. Many educators and other stakeholders have taken this approach with fellow educators in other states and countries, yet have not taken similar steps with their colleagues within our own state. I believe each of us needs to decide whether to be part of the problem or part of the solution. I hope to be part of the solution and I am taking the necessary steps to start those conversations myself.”