

Specific Information Requested by CSAC

- Budget, with the costs of the Wilmington Police Department contract included, based on 215 enrollment to include a budget narrative.
 - The budget and budget narrative are included as supplemental files. **(ADDENDUM A)**
 - The cost of the Wilmington Police Department is included in the \$245,000 allocated for “Other Professional Services”, which includes the Wilmington Police Department, the School Climate Office and Team, and the mentoring services from English Lessons.
- Cash flow analysis
 - Included as a supplemental file **(ADDENDUM A)**
- Detailed evidence that special education units/funds are being utilized for special education and appropriate staffing is in place to serve students with disabilities
 - The special education budget is below. The special education funding is being spent as follows:
 - 1 Student Support Director
 - 2 Special Education Teachers
 - 3 Paraeducators
 - 20% of the salary of 10 general educators
 - 20% of mentoring service and climate team
 - \$50,000 for medical related services – psychologist, PT, OT

Total Units		16.76		\$561,454
Normal Units	161	7.70	45.9%	\$257,947
SPED Units		9.06	54.1%	\$303,507
OECs			30.48%	\$92,509
Related Services - Basic				\$9,838
Related Services - Intense				\$22,806
Related Services - Complex				\$22,806
Division II - All Other Costs		\$49,023		\$0
Division II - Energy		\$40,811		\$0
Division III		\$110,822		\$0
IDEA				\$31,382
Total Allocated to Support SPED				\$482,848

- The total number of students who have withdrawn since September 30, 2015.
 - Ten students have withdrawn since 09/30/15
 - Supplemental file provided: Student Withdrawal Report **(ADDENDUM A)**
- Updated school calendar with hours (including days the school was not open). **(ADDENDUM B)**
 - Updated documents provided included an updated school calendar and hourly attendance survey.

- Two additional days were added to the calendar – December 21st and December 22nd
- Excluding the first week of school from Carnegie unit calculations still provides adequate instructional time for Carnegie units to be earned. There are approximately 127.5 hours of instructional time in each class, exceeding the 120 hours required.
- Science and Social Studies units that outline what is currently being taught and evidence of alignment to state standards. **(ADDENDUM C)**
 - Supplemental Documents Provided:
 - Biology and Earth Science File
 - Example Earth Science Lessons
 - File: Why are there different structures of government?
 - File: Why do we need government?
 - Scanned Emails from Teachers
- Evidence of professional development teachers received in Science and Social Studies state standards and alignment of units and assessments to state standards. Clarification regarding who was responsible for overseeing that process and who was overseeing the school leader.
 - Supplemental Documents Provided: **(ADDENDUM C)**
 - Biology and Earth Science File
 - Example Earth Science Lessons
 - File: Why are there different structures of government?
 - File: Why do we need government?
 - Scanned Emails from Teachers
 - Scanned Emails from Teachers
 - The School Leader worked with Laura Jennice from Innovative Schools, who developed curricular maps based on the curricular items in the charter and state standards.
 - The School Board is responsible for overseeing the school leader.
- Evidence that the school staff have received training in de-escalation/non-violent physical restraint techniques.
 - John Sadowski provided training to the climate team on Wednesday, November 18th.
- List of police visits to the school and the reasons
 - Based on the information from our School Climate Officer:
 - 2 calls for Severe Student Disruption
 - 2 calls for Students who left school and we were unable to reach parent
 - 2 calls for police support due to outside students from other schools on our property
- Evidence that each student with an IEP had an IEP meeting prior to the 60-day timeline, and that all IEPs are in compliance with dates and are being met with a breakdown of instructional minutes. (Note: Redact any personally identifiable information) **(ADDENDUM D)**
 - The DE Met staff had not met the 60 day time line for holding IEP meetings. The DE Met staff has been in contact with all parents and is in the process of contacting parents to collect the required information from parents prior to creating the draft IEP. We are working on providing alternative dates to come to the school to meet with the staff. All students have been evaluated based to measure previous goals and to propose new goals.
 - The DE Met has created a spreadsheet with the exact frequency and duration of the services in the IEPs that were adopted prior to the student enrolling in the Met. While the DE Met is

in the process of meeting all of the parents to adopt these current IEPs, the DE Met is providing the services in the previous IEP. The spread sheet includes the Frequency, duration and location of the services.

- In the areas where the Met has not had adequate staffing for Pull Out services, the Met is documenting using a formula the amount of services the student needs to compensate for the time they did not receive the services and creating a schedule to deliver the comparable services in the previous IEP.
- For all students who have an expired IEP, the student has been evaluated and their goals measured, the parents were invited to a meeting and in all cases a draft IEP has been sent to the parents or is currently being created after obtaining input from the teachers, students and staff. In most instances, the process is being delayed based on input from the parents. Until the draft IEP has been signed, the Met staff is providing the services in the previous IEP based on the duration and frequency of the services previously adopted.
- For any students with disabilities whose needs are not being met based on the scheduling of special education staff, provide a plan for making up special education services.
 - Students are receiving comparable services to what is in their existing IEP and compensatory services based on staffing. Using a spreadsheet to multiply the minutes times the days of the week so we know what we owe them. The advisory intervention schedule was designed to provide a time to deliver these services.
- List of entities who have agreed to be external internship providers, and of internal internships opportunities.
 - Supplemental Files Provided: **(ADDENDUM E)**
 - Business Prospects 2014-15
 - Internship Database
 - Potential Internship Sites
 - Example Internal Internship Sites
 - English Lessons
 - Clutch Instincts
 - Main Office/Clerical
 - School Maintenance and Custodial
 - Teacher's Aid
 - Information Technology/Help Desk
 - School Beautification
- The school's plan to provide support to students with disabilities at internal and external internships so that their disabilities do not become a barrier.
 - Currently, two special education students are participating in an internship with a non-profit. They will have an opportunity to visit the community service building but currently the non-profit comes to the school. The Non-Profit is called the Human Ecology Project. The boys are participating in a restorative justice circle based on social media posts that are indicating inappropriate comments towards women and making bracelets to sell on etsy to raise money for after school snacks.
 - The Delaware Met will provide support to students with disabilities at internal and external internships so their disabilities do not become a barrier through advisory. The IEP goals are taken into consideration in the development of the personalized learning plans. This allows

the advisor and the student to discuss and devise a plan for the student's internship based on their personalized learning plan and IEP. Advisors will support all students in their internships through internship visits, mentor check-ins, and exhibition preparation.

- Information about the other two schools the A.J. English program partners with. **(ADDENDUM F)**
 - The other schools in Delaware that AJ has worked with are Central Middle School, Pulaski Elementary School, and Christiana High School. AJ has also worked with Brown's Boys and Girls Club, where he started his mentoring program English Lessons. Supplemental document provided explaining program offerings in details.
- List of teacher resignations/turnover.
 - Resignations: Jonathan Guenther, Katherine von Duyke, Amanda Patragas
 - Termination: Shawn Henderson, Deanna Gardas
- Discussion about Schoology – past training, current use and any follow up training for teachers and students.
 - Schoology was selected as the online learning platform for the school by the teachers during summer professional learning. On August 17th, teacher Jonathan Guenther reached out to Michael League, who has worked with another Charter School on Schoology and e-school synchronization. On August 19th, Michael connected us with Dr. Wayne Hartshuh, Director of the Delaware Center for Educational Technology, to get information on the “enterprise” version of Schoology that interfaces with eschool. On September 1st, Dr. Hartshuh provided information that the timeframe for signing up during the first year of the State contract for Schoology was last spring. Since that window has passed for this year, we missed the initial setup and implementation for this year, and access to the State funding to support the per student and setup costs this year. There is a cost per student (\$3.33 with the State paying \$1.83 and the school paying \$1.50) and an initial fee to setup Schoology and integrate the system with eSchool. Even though you missed that window last spring to do that for this year, there will be the opportunity to do that again in the spring for next school year. Dr. Hartshuh further indicated that if we wanted to bear the entire cost to get started now, we could pursue that. The school leader replied that the school would like to explore this. On September 8th, we received information from Dr. Hartshuh indicating:

We're still working on getting everything squared away with the initial 24 LEAs that are using Schoology. In the next couple of days, we'll be getting you some paperwork that needs to be completed related to the transfer of student data and a summary of the costs associated with Schoology and eSchool to do the integration.

On September 17th, Dr. Hartshuh indicated:

I just wanted to let you know that I haven't forgotten you, I've just been swamped with getting the initial 24 LEAs up and going along with everything else that comes down the pipe. I'll get you details on all of this but we will be getting you some documents concerning the transfer of student data to Schoology (those are legal documents that might need to have legal review), documents on what needs to be done to get eSchool setup, and I'll need to find out from Schoology what the setup costs will be. Sorry this is taking a little longer than anticipated.

On September 23rd, Dr. Hartshuh connected us with a sale rep from Schoology. This was one day before the school leader's maternity leave, so the assistant school leader was given all of the information about purchasing the enterprise version of Schoology and this was shared with the interim school leaders in the pending items the school leader was working on before maternity leave.

No training on Schoology has occurred since we did not have the (paid version of the) software. We were unaware that we had access to the free version of Schoology until recently. Staff will complete Schoology training prior to the holiday break. We will utilize portions of planning time (daily from 3:30 to 4:30) and, if needed, of the ½ day professional development sessions on 12/02 or 12/16 to complete this training.

- List of expectations the Board provided to Innovative Schools. **(ADDENDUM G)**
 - Supplemental Document: Board Questions to Innovative Schools with Answers
- Governance Training – list of Board members who have and have not completed governance training.
 - On September 16, 2015, the board completed the Delaware Alliance for Nonprofit Advancement (DANA) training with Dana Balick and Kendall Massett. All members except Nash Childs (on medical leave) were in attendance. The members in attendance were Adriane Anderson-Strange, Amina Baaith, Jeffrey Bross, Abby Fischer, Ryan Harrington, Andy Podolsky, Dee Reed, Aman Sharma, Richelle Talbert, and Jillian Wattlely.
 - Ryan Harrington, board vice chair, completed Charter School Board Member and CBOC Member Finance Training on September 15, 2015.
- Detail on how the Board utilized its additional planning year **(ADDENDUM G)**
 - Supplemental Document: DE Met 2014-2015 Formal Review Planning Year Documentation

Quarterly Report – December, January February, 2015

Significant changes have been underway in the last quarter since the Board of the Delaware Met decided to delay their opening for one year. Now halfway through the beginning of a second planning year, the Board is excited to have identified a new leader who will be able to foster their commitment to the vision and mission of the Delaware Met. The Board worked diligently during the first and second quarter to become a known entity in the Wilmington community where the school will be located. The school has hosted multiple Chamber of Commerce events at their facility to leverage collaborative relationships and bolster the viability of their internship program. The Board subcommittees worked extensively with Innovative Schools to prioritize and complete those activities that were essential for school start-up.

Facility Planning

When the school opens in August 2015, the Delaware Met will occupy a facility that was formerly the corporate training center for the Maryland Bank, N.A. (MBNA, now known as Bank of America), in downtown Wilmington, Delaware. The facility was purchased from the State of Delaware by Innovative Schools, in partnership with the Charter School Development Corporation, and leased to the Delaware Met. The final closing on the property occurred in November 2014. During the second quarter, the school conducted an extensive facility assessment to determine lists of 'must dos' to ensure a

completed Certificate of Occupancy prior to the state deadline. Since only minor renovations will be necessary, all facility modifications should be complete by May 2015.

Student Recruitment

Innovative Schools engaged a community-based group to conduct a grass-roots student recruitment effort. This team worked diligently with the Board and Innovative Schools, hosting multiple recruitment events throughout the fall and winter, and the school has received over 325 applications for the upcoming school year. The focus has now shifted to converting the applications into actual enrollments, and building the school community through various parent and student-centered events.

Planning Year Staffing

A new school leader was recruited for the school and began work this quarter. Patricia Hunter Crafton is an experienced school leader who is knowledgeable about the Deeper Learning models (of which Big Picture is one) and Restorative Justice (a positive approach to discipline using strategies designed to help prevent or deal with conflicts before they escalate).

Patricia Hunter Crafton

Patricia Hunter Crafton joined the Delaware Met in 2015 as the School Leader following her term as interim campus Principal of Frederick Douglass High School in Baltimore City.

In 2005, she joined The Academies at Frederick Douglass High School faculty. While working with the Douglass team, Patricia charted her path as a Science Teacher, the Science Department Head, Instructional Leadership Team Member, Bridge Coordinator, Master Scheduler, Assistant Principal of Teaching and Learning, and the interim campus Principal.

As the Interim Campus Principal, Hunter-Crafton focused her time on providing strong academic and administrative leadership to The Academies at Frederick Douglass High School. Patricia's primary focus of supporting the educational programs throughout the school building and providing diverse opportunities, allowed the students at Douglass to reach new heights of academic success.

Patricia holds student achievement at the heart of her work and she sets and holds high expectations for staff, programs and students. She is very eager to be at the helm of the Delaware Met and is excited to implement the work of the Big Picture Learning Model, where the focus is on inspired learning, one student at a time.

With the school leader now on board, the next staffing focus is the identification of the Learning Through Interests Coordinator (LTI). This position is posted and interviews will occur with an anticipated start date in May. Much of the initial work with the identification of internship locations and business partnerships was completed by the education pioneer and intern during the first quarter. When the LTI coordinator comes on board, they will build out the career and work-readiness strand of the student advisory program, and create tools for connecting academic standards to LTI projects.

Program Design - Big Picture Learning

Planning with Big Picture Learning, the national school design partner, continued this fall and has intensified since the new school leader began work. The BPL coach is now working directly with the

school leader on a weekly basis. Since the BPL National Conference occurred prior to the new school leader start date, a representative from Innovative Schools (as CMO) attended and has since shared conference learnings. The school leader will be participating in a three-day training at another Big Picture site in Rhode Island later this month. Big Picture Learning consultants participated in the school leader search and with the development of the job descriptions for all additional personnel. They also gave their insight and guidance on how to design the facility's space to best support the academic program during renovation.

Charter Management Organization (CMO) Support

During the second quarter, Innovative Schools' CMO support included guidance and assistance with academic programming, finance, facility planning and acquisition, marketing and student recruitment, and numerous personnel needs. This level of support continues through the remaining quarters. The focus of support will now shift from the Board to the school leader and the additional school personnel. The Innovative Schools' Chief Schools Officer continued to meet with the Delaware Met Board Chair once a week, and the school leader joined these meetings once she was on board. In the coming year, Innovative Schools will continue to support the Delaware Met's student recruitment and enrollment, conduct the search process for teachers, continue to develop the academic program and materials, and ensure a safe facility is ready for the school opening.

Quarterly Report – March, April, May, 2015

Significant changes have been underway as the second planning year for the DE Met comes to a close. The new school leader, Patricia Hunter, has already established herself in the community and has shown she is able to foster commitment to the vision and mission of the Delaware Met. The school has hosted multiple Chamber of Commerce events at their facility to leverage collaborative relationships and bolster the viability of their internship program. The Board subcommittees, working with the School Leader, worked extensively with Innovative Schools to prioritize and complete the activities that were essential for school start-up, and the school is ready to start with a fully enrolled student body in August 2015.

Facility Planning

When the school opens in August 2015, the Delaware Met will occupy a facility that was formerly the corporate training center for the Maryland Bank, N.A. (MBNA, now known as Bank of America), in downtown Wilmington, Delaware. The facility was purchased from the State of Delaware by Innovative Schools, in partnership with the Charter School Development Corporation, and leased to the Delaware Met. The final closing on the property occurred in November 2014. The school received their Certificate of Occupancy and submitted it to the state prior to the June 15, 2015 deadline.

Student Recruitment

Innovative Schools engaged a community-based group to conduct a grass-roots student recruitment effort. This team worked diligently with the Board and Innovative Schools, hosting numerous recruitment events throughout the fall, winter and spring, and now have over 250 students fully enrolled in the school. Parent and student events will continue to occur throughout the summer to

keep the families engaged. A recent barbecue to announce the new school mascot was attended by over 150 school community members.

Planning Year Staffing

As soon the new school leader started in March, she hit the ground running in order to identify the rest of her staff. One of her key first hires was the Learning through Internship (LTI) Coordinator, Jerry Williams, who started in early June. Mr. Williams comes to the Delaware Met with over eighteen years of experience in teaching and school counseling in both Wilmington, Delaware and Baltimore, Maryland. Mr. Williams earned master of education degrees from Wilmington University in School Leadership and in School Counseling, and he earned his bachelor of art degree from Delaware State University in Mass Communications. Most recently, Mr. Williams was Director of School Counseling at Moyer Academy Charter School in Wilmington where he was responsible for delivering individualized and small group instruction for students ensuring social communication, conflict resolution, college and career readiness, and character development.

Much of the initial work on the identification of internship locations and business partnerships was completed by the Education Pioneer, Keina Hodge, during the first quarter, and this knowledge has now been transferred to Mr. Williams. Ms. Hodge has now joined the Innovative Schools' team as program manager, and she will continue to support the school and the LTI coordinator.

The Student Advisors (teachers) are almost all on board for the upcoming school year and will be training with Big Picture Learning in August. They will build out the career- and work-readiness strand of the student advisory program, and create tools for connecting academic standards to LTI projects.

Program Design - Big Picture Learning

Planning with Big Picture Learning has occurred on a weekly basis since Ms. Hunter began as the school leader. Ms. Hunter took a training visit to Providence, RI where she was able to visit multiple Big Picture schools and learn first-hand by seeing the model in action. This trip was also attended by Teresa Gerchman, the Innovative Schools Chief Schools Officer, and time was used for in-depth planning. Big Picture Learning consultant participated in the Student Advisors' and LTI coordinator search and with the development of the job descriptions for these positions. Their insight and guidance was given on how to design the facility's space to best support the academic program, and these guidelines were used as the school building was renovated and received its certificate of occupancy.

Charter Management Organization (CMO) Support

During the third quarter, Innovative Schools' CMO support included guidance and assistance with academic programming, finance, facility planning, marketing & student recruitment, and numerous personnel needs. This level of support increased with the addition of a dedicated Operations Manager who began in mid-May and will report to the school on a daily basis. The focus of support has shifted from the Board to the school team. The Innovative Schools' team continued to meet with the School Leader and Board executive committee once a week, and also spent at least one day a week, with the school leader, working on curriculum programs, mapping and career pathways. In the coming year, Innovative Schools will serve the Delaware Met in the areas of academics, business services, human resources, marketing and student recruitments, transportation, food services and board development.

Quarterly Report – June, July, August, 2015

This last quarter for the Delaware Met has been extremely busy. The school went from existing on paper, to being a true living organism, with student bodies in the building. The school was busy preparing for the arrival of the students by preparing the staff to be able to implement the model. The school held a one week Summer Institute for their students to allow them to become acclimated to the building and the model. The teachers received a week of training on site in July as well as week of training in New Orleans at the Big Picture Conference in August. The staff continued with PD right up onto the doors opened on August 24th. Mentors and potential intern sites came together for an orientation day as well.

Facility Planning

The school opened on August 24th, 2015. The Delaware Met will occupy a facility that was formerly the corporate training center for the Maryland Bank, N.A. (MBNA, now known as Bank of America), in downtown Wilmington, Delaware. The facility was purchased from the State of Delaware by Innovative Schools, in partnership with the Charter School Development Corporation, and leased to the Delaware Met. The school received their Certificate of Occupancy and submitted it to the state prior to the June 15, 2015 deadline. A parking variance was obtained to ensure there is more than adequate parking for events at the school. Del Dot approved the Bus Loop pattern as well as the car drop off locations for the school. Updates and improvements were made to the building to ensure it is a safe and comfortable place of learning.

Student Recruitment

As of August 24th the school was fully enrolled with a waiting list. The school has continued to receive applications for new students and plans to maintain 100% enrollment. The Delaware Unit count process begins on Sept. 1st and will continue through Sept. 30th. At that point we will be able to give a final breakdown of the schools demographics. The school population was shown to have enough direct certification students to qualify for the Universal Free Lunch program. The school applied and will be participating in the program for the 2015-2016 school year.

Staffing

The school year began fully staffed. The planning year staff of a School Leader, Learning through Internship Coordinator, Operations Manager and Special Education Coordinator has been joined by an assistant school leader, 12 Advisory teachers, a school secretary, school nurse, school climate advisor and 2 cafeteria workers. Additional community mentors will be joining to work with students in need of additional supports on September 4th.

Program Design - Big Picture learning

The entire school staff was trained in the Big Picture Model. The teachers began receiving training in July. This training was school specific and designed for the unique needs of the DE Met. This training was run in partnership between the school design coach, Charly Adler, and the School Leader, Tricia Hunter. This was then followed up in August. The entire team met together on August 3rd in Delaware to prepare for the Big Picture Conference in New Orleans starting on August 4th. The entire team was trained in the model over that week by experts in Big Picture Learning. The teachers then came back to Delaware and spent the next two weeks in PD sessions and preparing the building and their rooms for

the students. The first week of school, the week of August 24th, was planned out to keep the students in Advisory class all day to build the culture necessary for a Big Picture School.

Charter Management Organization (CMO) Support

Innovative Schools' CMO support included guidance and assistance with academic programming, finance, facility planning, marketing & student recruitment, and numerous personnel needs. This level of support increased with the addition of a dedicated Operations Manager who began in mid-May and will report to the school on a daily basis. The focus of support has shifted from the Board to the school team. The Innovative Schools' team continued to meet with the School Leader and Board executive committee once a week and also spent at least one day a week, with the school leader, working on curriculum programs, mapping and career pathways. The Innovative Schools Program Manger spent at least two days per week dedicated to the school. They handled registrations, student's records, master schedule inputting and all other office and back office services. The Operations manager negotiated a bus and a food service contract. In the coming year, Innovative Schools will serve the Delaware Met in the areas of academics, business services, human resources, marketing and student recruitment, transportation, food services and board development.

Marketing and Recruitment Timeline during Additional Planning Year

October 2014:

Board agreed to perform themed Open House Events.

Signs were made to advertise weekly Open House events manned by board members.

- Distributed flyers in churches and local Community Centers
- Networking Luncheon & School Tour
- Presentations done at local schools
- Connection made with Chamber of Commerce luncheon
- CMO & Board Member visit to Met East
- Breakfast & School Tour
- Choice forms given to interested parties

November 2014:

First Open House themed event

- These Open House events consisted of
- Guided school tours, interactive activities, music
- Opportunity parents to apply online & paper apps provided to apply (choice opened 11/3/14)
- Presentations done at local schools
- Community Leaders breakfast

December 2014:

Second Open House themed event

- Chamber of Commerce Networking event
- Neighborhoods flyer distribution
- Weekly Open Houses
- Presentations done at local schools

January 2015:

Third Open House themed event

- 87ers attraction for Open House Event
- Ice Cream Social Event
- School Leaders breakfast event
- Weekly Open House Tour
- Presentations done at local schools
- Press releases in English and Spanish

February 2015:

- Parents Meet & Greet
- Weekly Open House Tours
- Presentations done at local schools
- School Leader onboard
- Personnel Committee dissolved

March 2015:

- Weekly Open House Tours
- Presentations done at local schools
- TV appearance for Board Members, School Leader, Student Ambassadors, and Parents
- Radio commercials
- Phone Jam results – board members, school leader, and CMO called students to confirm acceptance

April 2015:

- Weekly Open House Tours
 - Presentations done at local schools
 - Phone Jam results – board members, school leader, and CMO called students to confirm acceptance
- Steps the Board has taken to engage parents around school culture.
 - Various Parent Events and Forums
 - Parent Event Dates: August 13th, October 1st, November 4th, and November 10th
 - PTA Meeting Dates: October 15th, November 4th, November 19th
 - Town Hall Meeting: Schedule for Monday, November 23rd, but postponed due to building damage. Rescheduled date is TBD.
 - Various Forms of Communication and Outreach to Parents
 - Blackboard Robo-calls
 - E-blasts
 - Newsletter
 - 1-1 Parent Conferences/Meetings
 - The board communicated with parents answering questions addressing concerns at the various open house events. Board Member Jillian Wattley reached out to parents for the CBOC committee. The board has also conducted phone jams, hosted open houses, and provided guided tours. Board members attend every school event.
 - Prior to school opening the board hosted a parent event at Chelsea Tavern, along with hosting a movie night for students and their parents. There were also TV station interviews featuring students and their parents, which were set-up by board members.