



Delaware Department of Education
2017-18 Renewal Report
Academia Antonia Alonso

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Charter School Renewal Report

Requirements Under the Law

The charter school law (14 *Del. C.* § 514A) outlines the provisions that the Delaware Department of Education (DDOE) follows for charter renewal and nonrenewal. The DDOE is required to review the preliminary performance of the charter school to determine its compliance with its charter and its satisfaction of the criteria set forth in this title for the purposes of renewal or nonrenewal¹. 14 *Del. C.* § 514A (c) states that,

(c) No later than April 30, the approving authority shall issue a charter school renewal report and charter renewal application guidance to any charter school whose charter will expire the following year. The renewal report shall summarize the charter school's performance record to date, based on the data required by 79 *Del. Laws*, c. 51 and the charter contract, and shall provide notice of any weaknesses or concerns perceived by the approving authority concerning the charter school that may jeopardize its position in seeking renewal if not timely rectified. The charter school shall have 10 working days to respond to the renewal report and submit any corrections or clarifications for the report.

¹ A full copy of 14 *Del. C.* Chapter 5 can be found at: <http://delcode.delaware.gov/title14/c005/>

I. Overview

1.1 Basic Information

Review the following chart with the school’s basic information:

BASIC INFORMATION	
Name of School	Academia Antonia Alonso
Year School Opened	2014
Current Enrollment	415
Approved Enrollment	525 (SY 2017-18)
School Address	4403 Lancaster Pike Building 26 Wilmington, DE 19805
District(s) of Residence	Red Clay Consolidated School District
Website Address	http://www.academiacharter.com/
Name of School Leader	Dr. Mark Phelps
School Leader Email and Phone Number	mark.phelps@academia.k12.de.us 302-351-8200
Name of Board President	Maria Alonso
Board President Email	maria.alonso@academia.k12.de.us
Mission Statement:	
<i>Inspiring children to become joyful, confident, creative, bilingual learners, helping them develop a strong biliterate academic and cultural foundation.</i>	

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1.2 Enrollment & Demographic Information

Review the following chart with the school's demographics at the time of submission (all information must be verifiable through state reporting tools):

ENROLLMENT & DEMOGRAPHIC INFORMATION			
	2014-15²	2015-16²	2016-17²
Total Enrollment	221	320	415
% Male	50.7%	50.6%	50.8%
% Female	49.3%	49.4%	49.2%
% African American	43.9%	40.9%	29.9%
% American Indian	0.5%	0.3%	
% Asian	0.9%		
% Hispanic/Latino	51.6%	52.5%	64.8%
% White	3.2%	6.3%	5.3%
% Multiracial			
% Special Education	0.9%	2.2%	3.4%
% English Language Learners	14.0%	24.7%	31.2%
% Low-Income	70.1%	73.1%	55.9%

1.3 Approved Minor and Major Modifications

Date	Modification Requested	Outcome
December 2012	Minor—delay opening	Approved for SY 2014-15
December 2014	Major—enrollment decrease	Approved
September 2015	Minor—educator evaluation process	Approved
January 2016	Major—change in location	Approved move from CEB to Barley Mill

² Based on September 30th Unit Count

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1.4 Enrollment Trends

Review the following chart with the school’s enrollment data:

School Enrollment Trends								
<i>Cells highlighted in gray were grade levels not serviced by this school.</i>								
	2013-2014		2014-2015		2015-2016		2016-2017	
	Approved Enrollment	9/30 Enrollment Count	Approved Enrollment	9/30 Enrollment Count	Approved Enrollment	9/30 Enrollment Count	Approved Enrollment	9/30 Enrollment Count
K			143	142	100	124	110	142
Grade 1			78	79	150	150	95	116
Grade 2					75	46	145	112
Grade 3							75	45
Grade 4								
Grade 5								
Grade 6								
Grade 7								
Grade 8								
Grade 9								
Grade 10								
Grade 11								
Grade 12								
Total			221	221	325	320	425	415

Summary:

Academia Antonia Alonso has shown consistent enrollment growth over its first three years, adding a grade level each year within 2% of authorized enrollment levels.

In December 2014, Academia Antonia Alonso submitted a major modification to reduce the school’s authorized enrollment from 300 to match its then-actual enrollment of 221 for SY 2014-15. Year Two’s (SY 2015-16) authorized enrollment was reduced from 400 to 325, and Year Three (SY 2016-17) was reduced from 500 to 425.

Academia Antonia Alonso’s original application called for full enrollment of 600 students in grades K-5 by Year Four. Under the current approved plan, Academia Antonia Alonso is expected to reach full enrollment of grades K-5 and 600 students in Year Five, SY 2018-19.

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1.5 Reenrollment Trends

Review the following chart with the school’s reenrollment data. The reenrollment rate is the % of students continuously enrolled in the school from one year to the next.

School Reenrollment Trends								
<i>Cells highlighted in gray were grade levels not serviced by this school.</i>								
	2013-2014		2014-2015		2015-2016		2016-2017	
	Number of Students Reenrolled	Percentage of Students Reenrolled	Number of Students Reenrolled	Percentage of Students Reenrolled	Number of Students Reenrolled	Percentage of Students Reenrolled	Number of Students Reenrolled	Percentage of Students Reenrolled
	count	%	count	%	count	%	count	%
K			**		**		**	
Grade 1					109	71.1%	94	71.8%
Grade 2					43	54.4%	99	66.0%
Grade 3							34	73.9%
Grade 4								
Grade 5								
Grade 6								
Grade 7								
Grade 8								
Grade 9								
Grade 10								
Grade 11								
Grade 12								
Total/Avg					152	68.8%	227	70.9%

** Kindergartners who were retained in kindergarten are included with Grade 1 cohort data

Summary:

While total enrollment at Academia Antonia Alonso nearly doubled from 2014 to 2017, the school’s reenrollment rate--the percentage of students returning to the school from one year to the next--has ranged from approximately 63% to 71% over the last two years.

II. Academic Performance

Changes in the Academic Framework

From School Year (SY) 2010-11 through SY 2013-14, the academic performance of all charter schools was evaluated using the Delaware Academic Framework Reports that were publishing annually. In July of 2015, the DDOE received approval from the United States Department of Education to use 2014-15 as a flexibility year for all schools in order to transition to a new accountability framework³. This new accountability report is referred to as the Delaware School Success Framework (DSSF).

For the purposes of reporting the academic achievement for charter schools during this transition period, academic performance is broken down into reporting categories. These categories include:

- ❖ Academic Framework Reporting (2010-11 through 2013-14): This report includes percentages reflecting: Student Progress Over Time (Growth), Student Achievement Status, State and Federal Accountability, Post-Secondary Readiness (High Schools Only), and Mission-Specific Academic Goals which were an optional measure.
- ❖ DSSF Reporting (2014-15 through 2015-16): This report includes two systems for ratings. Metric ratings represented by a one to five star rating for Academic Achievement, Academic Growth, On-Track to Graduation, and College and Career Readiness. This report also includes Academic Performance ratings in the four core subject areas (English Language Arts (ELA), Math, Science, and Social Studies as well as Academic Growth, On Track to Graduation, and College and Career Preparation that are represented as a percentage.

Because these reports differ in how individual reporting categories are calculated, it would not be appropriate to incorporate the data from the DSSF into the Academic Framework utilized from 2010 through 2014. Because SY14/15 was a flexibility year, the charter school data is reported in relationship to the state for comparison purposes only.

All charter schools provide descriptions of their academic performance strengths and areas of growth in their annual reports. Please review the annual reports attached to this report to see the school's response to their annual academic performance.

³ US DOE Flexibility Letter can be found at http://www.doe.k12.de.us/cms/lib09/DE01922744/Centricity/domain/232/esea/DEESEA_Flex_Renewal_Letter_7-9-15.pdf.

II. Academic Performance

Is the academic program a success?

2.1 Academic Framework/Delaware School Success Framework

Year	Academic Framework																			
	1.a. Growth		1.b. Bottom 25%		1.c. Growth to Proficiency		2.a. Proficiency		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 Goal	OVERALL RATING/ SCORE	
	Math	ELA	Math	ELA	Math	ELA	Math	ELA	Math	ELA	Math	ELA	Math	ELA					Math	ELA
13-14	**	**	**	**	**	**	**	**	**	**	**	**	**	**	**	**	**	**	**	**

** School opened in August 2014

2.2 Academic Achievement

Overall Academic Ratings

Metrics	Delaware School Success Framework (DSSF)	
	2014-2015	2015-2016
Academic Achievement	n/a	n/a
Growth	n/a	n/a
On Track to Graduation	n/a	n/a
College and Career Preparation	n/a	n/a

2.3 Summary:

Academia Antonia Alonso Charter School does not have State assessment data for SY2014-15 or SY2015-16 because the school did not include students in any tested grade levels during its first two years of operation. In SY2014-15, the school opened with Kindergarten and first grade. Academia Antonia Alonso added second grade in SY2015-16. This school year, SY2016-17, will be the first year that State results will be available since this is the first year the school has third grade students.

2.4 Proficiency Data

Academic Framework		
Year	2.a Proficiency	
	Math	ELA
13-14	**	**

** School was not open in 2013-14

DSSF Definition: *Proficiency* in a given subject is the percent of students who are on grade level (i.e., proficient) in said subject.

Academic Achievement	Delaware School Success Framework (DSSF)			
	2014-2015		2015-2016	
Rating	n/a		n/a	
	School	State	School	State
ELA	n/a	50.4%	n/a	54.91%
Math	n/a	36.0%	n/a	42.87%
Science	n/a	41.6%	n/a	60.41%
Social Studies	n/a	46.1%	n/a	76.82%

Summary:

Academia Antonia Alonso Charter School does not have State assessment data for SY2014-15 or SY2015-16 because the school did not include students in any tested grade levels during its first two years of operation. In SY2014-15, the school opened with Kindergarten and first grade. Academia Antonia Alonso added second grade in SY2015-16. This school year, SY2016-17, will be the first year that State results will be available since this is the first year the school has third grade students.

2.5 Growth Data

Academic Framework		
Year	1.a. Growth	
	Math	ELA
13-14	**	**

** School was not open in 2013-14

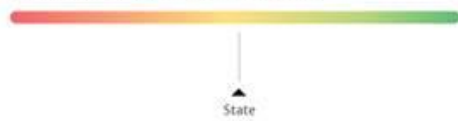
2014-15

Academic Growth

Growth in English Language Arts

The relative academic progress that students are demonstrating in English Language Arts

Data Not Available for This School and District:

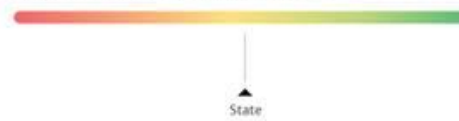


Data Not Available for This School

Growth in Mathematics

The relative academic progress that students are demonstrating in Mathematics

Data Not Available for This School and District:



DSSF Definition: Growth measures how well schools are doing at improving student learning over time. This metric is a relative calculation of student progress as compared to students with similar assessment history on statewide summative assessments.

Growth	Delaware School Success Framework (DSSF)			
	2014-2015		2015-2016	
Rating	n/a		n/a	
	School	State	School	State
ELA	n/a	See graphic above	n/a	50%
Math	n/a	See graphic above	n/a	50%

Summary:

Academia Antonia Alonso Charter School does not have State assessment data for SY2014-15 or SY2015-16 because the school did not include students in any tested grade levels during its first two years of operation. In SY2014-15, the school opened with Kindergarten and first grade. Academia Antonia Alonso added second grade in SY2015-16. This school year, SY2016-17, will be the first year that State results will be available since this is the first year the school has third grade students.

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2.6 On Track to Graduation Data

Academic Framework		
Year	4.a SAT	4.b. Grad Rate ⁵
13-14	**	**

** School was not open in 2013-14

DSSF Definition: In elementary and middle schools, attendance data are used to calculate On Track to Graduation Metric.

On Track to Graduation	Delaware School Success Framework (DSSF)			
	2014-2015		2015-2016	
	n/a		n/a	
Rating	School	State	School	State
Attendance	91.5%	94.7%	89.55%	94.4%
On-Track in the 9th grade	**	89.9%	**	84.8%
4-year Cohort Graduation Rate ⁴	**	84.4%	**	84.35%
5-year Cohort Graduation Rate ⁴	**	81.1%	**	85.84%
6-year Cohort Graduation Rate ⁴	**	81.3%	**	*Not calculated at the state level.

** The school did not service students in the grade levels assessed by this metric.

Summary:

Academia Antonia Alonso Charter School does not have State assessment data for SY2014-15 or SY2015-16 because the school did not include students in any tested grade levels during its first two years of operation. In SY2014-15, the school opened with Kindergarten and first grade. Academia Antonia Alonso added second grade in SY2015-16. This school year, SY2016-17, will be the first year that State results will be available since this is the first year the school has third grade students.

⁴ Graduation rate data is lag data by one school year to include all students that have completed their high school diplomas during that year including summer graduates.

2.7 College & Career Preparation Data

Academic Framework		
Year	1.c. Growth to Proficiency	
	Math	ELA
13-14	**	**

** School was not open in 2013-14

DSSF Definition: This metric gives an indication of whether students are growing enough to be proficient in the future. *For elementary and middle schools*, Growth to Proficiency in ELA and Math is based on 3 years of statewide assessment data, including Smarter assessment data and up to 3 years of DCAS, the prior statewide summative assessment.

	Delaware School Success Framework (DSSF)			
College & Career Prep	2014-2015		2015-2016	
Rating	n/a		n/a	
	School	State	School	State
Growth to Proficiency ELA	n/a	49.9%	n/a	57.10%
Growth to Proficiency Math	n/a	23.8%	n/a	34.42%
College & Career Preparation	**	69.4%	**	46.41%

** The school did not service students in the grade levels assessed by this metric

Summary:

Academia Antonia Alonso Charter School does not have State assessment data for SY2014-15 or SY2015-16 because the school did not include students in any tested grade levels during its first two years of operation. In SY2014-15, the school opened with Kindergarten and first grade. Academia Antonia Alonso added second grade in SY2015-16. This school year, SY2016-17, will be the first year that State results will be available since this is the first year the school has third grade students.

III. Organizational Framework

- *Is the school organizationally sound and well operated?*
- *Is the school fulfilling its legal obligations, fiduciary duties, and sound public stewardship?*
- *Is the school meeting its obligations and expectations for appropriate access, education, support services, and outcomes for students with disabilities?*

School Year	Education Program		Financial Management	Governance and Reporting			Students and Employees				School Environment		Additional Obligations	OVERALL RATINGS
	1a	1b	2	3a	3b	3c	4a	4b	4c	4d	5a	5b	6	
	Charter Terms	Students with Disabilities	Financial Management and Oversight	Governance	Management Accountability	Reporting Requirements	Protecting Student Rights	Attendance Goal	Staff Credentialing	Employee Rights	Facility and Transportation Requirements	Health and Safety Requirements	Additional Obligations	
2013-2014	**	**	**	**	**	**	**	**	**	**	**	**	**	**
2014-2015	M	M	D	M	D	M	M	D	D	N/R	M	M	M	Does Not Meet standard
2015-2016	M	M	D	M	M	M	M	D	M	N/R	M	M	M	Meets Standard

** School was not open in 2013-14

Summary:

Academia Antonia Alonso did not meet standard in 2014-15, but the school did achieve an overall rating of ‘Meets Standard’ for the organizational framework in 2015-16, Academia Antonia Alonso did not meet standard for two consecutive years for financial management and oversight (2) and attendance (4b).

Academia Antonia Alonso’s 2014-15 annual report provided the following response to the overall rating of not meeting standards:

2014-15 School Response	The areas that the school failed to meet were directly impacted by the lack of consistent school leadership within the building for the full year. Once a more stable organizational structure was put into place mid- January the school was more in compliance and more sound. Improvements were made but it still had a significant impact in some areas.
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Academia Antonia Alonso's 2015-16 annual report provided the following response to the overall improved rating of meeting standards:

2015-16 School Response	As a second year school, Academia Antonia Alonso worked hard to improve our Organizational Framework rating from 'does not meet standard' to 'meets standard.' The school had four areas in the 2014-2015 school year where we did not meet standard. We set out to improve these areas in 2015-2016 and were successful. This success was due, in part, to closely monitoring areas where the school had not met the standard on the framework the previous year, such as staff meeting credentialing requirements and reporting out to the Board on these items on a monthly basis.
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Following is a review of the individual organizational framework metrics for which Academia Antonia Alonso did not meet standards in SY2014-15 and/or SY2015-16.

Measure 2 is an assessment of the school's ability to meet financial reporting requirements.

In order to meet this standard, the school must materially comply with applicable laws, rules, regulations and provisions of the charter relating to financial reporting requirements. Academia Antonia Alonso did not meet this requirement in either SY2014-15 or SY2015-16.

In 2014-15, Academia Antonia Alonso was found to have two material weaknesses with respect to financial management and oversight. Documents relating to financial oversight were not posted as required at multiple points during the reporting period. The missing documents included monthly financial statements, Citizen Budget Oversight Committee (CBOC) agendas, CBOC minutes, and CBOC notice. The school did not submit their payroll internal control plan to the Division of Accounting upon request.

Academia Antonia Alonso's 2014-15 annual report provided the following response to not meeting standards for financial management and oversight (2):

2014-15 School Response	The school's web site was reconstructed last year to make it easy to find and post documents for compliance.... The Board of Directors worked to get a new web site constructed during the 2014-2015 school year that would be more reflective of an operating school. Once the site was fully operational the Board sent required documents to the web site. The CBOC meetings were held monthly as were Board meetings. Minutes, as well as agendas for both, were kept and approved at the meetings
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In 2015-16, Academia Antonia Alonso had a material weakness/significant deficiency in maintaining accurate and well-presented financial statements. The school's 2015-16 annual report provided the following response to not meeting standards for financial management and oversight (2):

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2015-16 School Response	Monthly financial reporting, including a month by month cash flow analysis, is reviewed by school leadership, the Board and the CBOC. The reporting allows constant monitoring of the budget and cash flow position and to respond quickly should any issues arise.
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Measure 3b examines how the school holds management accountable for school performance.

Charter schools are expected to provide oversight of school management which includes holding the school accountable for performance expectations. The Teacher and Leader Effectiveness Unit/Branch of the DDOE monitors staff evaluations.

In 2014-15, there was no evidence of completion of educator or administrator evaluations as required by law. In September 2015, Academia Antonia Alonso sought a minor modification and was approved for an alternate educator evaluation system, the Teaching Excellence Framework. Academia Antonia Alonso did not specifically address this measure in their 2014-15 report, but the school met standard in 2015-16 and noted in their annual report that:

2015-16 School Response	The school implemented this program [Teaching Excellence Framework] with fidelity with the teachers each receiving a monthly observation and coaching session. The monitoring of this implementation was imperative for an effective roll out. The school leadership worked with Hendy Avenue Consultants on this implementation monthly.
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Measure 4b *measures success in meeting school attendance goals.*

The attendance goal set by DDOE for charter schools is 95%. In 2014-15, Academia Antonia Alonso attendance rate was 91.5%. Academia Antonia Alonso's annual report provided the following response to not meeting standards for attendance (4b):

2014-15 School Response	The school attendance policies and tracking were reworked last year, and the school worked with the Data Service Center to utilize their application within IMS to ensure compliance. This started last year and the process was updated again this year. The Board will be receiving regular attendance reports ... and the school has created a school attendance review team designed to address truancy.
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In 2015-16, Academia Antonia Alonso's attendance rate was 93%. Academia Antonia Alonso's annual report provided the following response to not meeting standards for attendance (4b):

2015-16 School Response	To address attendance, we established an attendance team and related protocols to address this area of need. We utilized the Data Service Center Student Truancy Tracking during 2015-2016 to help us with ensuring we were working with our families to improve attendance. For the 2016-17 school year, we took action to ensure we had a staff member to exclusively support our families with attendance issues. This was accomplished by utilizing a visiting teacher who dedicates 50% of his time to addressing our families with attendance issues.
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Measure 4c is an evaluation of staff credentialing.

It is important to note that in 2014-15, all schools were held to the NCLB requirement of 100% HQT which was more restrictive than the Delaware statute which allows for charter schools to hire uncertified staff under certain conditions.

Highly-Qualified Teacher (HQT) status was not met in SY2014-15 due to the fact that 21.4% of the teachers at Academia Antonia Alonso were not “highly qualified” according to the federal definition. The school’s annual report provided the following response to not meeting standards for staff credentialing (4c):

2014-15 School Response	HQT is being closely monitored by program manager and reported out to the Board in the monthly report to ensure the numbers are reflective of the actual licenses of the teachers and the classes they are teaching.
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In 2015-16, the school met standard in this measure (4c).

IV. Financial Framework

Is the school financially viable?

	Near Term Indicators				Sustainability Indicators				Overall Rating
	Current Ratio	Days Cash	Enrollment Variance	Default, Loan Covenants, & Debt Service Payments	Total Margin	Debt Asset Ratio	Cash Flow	Debt Service Coverage Ratio	
	1a	1b	1c	1d	2a	2b	2c	2d	
2013-2014	**	**	**	**	**	**	**	**	**
2014-2015	D	M	F	M	N/R	M	N/R	N/R	Meets Standard
2015-2016	M	M	M	M	N/R	M	N/R	N/R	Meets Standard

** School was not open in 2013-14

Summary:

Academia Antonia Alonso was found to have met the standards of the Financial Performance Framework for both years of review SY2014-15 and SY2015-16; however, there were two areas where Academia Antonia Alonso received a score of 'does not meet standard' or 'far below' as in SY2014-15.

In SY2014-15, the school did not meet standard in the following areas:

- Current Ratio (Measure 1a) measures a school's ability to pay its obligations over the next twelve months. The preferred result is more than 1.0, which indicates that the school's current assets exceed its current liabilities. In SY2014-15, Academia Antonia Alonso's current ratio was 0.98. In 2015-16, the school met the standard on this measure (1a) with a current ratio of 1.12.
- Enrollment Variance (Measure 1c) depicts actual versus authorized enrollment. A school budgets based on projected enrollment but is funded based on actual enrollment; therefore, a school that fails to meet its enrollment targets may not be able to meet its budgeted expenses. The preferred result is more than 95%. In SY2014-15, Academia Antonia Alonso's enrollment variance of 74% actual (221) versus authorized (300) enrollment fell significantly short of the preferred result. In 2015-16, Academia Antonia Alonso met the standard on this metric (1c) with an enrollment variance of 98%.

The school's 2014-15 annual report provided the following response to not meeting standards for current ratio (1a) and enrollment variance (1c):

School's Response
<p>Current Ratio</p> <p>The school has implemented a monthly cash flow analysis as well as a budget variance and cash analysis to manage and monitor the budget and cash position of the school. The finance team will continue to strategize and analyze the cash and financial position of the school to best utilize the available resources.</p>
<p>Enrollment Variance</p> <p>Because it did not meet its authorized enrollment as detailed in the charter agreement, the school failed to meet the target measure for Enrollment Variance. Prior to the start of the 2014-2015 school year there were over 300 students in eSchool for the school. At the end of Unit Count the school was at only 222. It was clear that there were a disproportion number of no shows, over 60. The school was unable to reach many of the families, and knew the process for registration needed to be different for this school year. The school also recognized the difficulties surrounding bringing in close to 200 five and six year olds into a school so they completed a major modification to decrease their enrollment moving forward. This allowed the school to have a manageable amount of new families to establish the school culture and did not require the use of an additional floor of the CEB, saving over \$500,000 in the budget. The state approved this major modification and the school recruited for 325 instead of 400 students. The school utilized the school staff as well as other means to attract families to the school for the 2015- 2016 school year.</p>