

2019-2020
CHARTER SCHOOL
REPORT

Report Overview

As required by 14 Del. C. § 514, the Delaware Department of Education (DDOE) prepares an annual report for the Governor, General Assembly, and State Board of Education on the success or failure of charter schools and proposes changes necessary to improve or change the charter school program. As required, this report contains:

- a comparison of the per student expenditures of charter schools, considering all funding sources;
- recommendations relating to Delaware education laws, in light of the content of the annual reports submitted pursuant to 14 Del. C. § 513; and,
- the assessment of specific opportunities and barriers relating to the implementation of charter schools' innovations in the broader Delaware public education school system.

14 DE Admin. Code 275 further defines the requirements of this report to include an analysis of all charter schools in relationship to the Performance Framework.

General Charter School Information

Charter schools are public schools that are designed and operated by educators, parents, community leaders, educational entrepreneurs and others. They are sponsored by local or state education agencies, who monitor their quality and effectiveness and allow them to operate outside of the traditional system of public school districts.

During the 2019-2020 school year, there were twenty-two (22) charter schools in Delaware. Twenty-one (21) of those charter schools were authorized by the DDOE with the assent of the State Board of Education, and two were authorized by the Red Clay Consolidated School District. The 2019-2020 charter schools are listed below, along with the year they opened:

Authorized by DDOE

Positive Outcomes	September 1996
East Side Charter School	September 1997
Campus Community Charter School	September 1998
Thomas Edison Charter School	September 2000
Sussex Academy	September 2000
Kuumba Academy	September 2001
Newark Charter School	September 2001
MOT Charter School	September 2002
Providence Creek Academy	September 2002
Academy of Dover	September 2003
Charter School of New Castle	September 2006
Las Americas ASPIRA Academy	August 2011
Gateway Lab School	August 2011
Odyssey Charter School	August 2011
Academia Antonio Alonso	August 2014
Early College High School	August 2014

First State Montessori
 First State Military Academy
 Freire Charter School
 Great Oaks Charter School

August 2014
 August 2015
 August 2015
 August 2015

**Authorized by Red Clay
 Consolidated School District**

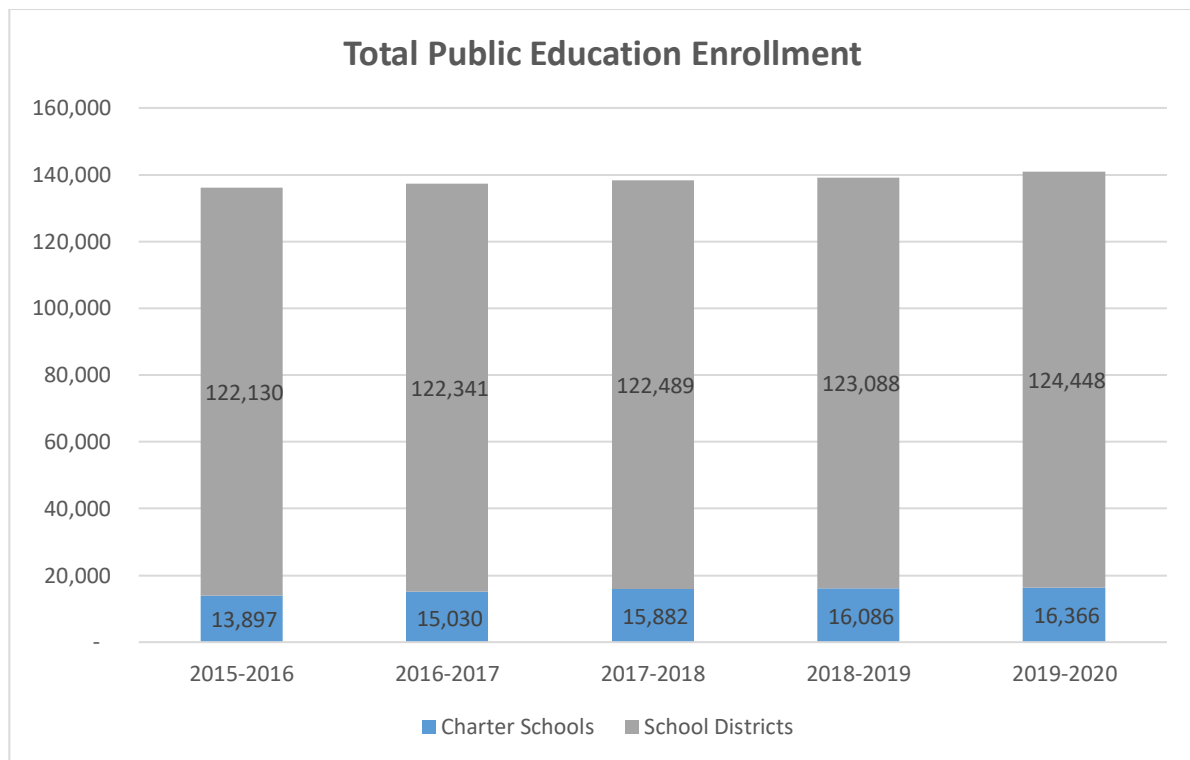
Charter School of Wilmington
 Delaware Military Academy

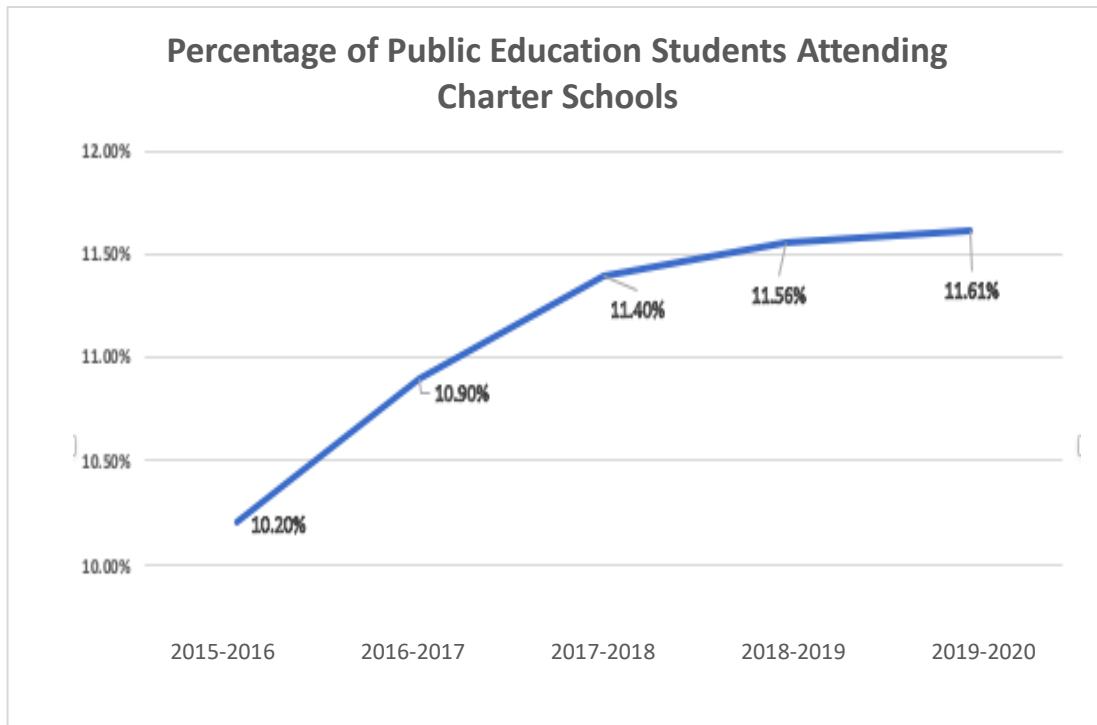
September 1996
 September 2003

*Sussex Montessori School opened in the fall of 2020

Charter School Enrollment

Delaware saw a 1.7% increase in students attending charter schools in school year 2019-2020 over school year 2018-2019. Charter enrollment increased by 17.8% over the past five years.





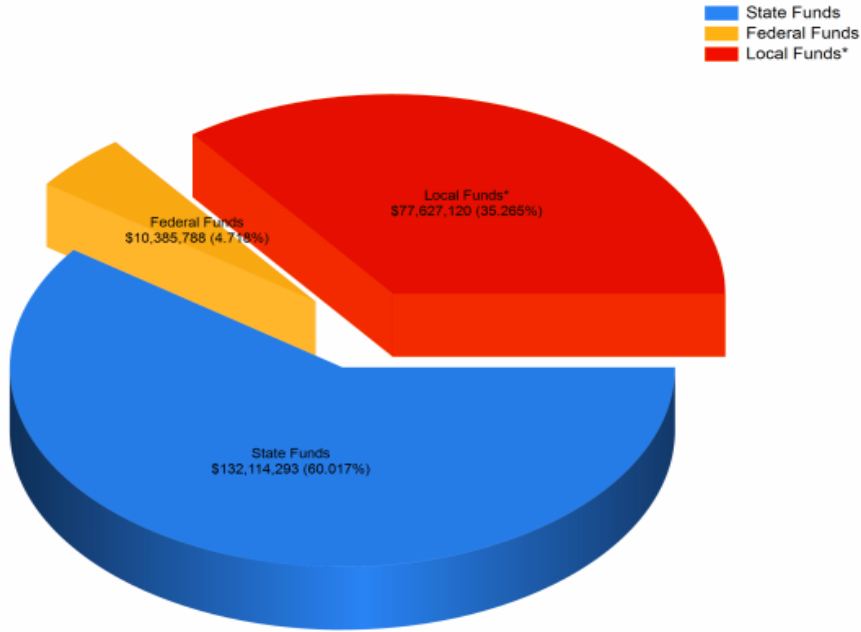
Revenue and Expenditure Comparison

The tables below were produced as part of the annual Financial Educational Statistics Reports available on the DDOE website (<https://www.doe.k12.de.us/site/Default.aspx?PageID=1521>). Please note that financial data is lag data; the most recent report covers the 2018-2019 school year. The 2019-2020 data will be available in summer 2021.

In school year 2018-2019, there were 22 charter schools serving 16,086 students. Charter school revenue is comprised of federal, state and local dollars. In school year 2018-2019, charter school revenue totaled \$10,385,788 in federal funds, \$132,114,293 in state funds, and \$77,827,120 in local funds. In school year 2017-2018, charter school revenue totaled \$9,187,987 in federal funds, \$124,731,536 in state funds, and \$73,576,969 in local funds. The increase in revenue in 2018-2019 corresponds to the increase in enrollment in charter schools. A breakdown of charter school and school district revenue for the 2018-2019 school year is provided in the charts below.

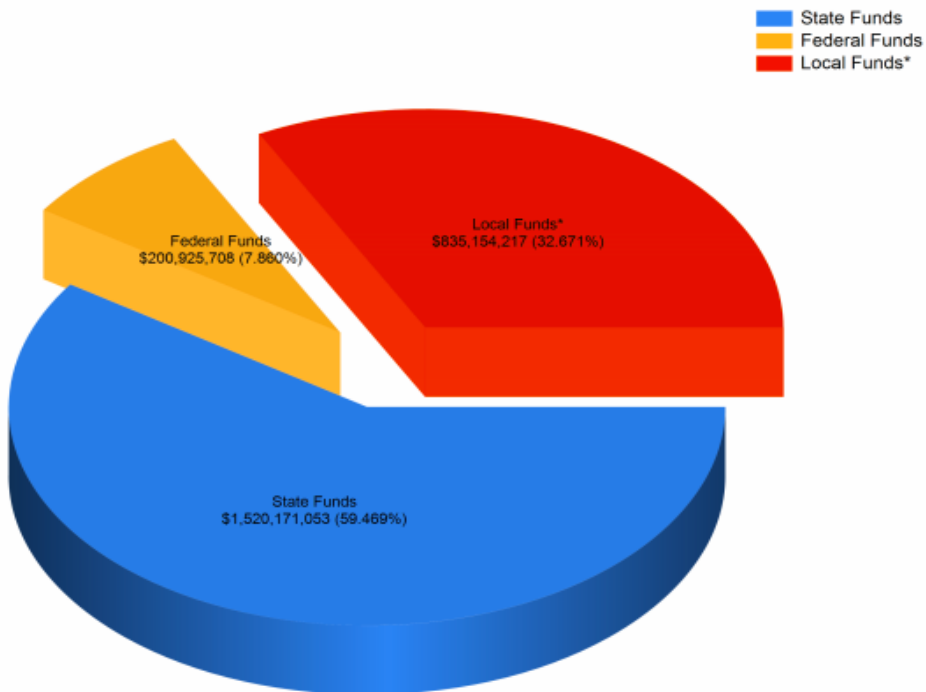
Charter Schools:

Figure 54 Sources of Educational Revenue in Delaware (2018-2019)



School Districts:

Figure 54 Sources of Educational Revenue in Delaware (2018-2019)



The following tables provide a breakdown of the various revenue sources (state, federal and local) for each charter school and traditional district.

Charter Schools:

TABLE 30
INCOME SOURCES BY CHARTER SCHOOL
2018-2019

District	Revenue Receipts				Nonrevenue Receipts			Total Income
	State	Federal	Local	Total	State	Local	Total	
CHARTER SCHOOL								
Academy of Dover	2,307,098	252,691	593,299	3,153,088	51,922	0	51,922	3,205,010
Alonso	4,715,410	558,719	3,180,275	8,454,405	95,115	0	95,115	8,549,519
Aspira Academy	6,965,656	520,933	4,989,394	12,475,982	143,080	0	143,080	12,619,063
Campus Comm	3,445,636	262,669	733,232	4,441,538	80,470	0	80,470	4,522,007
Charter of New Castle	5,507,190	1,223,826	3,958,376	10,689,392	144,000	0	144,000	10,833,392
Charter Sch of Wilm	5,803,085	172,677	3,761,846	9,737,608	181,182	0	181,182	9,918,790
DAPSS	1,112,461	-2,550	12,535	1,122,446	0	0	0	1,122,446
Delaware Design	2,476,967	248,437	1,971,526	4,696,930	58,109	0	58,109	4,755,039
Delaware Military Academy	4,202,572	154,209	2,795,526	7,152,308	109,286	0	109,286	7,261,594
East Side	3,772,272	728,918	3,064,163	7,565,353	82,263	0	82,263	7,647,616
ECHS at DSU	2,995,262	227,374	1,089,427	4,312,062	79,432	0	79,432	4,391,494
First State Military	3,929,672	201,080	1,402,379	5,533,131	79,359	0	79,359	5,612,490
First State Montessori	4,673,377	196,585	2,891,033	7,760,994	98,195	0	98,195	7,859,189
Freire Charter School	3,620,529	720,578	2,840,896	7,182,003	80,719	0	80,719	7,262,722
Gateway Lab	3,060,167	171,032	1,653,434	4,884,634	43,266	0	43,266	4,927,900
Great Oaks Charter School	3,445,088	754,416	2,999,878	7,199,381	87,455	0	87,455	7,286,836
Kuumba	5,200,592	991,178	3,729,048	9,920,818	138,105	0	138,105	10,058,923
MOT	11,215,394	288,018	4,093,391	15,596,803	247,089	0	247,089	15,843,892
Newark Charter	19,858,210	553,292	13,249,177	33,660,678	451,206	0	451,206	34,111,884
Odyssey Charter	13,857,449	521,882	10,638,493	25,017,824	317,078	0	317,078	25,334,902
Positive Outcomes	2,880,010	88,777	659,682	3,628,468	31,512	0	31,512	3,659,980
Providence Creek	5,616,225	266,393	1,622,711	7,505,328	131,187	0	131,187	7,636,515
Sussex Academy	6,370,684	195,314	2,439,753	9,005,751	144,146	0	144,146	9,149,897
Thomas Edison	5,083,288	1,089,342	3,257,647	9,430,277	139,506	0	139,506	9,569,783
CHARTER SCHOOL TOTALS	132,114,293	10,385,788	77,627,120	220,127,201	3,013,685	0	3,013,685	223,140,886

Source: LEAs' Annual Financial Statement to DOE Finance

School Districts:

TABLE 30
INCOME SOURCES BY DISTRICT
2018-2019

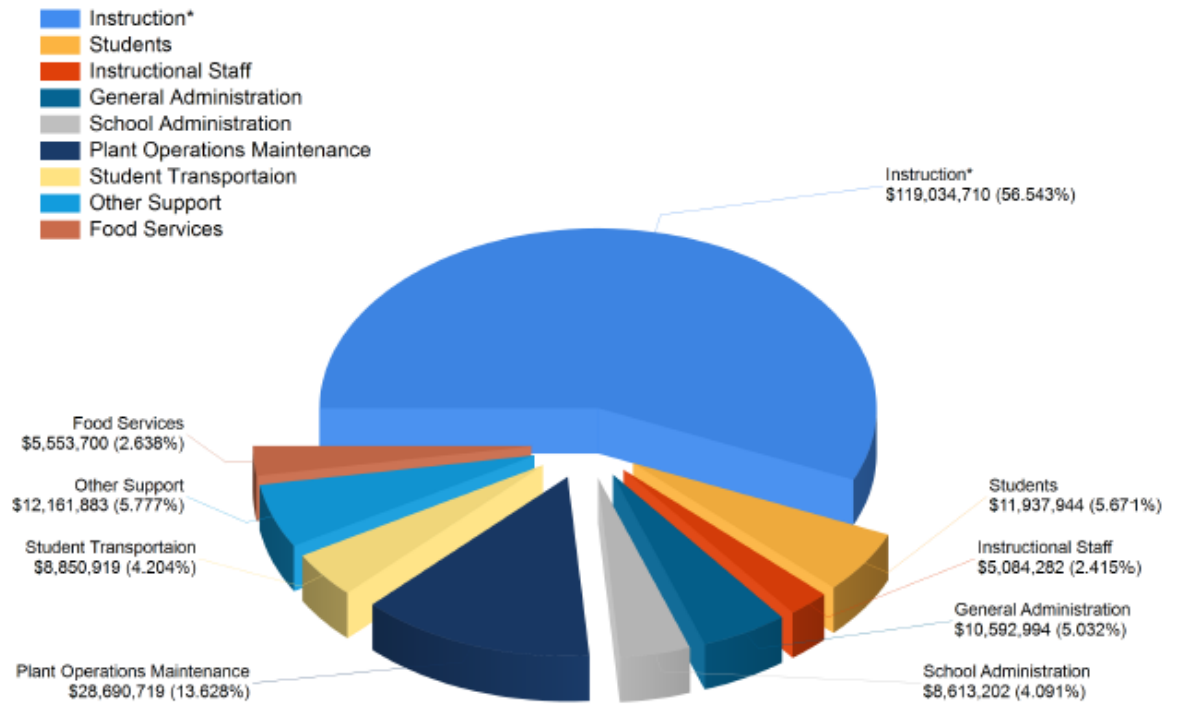
District	Revenue Receipts				Nonrevenue Receipts			Total Income
	State	Federal	Local	Total	State	Local	Total	
NEW CASTLE COUNTY								
Appoquinimink	104,349,918	3,242,485	52,785,345	160,377,748	65,098,351	20,704,439	85,802,790	246,180,538
Brandywine	96,650,905	8,549,634	86,369,035	191,569,573	11,977,903	7,056,800	19,034,703	210,624,276
Christina	129,057,166	13,698,182	96,038,818	238,794,166	8,322,874	0	8,322,874	247,117,041
Del Autistic	24,468,310	0	11,464,428	35,932,738	0	0	0	35,932,738
Margaret S. Sterck	7,963,206	0	3,885,748	11,848,954	86,558	0	86,558	11,935,512
R.E.A.C.H	7,542,127	0	1,897,490	9,439,618	0	0	0	9,439,618
Christina ILC	9,784,602	0	4,148,630	13,933,231	0	0	0	13,933,231
Colonial	92,538,690	8,417,845	65,236,568	166,193,103	1,314,874	0	1,314,874	167,507,977
Data Service Center	0	0	2,937,326	2,937,326	0	0	0	2,937,326
John G. Leach	8,912,290	0	4,153,933	13,066,222	13,727	0	13,727	13,079,949
NCC Votech	57,286,927	3,449,585	37,181,166	97,917,679	1,298,517	0	1,298,517	99,216,195
Red Clay	138,340,500	14,552,800	112,961,745	265,855,044	2,076,924	0	2,076,924	267,931,968
Meadowood	7,735,492	0	4,621,766	12,357,258	24,223	0	24,223	12,381,481
Red Clay ILC	7,350,426	0	5,117,703	12,468,129	0	0	0	12,468,129
COUNTY TOTALS	691,980,560	51,910,532	488,819,698	1,232,710,789	90,213,952	27,761,239	117,975,191	1,350,685,980
KENT COUNTY								
Caesar Rodney	69,692,030	5,506,117	20,616,019	95,814,166	21,760,281	5,601,923	27,362,204	123,176,370
John S. Charlton	12,931,068	0	3,431,104	16,362,172	34,882	0	34,882	16,397,054
Dover Air Base	0	0	8,400,944	8,400,944	0	0	0	8,400,944
Capital	76,135,402	7,774,127	27,485,045	111,394,574	905,270	0	905,270	112,299,844
Polytech	13,890,582	861,113	6,710,656	21,462,351	1,893,064	1,717,718	3,610,782	25,073,133
Lake Forest	37,396,628	3,010,533	11,604,603	52,011,764	497,448	0	497,448	52,509,213
Milford	42,009,130	4,015,283	13,606,844	59,631,258	540,301	0	540,301	60,171,559
Smyrna	58,542,779	2,900,145	15,238,139	76,681,064	732,353	0	732,353	77,413,416
COUNTY TOTALS	310,597,620	24,067,318	107,093,355	441,758,293	26,363,600	7,319,641	33,683,241	475,441,534
SUSSEX COUNTY								
Cape Henlopen	62,121,183	3,879,439	55,014,998	121,015,620	30,624,322	14,449,000	45,073,322	166,088,942
Delmar	12,065,218	690,449	2,293,538	15,049,204	248,413	0	248,413	15,297,617
Indian River	97,620,266	8,307,560	54,086,770	160,014,596	4,395,052	0	4,395,052	164,409,648
Howard T. Ennis	8,427,208	0	2,085,207	10,512,415	22,770	0	22,770	10,535,185
Laurel	23,345,368	2,608,990	6,863,712	32,818,070	320,331	0	320,331	33,138,401
Seaford	37,855,937	3,823,504	9,568,868	51,248,309	463,729	0	463,729	51,712,038
Sussex Technical	14,742,143	1,160,933	11,193,141	27,096,218	253,899	0	253,899	27,350,117
Woodbridge	27,518,620	2,977,359	9,038,782	39,534,761	336,239	0	336,239	39,870,999
COUNTY TOTALS	283,695,944	23,448,233	150,145,016	457,289,193	36,664,754	14,449,000	51,113,754	508,402,947
CHARTER TOTALS	132,114,293	10,385,788	77,627,120	220,127,201	3,013,685	0	3,013,685	223,140,886
TOTAL ALL DISTRICTS	1,418,388,418	109,811,870	823,685,189	2,351,885,477	156,255,990	49,529,880	205,785,871	2,557,671,347
Department of Education	101,782,635	91,967,327	10,615,539	204,365,501	189,113	0	189,113	204,554,614
TOTAL ALL DISTRICTS & DOE	1,520,171,053	201,779,197	834,300,728	2,556,250,978	156,445,103	49,529,880	205,974,984	2,762,225,962

Note: Local Revenue Receipts Adjusted For Within State Tuition (\$3,198,736). Row totals may vary due to rounding.
Source: LEAs' Annual Financial Statement to DOE Finance

The following charts provide 2018-2019 expenses by category for charter schools and school districts.

Charter Schools:

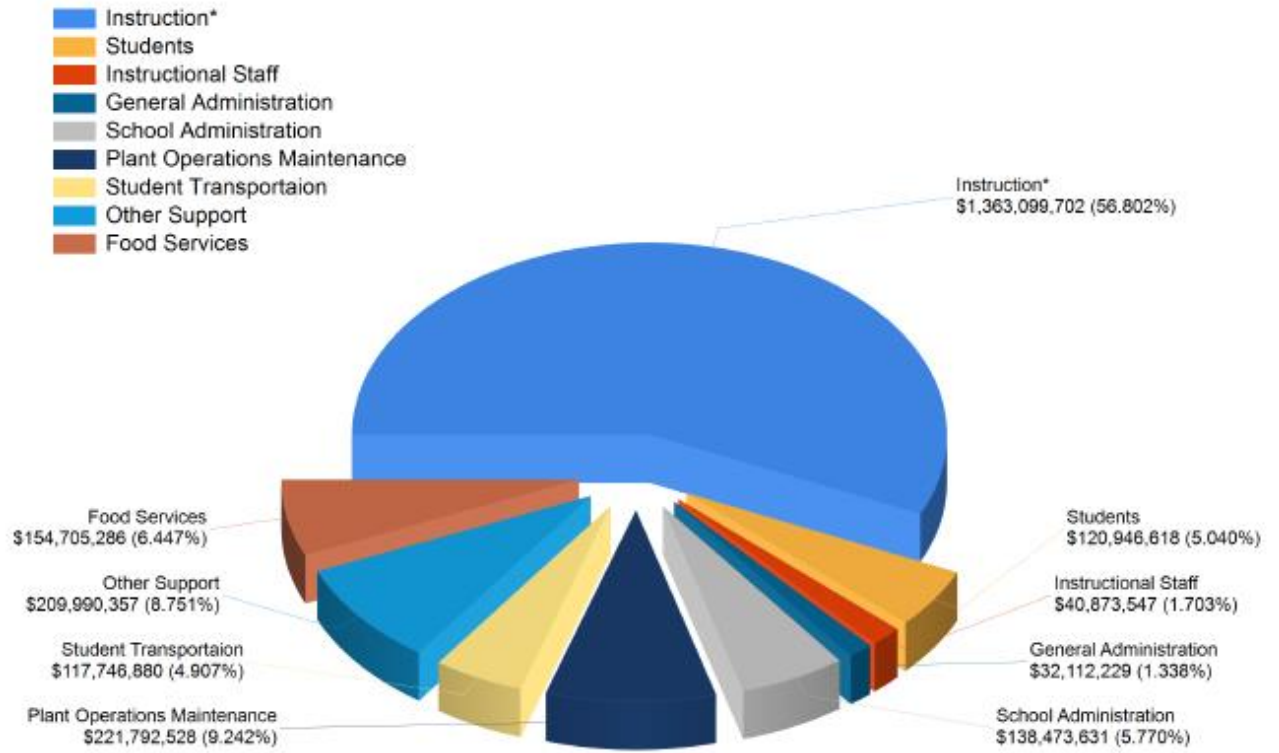
Figure 56 Actual Expenses Delaware School Finance (2018-2019)



Source: Technology Operations
*Percentage totals may vary due to rounding

School Districts:

Figure 56 Actual Expenses Delaware School Finance (2018-2019)



*Excludes Within State Tuition \$3,198,736
 Source: Technology Operations
 **Percentage totals may vary due to rounding

The tables below provide a comparison of the per pupil expenditures of each charter school and school district. Please note that the charter school table does not include the calculations for the “Local Bonded Debt” that appear in the school district table.

Charter Schools:

TABLE 48
SUMMARY OF EXPENDITURES PER PUPIL BY CHARTER SCHOOL
2018-2019

District	Actual Expenses						
	Enrollment	ADM	ADA	Total	Per Pupil		
					Enrollment	ADM	ADA
CHARTER SCHOOL							
Academy of Dover	272	268	254	3,217,922	11,831	12,007	12,669
Alonso	603	597	597	8,121,128	13,468	13,603	13,603
Aspira Academy	785	800	778	13,372,736	17,035	16,716	17,189
Campus Comm	408	401	385	4,557,463	11,170	11,365	11,838
Charter of New Castle	763	756	722	10,798,519	14,153	14,284	14,956
Charter Sch of Wilm	972	971	939	9,367,561	9,637	9,647	9,976
DAPSS	0	27	26	1,154,768	0	42,769	44,414
Delaware Design	302	304	244	4,934,896	16,341	16,233	20,225
Delaware Military Academy	581	579	551	6,129,872	10,551	10,587	11,125
East Side	422	472	424	7,666,184	18,166	16,242	18,081
ECHS at DSU	393	381	356	4,044,055	10,290	10,614	11,360
First State Military	436	430	430	5,437,871	12,472	12,646	12,646
First State Montessori	560	554	533	7,801,845	13,932	14,083	14,638
Freire Charter School	479	469	469	7,099,331	14,821	15,137	15,137
Gateway Lab	172	172	159	4,880,216	28,373	28,373	30,693
Great Oaks Charter School	441	433	386	7,324,256	16,608	16,915	18,975
Kuumba	661	659	625	9,666,687	14,624	14,669	15,467
MOT	1,314	1,310	1,274	14,213,275	10,817	10,850	11,156
Newark Charter	2,386	2,382	2,305	29,983,085	12,566	12,587	13,008
Odyssey Charter	1,803	1,797	1,729	21,975,428	12,188	12,229	12,710
Positive Outcomes	120	114	104	3,285,202	27,377	28,818	31,588
Providence Creek	690	688	657	7,543,530	10,933	10,964	11,482
Sussex Academy	795	779	746	8,962,606	11,274	11,505	12,014
Thomas Edison	730	730	694	8,981,917	12,304	12,304	12,942
CHARTER SCHOOL TOTAL	16,088	16,073	15,387	210,520,352	13,086	13,098	13,682

Note: part-time students excluded from totals. Current Expenses Adjusted For Within State Tuition (\$3,198,736).
ADA=Average Daily Attendance, ADM=Average Daily Membership. Row totals may vary due to rounding.
Source: Technology Operations

School Districts:

TABLE 48
SUMMARY OF EXPENDITURES PER PUPIL BY DISTRICT
2018-2019

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	11,317	11,517	10,958	152,465,177	13,472	13,238	13,914	89,627,602	7,920	7,782	8,179
Brandywine	10,470	10,643	10,046	182,902,848	17,469	17,185	18,207	59,849,895	5,716	5,623	5,958
Christina	14,408	14,465	13,681	238,708,931	16,568	16,503	17,448	26,738,993	1,856	1,849	1,954
Del Autistic	424	118	109	36,306,668	85,629	307,684	333,089	0	0	0	0
Margaret S. Sterok	102	114	104	12,146,147	119,080	106,545	116,790	0	0	0	0
R.E.A.C.H	164	0	0	10,505,598	64,059	0	0	0	0	0	0
Christina ILC	69	108	64	15,405,207	223,264	142,641	240,706	0	0	0	0
Colonial	9,889	9,934	9,312	151,499,878	15,320	15,251	16,269	27,825,048	2,814	2,801	2,988
Data Service Center	0	0	0	2,956,206	0	0	0	0	0	0	0
John G. Leach	83	94	81	13,632,937	164,252	145,031	168,308	0	0	0	0
NCC Votech	4,694	4,670	4,438	87,482,207	18,637	18,733	19,712	50,210,659	10,697	10,752	11,314
Red Clay	15,414	15,476	14,529	249,145,277	16,164	16,099	17,148	74,470,159	4,831	4,812	5,126
Meadowood	159	158	142	11,650,327	73,272	73,736	82,045	0	0	0	0
Red Clay ILC	298	0	0	11,915,374	39,984	0	0	0	0	0	0
COUNTY TOTALS	67,491	67,297	63,464	1,176,722,782	17,435	17,486	18,542	328,722,356	4,871	4,885	5,180
Kent County											
Caesar Rodney	7,540	7,217	6,826	92,144,980	12,221	12,768	13,499	33,036,780	4,382	4,578	4,840
John S. Charlton	220	235	215	16,073,718	73,062	68,399	74,761	0	0	0	0
Dover Air Base	480	579	556	8,521,576	17,753	14,718	15,327	0	0	0	0
Capital	6,519	6,706	6,304	107,028,593	16,418	15,960	16,978	55,851,761	8,568	8,329	8,860
Polytech	1,199	1,192	1,136	20,072,376	16,741	16,839	17,669	12,170,612	10,151	10,210	10,714
Lake Forest	3,746	3,715	3,470	47,607,772	12,709	12,815	13,720	5,115,984	1,366	1,377	1,474
Milford	4,227	4,283	4,045	53,999,286	12,775	12,608	13,350	10,666,537	2,523	2,490	2,637
Smyrna	5,691	5,726	5,424	72,699,973	12,775	12,696	13,403	21,415,239	3,763	3,740	3,948
COUNTY TOTALS	29,622	29,653	27,976	418,148,273	14,116	14,101	14,947	138,256,913	4,667	4,662	4,942
SUSSEX COUNTY											
Cape Henlopen	5,643	5,698	5,376	81,226,835	14,394	14,255	15,109	67,623,482	11,984	11,868	12,579
Delmar	1,373	1,366	1,280	14,497,330	10,559	10,613	11,326	1,244,883	907	911	973
Indian River	10,697	10,554	9,931	153,047,616	14,308	14,501	15,411	19,296,720	1,804	1,828	1,943
Howard T. Ennis	134	139	122	12,120,718	90,453	87,199	99,350	237,052	1,769	1,705	1,943
Laurel	2,521	2,549	2,427	30,171,773	11,968	11,837	12,432	25,066,605	9,943	9,834	10,328
Seaford	3,464	3,490	3,269	50,076,483	14,456	14,349	15,319	9,994,702	2,885	2,864	3,057
Sussex Technical	1,240	1,233	1,193	23,319,312	18,806	18,913	19,547	8,670,298	6,992	7,032	7,268
Woodbridge	2,526	2,585	2,424	38,177,489	15,114	14,769	15,750	13,864,567	5,489	5,363	5,720
COUNTY TOTALS	27,598	27,614	26,022	402,637,556	14,589	14,581	15,473	145,998,309	5,290	5,287	5,611
CHARTER TOTALS	16,088	16,073	15,387	210,520,352	13,086	13,098	13,682	0	0	0	0
TOTAL ALL DISTRICTS	140,799	140,637	132,849	2,208,028,963	15,682	15,700	16,621	612,977,579	4,354	4,359	4,614
Department of Education	0	0	0	191,711,816	0	0	0	0	0	0	0
TOTAL ALL DISTRICTS & DOE	140,799	140,637	132,849	2,399,740,778	17,044	17,063	18,064	612,977,579	4,354	4,359	4,614

Note: Current Expenses Adjusted For Within State Tuition (\$3,198,736).
 ADA=Average Daily Attendance, ADM=Average Daily Membership. Row totals may vary due to rounding.
 Source: Technology Operations

Charter School Performance Framework

Charter schools are evaluated annually for their academic, organizational and financial performance using three separate performance frameworks.

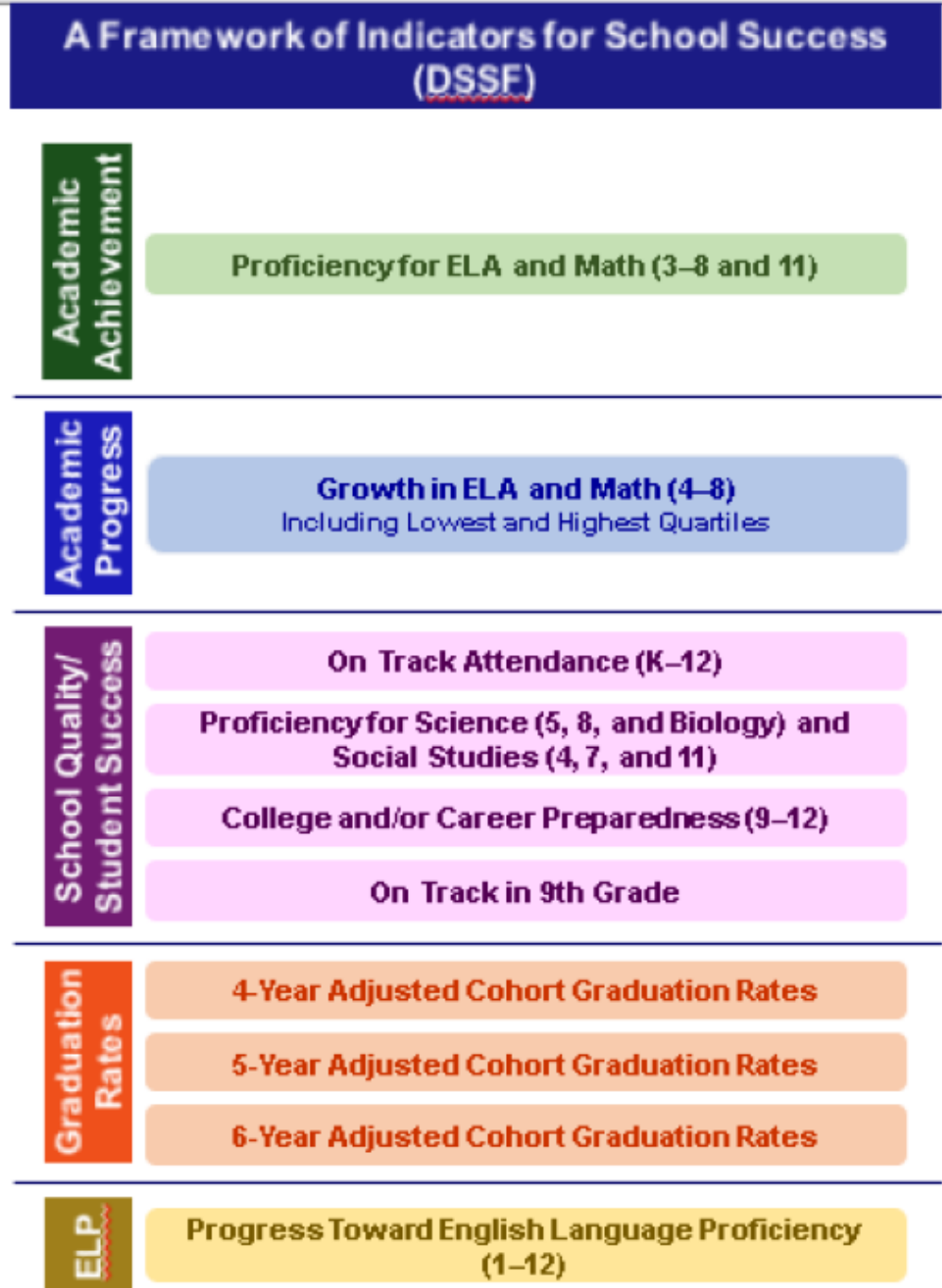
Academic Performance Data

In December 2015, Congress reauthorized the Elementary and Secondary Education Act (ESEA), as the Every Student Succeeds Act (ESSA). In a post-No Child Left Behind era, ESSA gives states more flexibility and provides more state and local control as well as the opportunity to advance Delaware's public schools by enabling all students to succeed. ESSA also requires states to have a plan for spending federal funds, for measuring the skills students learn and for supporting students in making academic progress. Delaware's ESSA plan is an important component of Delaware's overall education system. ESSA implementation began in school year 2017-2018.

The Delaware School Success Framework (DSSF), a component of the Performance Framework, is a comprehensive accountability system that measures and publicly reports on multiple areas of school success, applies to all public schools, including charter schools and career technical schools that are subject to the calculation and reporting of adequate yearly progress (AYP) as prescribed ESEA, 20 U.S. C.A. §6301 et seq. and 14 DE Admin. Code 103 Accountability for Schools, Districts and the State. The DSSF measures the following five indicators of school success:

1. Academic Achievement
2. Academic Progress
3. School Quality/Student Success
4. Graduation Rates
5. English Language Proficiency

These five indicators are comprised of ten individual measures (see below).



The indicators of the DSSF are aggregated on a 500-point scale reflecting different values for elementary/middle, high schools, and high schools that serve grades beyond 9-12 (e.g., a grades 6-12 school). Each indicator will receive a text-based rating based on the aggregated performance on the measures in that particular area. The ESSA-approved indicator weights for elementary school (K-5), middle school (6-8), high school (9-12) and high school plus (for schools that serve additional grades beyond 9-12, i.e. 6-12) and associated points are in the chart below. High school weighting will be applied to single high school districts as well as districts serving multiple high schools serving grades 9-12 only. High school plus weighting will be applied to all other districts.

Elementary (grades K-5)/Middle School (grades 6-8)			High School (grades 9-12)		
Indicators/Measures	Weight	Points	Indicators/Measures	Weight	Points
Academic Achievement	30%	150	Academic Achievement	30%	150
Proficiency ELA (grades 3-8)	15%	75	Proficiency ELA	15%	75
Proficiency Math (grades 3-8)	15%	75	Proficiency Math	15%	75
Academic Progress	40%	200	School Quality/Student Success	40%	200
Growth in ELA (grades 4-8)	15%	75	On Track Attendance (K-12)	5%	25
Growth in Math (grades 4-8)	15%	75	Proficiency Science (Biology)	5%	25
Growth of lowest quartile ELA (grades 4-8)	2.5%	12.5	Proficiency Social Studies (Grade 11)	5%	25
Growth of highest quartile ELA (grades 4-8)	2.5%	12.5	College and/or Career Preparedness (9-12)	15%	75
Growth of lowest quartile Math (grades 4-8)	2.5%	12.5	On Track in 9 th Grade (grade 9)	10%	50
Growth of highest quartile Math (grades 4-8)	2.5%	12.5	Graduation Rate	20%	100
School Quality/Student Success	20%	100	4-Year Cohort Graduation Rate	15%	75
On Track Attendance (K-12)	10%	50	5-Year Cohort Graduation Rate	3%	13
Proficiency Science (grades 5 and 8)	5%	25	6-Year Cohort Graduation Rate	2%	12
Proficiency Social Studies (grades 4 and 7)	5%	25	Progress toward English Language Proficiency	10%	50
Progress toward English Language Proficiency	10%	50	Total	100%	500
Total	100%	500			

High School Plus (For districts and for schools with variant grade configurations that include grades 9-12, e.g. 6-12)

Indicator/Measures	Weight	Points
Academic Achievement	20%	100
Proficiency ELA (grades 3-8 and 11)	10%	50
Proficiency Math (grades 3-8 and 11)	10%	50
Academic Progress	25%	125
Growth in ELA (grades 4-8)	10%	50
Growth in Math (grades 4-8)	10%	50
Growth of lowest quartile ELA (4-8)	1.25%	6.25
Growth of highest quartile ELA (4-8)	1.25%	6.25
Growth of lowest quartile Math (4-8)	1.25%	6.25
Growth of highest quartile Math (4-8)	1.25%	6.25
School Quality/Student Success	25%	125
On Track Attendance (K-12)	2.5%	12.5
Proficiency Science (5, 8 and Biology)	5%	25
Proficiency Social Studies (4, 7 and 11)	5%	25
College and/or Career Preparedness (9-12)	7.5%	37.5
On Track in 9 th Grade (grade 9)	5%	25
Graduation Rate	20%	100
4-Year Cohort Graduation Rate	15%	75
5-Year Cohort Graduation Rate	3%	13
6-Year Cohort Graduation Rate	2%	12
Progress toward English Language Proficiency	10%	50
Total	100%	500

Overall summative ratings are calculated by taking the actual points earned by the school overall (true points) and dividing by the total number of overall index points possible. If performance data for a measure or indicator are missing or nonexistent (i.e. school does not meet minimum n of 15), the points for the missing measure or indicator are removed from the overall index and an overall score is calculated based on the *actual points earned* divided by the *total points possible*. By using the percentage of total points earned, schools are able to be evaluated on the indicators/measures for which they truly earn points and allows all schools to be measured against the rating scale for continuous improvement.

- Exceeds Expectations
- Meets Expectations
- Below Expectations
- Well Below Expectations

Charter School Academic Performance 2019-2020

As a result of the waiver granted to Delaware by the U.S. Department of Education on March 24, 2020, all accountability and state and federal academic assessment requirements were officially waived for the 2019-2020 school year. Therefore, this section will not be updated for the 2019-2020 school year.

Organizational Performance Framework

The purpose of the Organizational Performance Framework is to provide each charter school and the public a useful annual assessment of the school's organizational soundness, public stewardship and fulfillment of legal obligations. The Organizational Performance Framework reflects expectations the charter school is required to meet through state and federal law, the charter performance agreement and seeks to provide information regarding these key questions:

- 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?

As much as possible, the Organizational Performance Framework seeks to focus on:

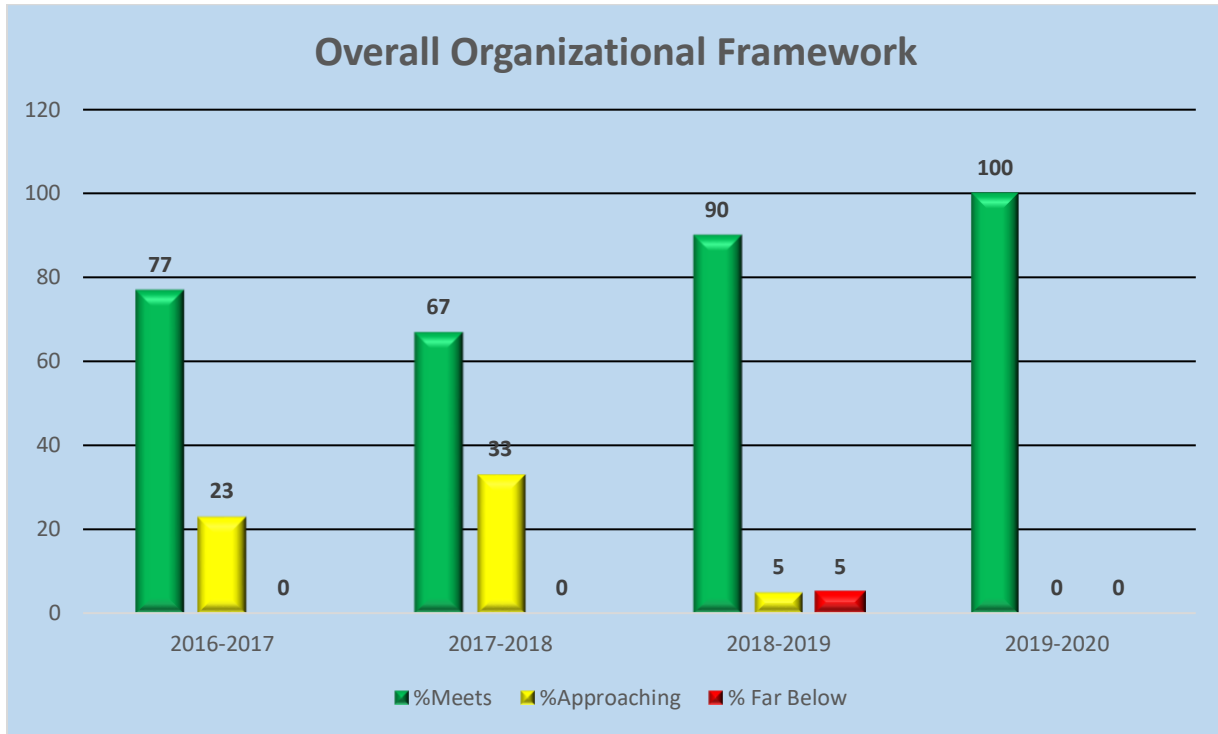
- Outcomes rather than process or inputs (except where the law dictates particular compliance processes or requirements);
- Matters that are material or significant to a school's organizational health and effectiveness; and
- Measures that can be objectively judged or determined.

The overall Organizational Performance Framework is broken down into four metrics or indicators that include ten separate measures. These metrics/indicators and measures include:

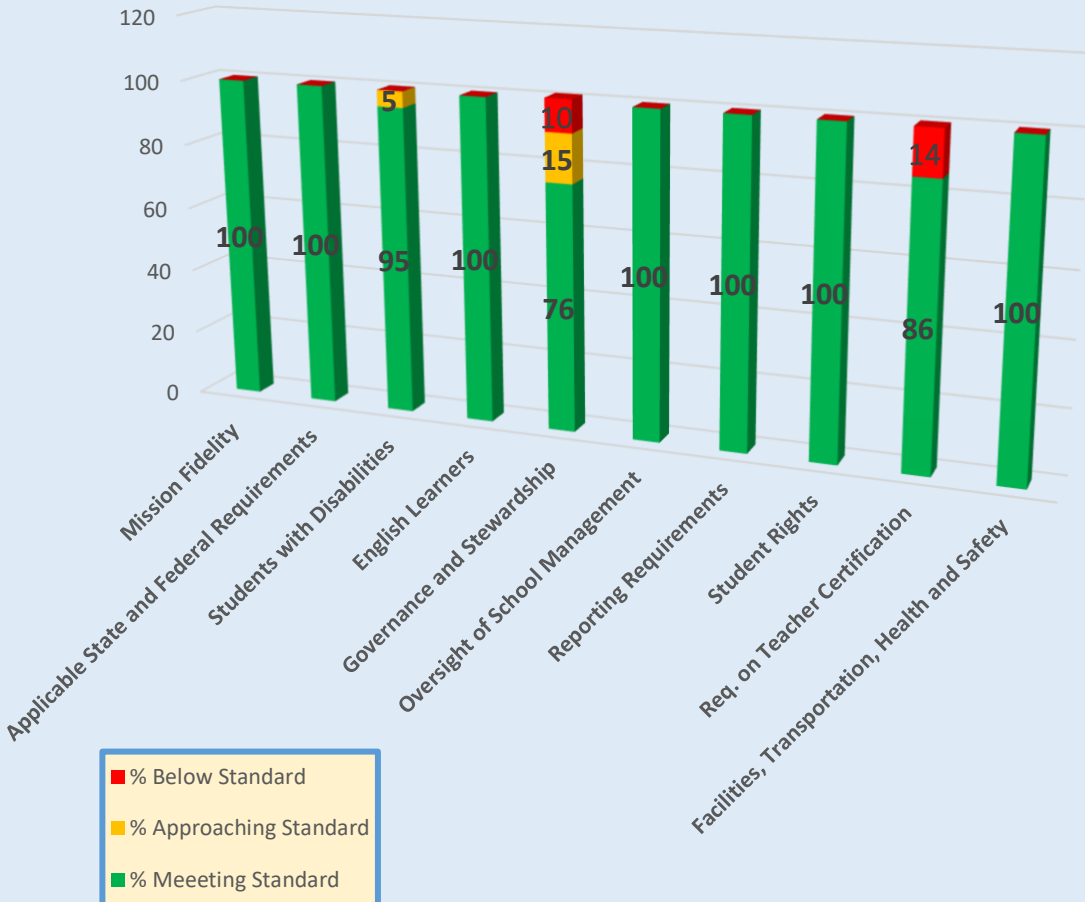
1. Education Program
 - a. Mission Fidelity
 - b. Applicable State and Federal Requirements
 - c. Students with Disabilities (SWDs)
 - d. English Learners (ELs)
2. Governance and Reporting
 - a. Governance and Public Stewardship
 - b. Oversight of School Management
 - c. Reporting Requirements
3. Students and Staff
 - a. Student Rights
 - b. Requirements on Teacher Certification and Hiring Staff
4. Facilities, Transportation, Health, and Safety

2019-20 Overall Ratings - Organizational Performance Framework

In school year 2019-2020 there was one school that earned an overall rating of Far Below Standard on the Organizational Performance Framework and one school earned a rating of Approaching Standard. The remaining schools earned ratings of Meets Standard.



2019 / 2020 Organizational Framework % Meeting, Approaching and Below Standard



Financial Performance Framework

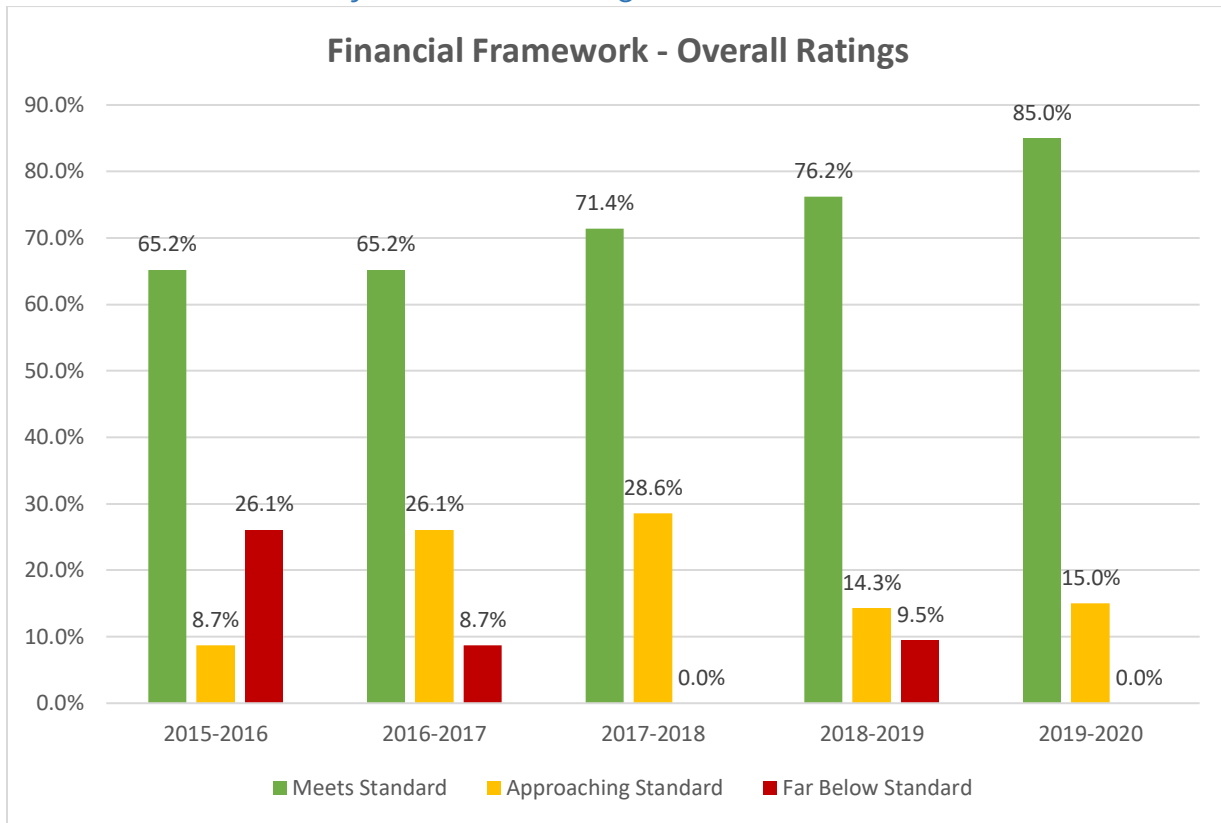
Charter schools have the autonomy to manage their financials consistent with state and federal law; however, authorizers must ensure that the schools they authorize are financially stable. Authorizers, by renewing or not renewing a charter school, determine whether that school is not only academically 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 may be 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 DDOE.

The portion of the framework that tests a school's longer-term financial sustainability are 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.

Revisions to the Financial Performance Framework were made in October of 2016. These changes went into effect for the 2017-2018 annual report. Due to the alignment of the prior annual reporting and the October 2016 changes to the Financial Framework, it was possible to include historical data for this performance framework. 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.

Overall Financial Performance Ratings



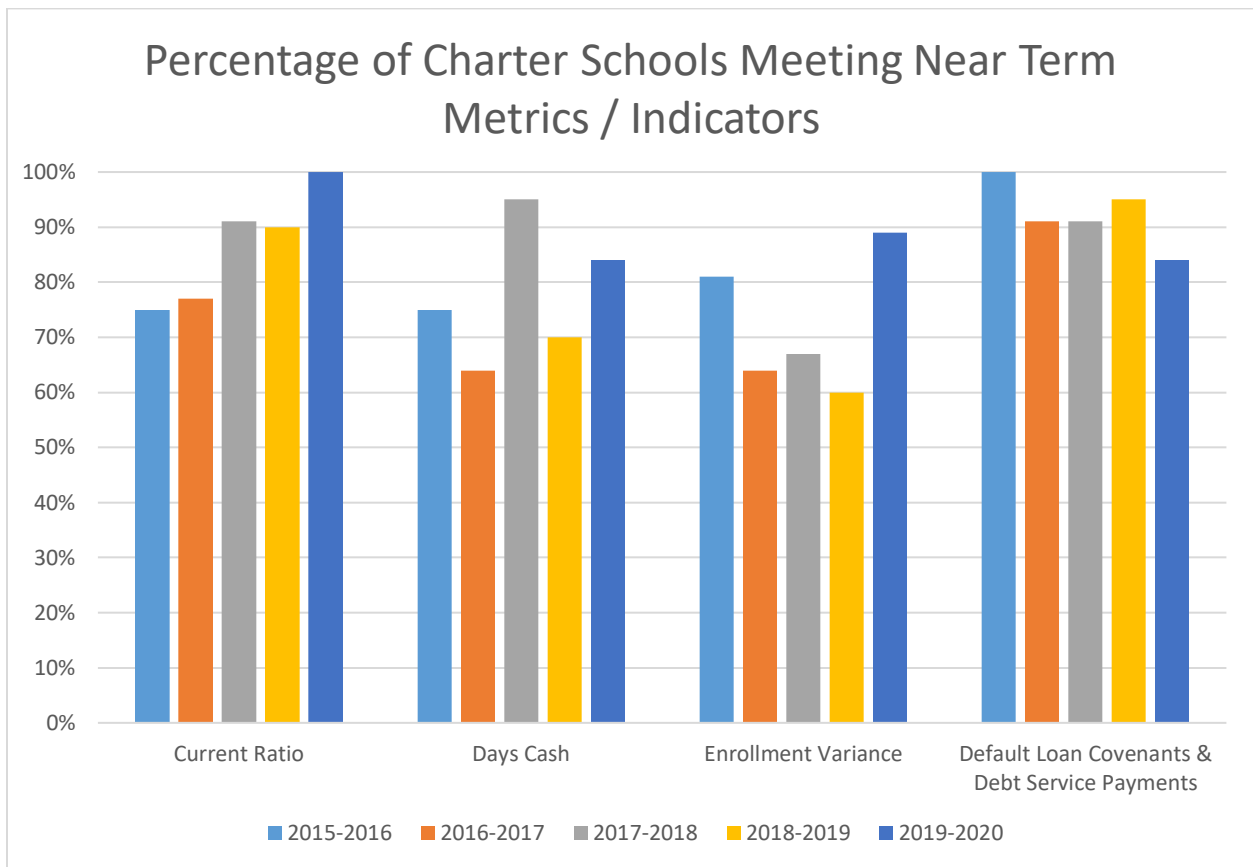
In school year 2019-2020, three schools were rated as approaching standard and no schools were rated as far-below standard using the Financial Framework. This overall data is further explained by the metric/indicators and measures that are utilized to determine if a charter school is meeting the standards of financial performance. For each metric, the school is able to earn a rating of Meets Standard, Approaching Standard, or Far Below Standard.

These Metrics/Indicators and Measures include:

1. Near-Term Metric/Indicators
 - a. Current Ratio
 - b. Days Cash
 - c. Enrollment Variance
 - d. Default
2. Sustainability Metric/Indicators
 - a. Total Margin
 - b. Debt to Asset Ratio
 - c. Cash Flow
 - d. Debt Service Coverage Ratio
3. Financial Management and Oversight Metric/Indicators
 - a. Financial Management and Oversight

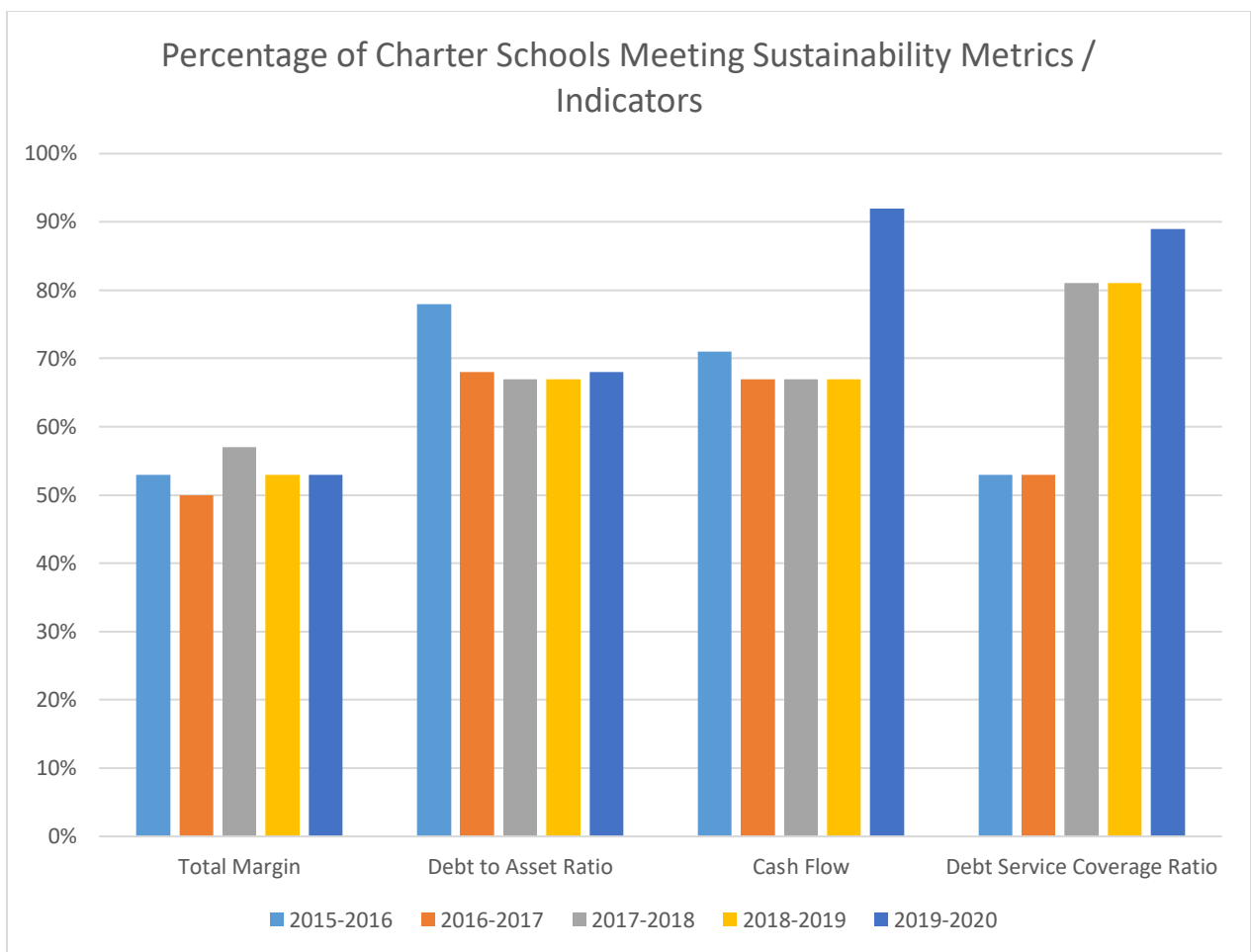
2019-2020 Near-Term Indicators

The Near Term Indicators comprise four measures including current ratio, days cash, enrollment variance, and default. The current ratio depicts the relationship between a school’s current assets and current liabilities. The days cash on hand ratio indicates how many days a school can pay its expenses without another inflow of cash. Enrollment variance tells authorizers whether or not the school is meeting its authorized enrollment, thereby generating sufficient revenue to fund ongoing operations. Debt default indicates if a school is not meeting debt obligations or covenants.



2019-2020 Sustainability Indicators

The Sustainability Indicators comprise four measures including total margin, debt to asset ratio, cash flow, and debt service coverage ratio. Total margin measures the deficit or surplus a school yields out of its total revenues; in other words, whether or not the school is living within its available resources. The debt to asset ratio measures the amount of liabilities a school owes versus the assets they own; in other words, it measures the extent to which the school relies on borrowed funds to finance its operations. The cash flow measure indicates a school's change in cash balance from one period to another. The debt service coverage ratio indicates a school's ability to cover its debt obligations in the current year.



Innovation and Collaboration

Each charter school highlights innovative practices as a part of their annual reports that can be found at <http://www.doe.k12.de.us/page/2654>.